



REVISED AGENDA

COMBINED MEETING OF COUNCIL

March 1, 2021, 9:30 AM
IN THE COUNCIL CHAMBER

SPECIAL NOTES:

*Public are encouraged to follow Council and Committee meetings using the live stream
www.calgary.ca/watchlive*

*To make a written submission or register to speak, use the Public Submission Form.
Public wishing to speak must participate remotely. Information on how to call in will be provided after
registration.*

Council Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. RECOGNITIONS
None
4. QUESTION PERIOD
5. CONFIRMATION OF AGENDA
6. CONFIRMATION OF MINUTES
 - 6.1. Minutes of the Strategic Meeting of Council, 2021 February 01
 - 6.2. Minutes of the Combined Meeting of Council, 2021 February 08
7. CONSENT AGENDA
 - 7.1. DEFERRALS AND PROCEDURAL REQUESTS
None
 - 7.2. BRIEFINGS
None

- 7.3. Mount Royal University – AI Digital Twin for Trucks, PFC2021-0025
- 7.4. 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

- 7.5. 2021 Non-Residential Phased Tax Program Report, PFC2021-0060
- 7.6. Off-site Levy Investment Income Q1 Update (Verbal), PFC2021-0246
- 7.7. Council Innovation Fund Application - Heritage Calgary Naming, Renaming and Commemoration Process Design, PFC2021-0096
- 7.8. CIF Application - Calgary Economic Development Learning CITY Community Pilot, PFC2021-0189
- 7.9. Community Safety Investments Joint-Funding Partnership Working Group, IGA2021-0057
- 7.10. Anti-Racism Action Committee - Terms of Reference Amendment, CPS2021-0156
Attachment 3 held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

Review By: Do Not Release

8. PLANNING MATTERS FOR PUBLIC HEARING

Note: Members of the public wishing to address Council, on any Public Hearing matter on this Agenda, may register using the [Public Submission Form](#)

Time Specific: First Item following the lunch recess

8.1. CALGARY PLANNING COMMISSION REPORTS

- 8.1.1. Land Use Amendment in Glenbrook (Ward 6) at 2803 - 43 Street SW, LOC2020-0161, CPC2021-0062
Proposed Bylaw 21D2021
- 8.1.2. Land Use Amendment in Rosscarrock (Ward 8) at 4315 – 15 Avenue SW, LOC2020-0154, CPC2021-0027
Proposed Bylaw 22D2021
- 8.1.3. Policy Amendment and Land Use Amendment in Killarney/Glengarry (Ward 8) at 2804 – 32 Street SW, LOC2019-0169, CPC2021-0026
Proposed Bylaws 11P2021 and 23D2021
- 8.1.4. Land Use Amendment in North Glenmore Park (Ward 11) at 2002 – 51 Avenue SW, LOC2020-0165, CPC2021-0036
Proposed Bylaw 24D2021

- 8.1.5. Land Use Amendment in West Hillhurst (Ward 7) at 2104 Broadview Road NW, LOC2020-0162, CPC2021-0028
Proposed Bylaw 25D2021
- 8.1.6. Land Use Amendment in Altadore (Ward 8) at 3519 – 14 Street SW, LOC2020-0198, CPC2021-0065
Proposed Bylaw 26D2021
- 8.1.7. Land Use Amendment in Sunalta (Ward 8) at 2004 - 10 Avenue SW, LOC2020-0146, CPC2021-0024
Proposed Bylaw 27D2021
- 8.1.8. Land Use Amendment in Haysboro (Ward 11) at 9715 Horton Road SW, LOC2020-0121, CPC2021-0076
Proposed Bylaw 28D2021
- 8.1.9. Land Use Amendment in Horizon (Ward 10) at 2622 - 39 Avenue NE, LOC2020-0168, CPC2021-0153
Proposed Bylaw 29D2021

8.2. OTHER REPORTS AND POSTPONEMENTS FOR PUBLIC HEARING
(including non-statutory)

None

9. PLANNING MATTERS NOT REQUIRING PUBLIC HEARING

9.1. CALGARY PLANNING COMMISSION REPORTS

- 9.1.1. Community Boundary Change in Silverado (Ward 13), SN2020-0008, CPC2021-0013

9.2. OTHER REPORTS AND POSTPONEMENTS NOT REQUIRING PUBLIC HEARING

- 9.2.1. Supplementary Report to CPC2020-1111 - Land Use Amendment in Chaparral, Bylaw 159D2020, C2021-0306

9.3. BYLAW TABULATIONS
(related to planning matters)

None

10. POSTPONED REPORTS
(including related/supplemental reports)

None

11. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

11.1. CONSENT AGENDA ITEMS SELECTED FOR DEBATE

11.2. OFFICER OF COUNCIL REPORTS

None

11.3. ADMINISTRATION REPORTS

- 11.3.1. BiodiverCity Advisory Committee - Resignation and Appointment, C2021-0193
Attachments 2 and 3 held confidential pursuant to Sections 17 (Disclosure to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

Review By: Do Not Release

- 11.3.2. COVID-19 Update (Verbal), C2021-0317

11.4. COMMITTEE REPORTS

- 11.4.1. 2021 Supplementary Property Assessment and Tax Bylaw, PFC2021-0059
Proposed Bylaw 9M2021 and 10M2021
- 11.4.2. Notice of Motion - Proactive Security Training for City Staff, PFC2020-0334
Councillor Farkas
- 11.4.3. Notice of Motion - Minimizing Negative Impacts of Waste and Recycling Sites, PFC2021-0222
Councillor Keating
- 11.4.4. Notice of Motion - Council Endorsement of Technology to Help Missing Children, PFC2021-0262
Councillor Farkas
- 11.4.5. Notice of Motion -Advocating for the Vaccination Prioritization of the City of Calgary's Critical Infrastructure Workers, PFC2021-0282
Councillor Davison

12. ITEMS DIRECTLY TO COUNCIL

12.1. BYLAW TABULATIONS

None

12.2. MISCELLANEOUS BUSINESS

None

13. URGENT BUSINESS

NEW MATERIAL

- 13.1. *External Auditor - Performance of Assurance Procedures for Off-Site Levies - AC2021-0215*
Attachment 2 held confidential pursuant to Sections 24 (Advice from officials) and 26 (Testing procedures, tests, and audits) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2022 February 25

14. CONFIDENTIAL ITEMS

14.1. CONSENT AGENDA ITEMS SELECTED FOR DEBATE

14.2. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 14.2.1. Green Line Board Chair Appointment (Verbal), C2021-0319
Held confidential pursuant to Sections 17 (Disclosure to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

Review By: Do Not Release

- 14.2.2. Collective Bargaining Update, C2021-0322 (Verbal)
Held Confidential pursuant to Sections 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*.

Review By: 2023 March 01

- 14.2.3. Personnel Matter, C2021-0315
Held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 17 (Disclosure to personal privacy), 19 (Confidential evaluations), 24 (Advice from officials) and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

Review By: Do Not Release

14.3. URGENT BUSINESS

NEW MATERIAL

- 14.3.1. *Proposed Amendments and Extensions (Lincoln Park) – Ward 08 (50 Peacekeepers DR SW), UCS2021-0289*
Report and Attachments held confidential pursuant to Sections 23 (Local public body confidences), 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*.

Review By: 2036 March 30

15. ADMINISTRATIVE INQUIRIES

16. ADJOURNMENT



MINUTES

STRATEGIC MEETING OF COUNCIL

**February 1, 2021, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT:

Councillor S. Chu (Remote Participation)
Councillor J. Gondek (Remote Participation)
Councillor J. Farkas (Remote Participation)
Councillor J. Davison (Remote Participation)
Councillor S. Keating (Remote Participation)
Councillor P. Demong (Remote Participation)
Councillor D. Colley-Urquhart (Remote Participation)
Councillor D. Farrell (Remote Participation)
Councillor W. Sutherland (Remote Participation)
Councillor G. Chahal (Remote Participation)
Councillor E. Woolley (Remote Participation)
Councillor J. Magliocca (Remote Participation)
Councillor G-C. Carra (Remote Participation)
Mayor N. Nenshi

ALSO PRESENT:

City Manager D. Duckworth (Remote Participation)
City Solicitor and General Counsel J. Floen (Remote Participation)
A/General Manager C. Arthurs (Remote Participation)
A/General Manager K. Black (Remote Participation)
General Manager S. Dalgleish (Remote Participation)
Chief Financial Officer C. Male (Remote Participation)
A/General Manager D. Morgan (Remote Participation)
General Manager M. Thompson (Remote Participation)
Deputy City Clerk T. Mowrey
Legislative Advisor A. de Grood
Legislative Advisor L. Gibb

1. CALL TO ORDER

Mayor Nenshi called today's Meeting to order at 9:35 a.m.

ROLL CALL:

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

2. OPENING REMARKS

Mayor Nenshi provided opening remarks, a traditional land acknowledgement, introduced Black History Month, and called for a moment of quiet contemplation.

3. QUESTION PERIOD

1. Councillor Colley-Urquhart

Topic: Issues resulting from transition of Emergency Management Services.

2. Councillor Chu

Topic: Placement of the fluoride item on the Agenda.

4. CONFIRMATION OF AGENDA

Moved by Councillor Chu

Seconded by Councillor Chahal

That the Agenda for the 2021 February 01 Strategic Meeting of Council be confirmed.

MOTION CARRIED

5. ITEMS FROM OFFICERS AND COMMITTEES

5.1 COVID-19 Update (Verbal) - C2021-0172

A presentation entitled "COVID-19 Update (Verbal) C2021-0172" was distributed with respect to Report C2021-0172.

Moved by Councillor Colley-Urquhart

Seconded by Councillor Farrell

That pursuant to Sections 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body) and 27 (Privileged Information) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting at 10:41 a.m., in the Council Boardroom, to discuss confidential matters with respect to the following item:

- 5.1 COVID-19 Update (Verbal), C2021-0172

MOTION CARRIED

People in attendance during the Closed Meeting discussions with respect to Report C2021-0172:

Clerks: T. Mowrey and L. Gibb. City Manager: D. Duckworth. Law: J. Floen. Advice: D. Corbin, C. Arthurs, S. Sharp, K. Black, D. Morgan, C. Male, R. Hinse, K. Choi, S. Henry, E. MacNaughton, S. Woodgate, B. Irvine, N. Schaefer, K. Cote, and L. Kerr. External Advice: Dr. Nicholas Etches and Dr. Karla Gustafson from Alberta Health Services.

Council reconvened in Public Meeting at 11:35 a.m. with Mayor Nenshi in the Chair.

Moved by Councillor Colley-Urquhart

Seconded by Councillor Farrell

That Council rise and report.

MOTION CARRIED

Moved by Councillor Colley-Urquhart

Seconded by Councillor Farrell

That with respect to Report C2021-0172, the following be adopted:

That Council:

1. Receive the presentation for the Corporate Record; and
2. Direct the Closed Meeting discussions be held confidential pursuant to Sections 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body) and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

5.2 General Considerations - Vote on a Question - C2021-0173

A presentation entitled "Vote on a Question General Considerations February 1, 2021 Strategic Council Meeting" was distributed with respect to Report C2021-0173.

By General Consent, pursuant to Section 6(1) of Procedure Bylaw 35M2017, Council suspended Section 78(1)(a) of the Procedure Bylaw in order to complete questions on this item prior to the lunch recess.

Council recessed at 12:13 p.m. and reconvened at 1:32 p.m. with Mayor Nenshi in the Chair.

ROLL CALL:

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

Moved by Councillor Farkas

Seconded by Councillor Chu

That with respect to Report C2021-0173, the following be adopted:

That Council receive this report for the Corporate Record.

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

5.3 Supplemental Report on Neighbourhood Speed Limits and Vote on a Question - C2021-0146

The following documents were distributed with respect to Report C2021-0146:

- A presentation entitled "Supplemental Report on Neighbourhood Speed Limits and Vote on a Question: Strategic Meeting of Council C2021-0146, 1 February 2021"; and
- Fourteen letters from the public.

Mayor Nenshi left the Chair at 1:38 p.m. and Deputy Mayor Gondek assumed the Chair.

Mayor Nenshi resumed the Chair at 1:40 p.m. and Councillor Gondek returned to her regular seat in Council.

By General Consent, pursuant to Section 6(1) of Procedure Bylaw 35M2017, Council suspended Section 78(1)(b) of the Procedure Bylaw in order to complete this item prior to the afternoon recess.

Moved by Councillor Demong
Seconded by Councillor Farkas

That with respect to Report C2021-0146, the following be adopted:

That Council:

1. Institute a Vote of the Electors on a question similar to question A in attachment 2, with final wording to be determined by Council no later than 2021 June; and
2. File the recommendations and abandon Bylaw 1H2020.

ROLL CALL VOTE:

For: (4): Councillor Chu, Councillor Farkas, Councillor Demong, and Councillor Magliocca

Against: (10): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

MOTION DEFEATED

Moved by Councillor Farrell
Seconded by Councillor Davison

That with respect to Report C2021-0146, the following be adopted:

That Administration recommendations contained in Report C2021-0146 be filed and replaced with the following:

That Council:

1. Give three readings to the proposed Bylaw 1H2020, the Speed Limit Charter Bylaw, to change the unposted speed limit from 50 km/h to 40 km/h within the city limits, with an implementation date of May 31, 2021;
2. Direct Administration to post 50 km/h speed limit signs on existing unposted Collector and Neighbourhood Boulevard roadways, unless roadway design already supports a lower speed;
3. Direct Administration to create a framework for prioritizing reduced speed limits on Collector roadways, returning to Council with a briefing no later than Q3 2021, considering issues such as roadway design, volumes for all travel modes, collision history, 311 concerns, and presence of existing speed zones;
4. Provide an update to Council, no later than Q2 2023, with a preliminary summary of results achieved post implementation, including any learnings from implementation elsewhere in Alberta and Canada.

ROLL CALL VOTE:

For: (10): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (4): Councillor Chu, Councillor Farkas, Councillor Demong, and Councillor Magliocca

MOTION CARRIED

That Bylaw 1H2020 be introduced and read a first time.

ROLL CALL VOTE:

For: (10): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (4): Councillor Chu, Councillor Farkas, Councillor Demong, and Councillor Magliocca

MOTION CARRIED

Moved by Councillor Farrell
Seconded by Councillor Davison

That with respect to Report C2021-0146, the following be adopted:

“That Bylaw 1H2020 be amended as follows:

- In Section 4 (1), the date “March 1, 2021” be deleted and replaced with the date “April 30, 2021”;
- In Section 4 (2), the date “March 1, 2021” be deleted and replaced with the date “April 30, 2021”;

- In Section 4 (3), the date “March 1, 2021” be deleted and replaced with the date “April 30, 2021” and the date “November 30, 2021” be deleted and replaced with the date “January 31, 2022”; and
- In Section 6 (2), the date “April 4, 2021” be deleted and replaced with the date “May 31, 2021.”

MOTION CARRIED

That Bylaw 1H2020 be read a second time, **as amended.**

VOTE WAS AS FOLLOWS:

For: (10): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (4): Councillor Chu, Councillor Farkas, Councillor Demong, and Councillor Magliocca

MOTION CARRIED

That authorization now be given to read Bylaw 1H2020 a third time, **as amended.**

MOTION CARRIED UNANIMOUSLY

That Bylaw 1H2020 be read a third time, **as amended.**

ROLL CALL VOTE:

For: (10): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (4): Councillor Chu, Councillor Farkas, Councillor Demong, and Councillor Magliocca

MOTION CARRIED

Council recessed at 3:27 p.m. and reconvened at 3:50 p.m. with Mayor Nenshi in the Chair.

ROLL CALL:

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

Absent from Roll Call: Councillor Sutherland and Councillor Chahal (rejoined the Remote Meeting at 3:53 p.m.).

5.4 Fiscal Framework - Vote on a Question - C2021-0175

A presentation entitled "Fiscal Framework – Vote on a Question" was distributed with respect to Report C2021-0175.

Councillor Carra rose on a Point of Order.

The Chair ruled on the Point of Order.

Moved by Councillor Colley-Urquhart

Seconded by Councillor Gondek

That with respect to Report C2021-0175, the following be adopted:

That Administration recommendations contained in Report C2021-0175 be filed and replaced with the following:

That Council:

1. Approve in principle a Vote of the Electors on a question regarding the fairness and equity of The City's fiscal relationship with the province during the 2021 General Election.

ROLL CALL VOTE:

For: (10): Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Chahal, Councillor Carra, and Mayor Nenshi

Against: (4): Councillor Chu, Councillor Sutherland, Councillor Woolley, and Councillor Magliocca

MOTION CARRIED

Moved by Councillor Colley-Urquhart

Seconded by Councillor Gondek

That with respect to Report C2021-0175, the following be adopted:

That Administration recommendations contained in Report C2021-0175 be filed and replaced with the following:

That Council:

2. Direct that the language of the question be determined in consultation with other municipalities, final wording to be brought to Council through the Intergovernmental Affairs Committee no later than Q2 2021.

For: (12): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Chahal, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

Against: (2): Councillor Sutherland, and Councillor Woolley

MOTION CARRIED

5.5 Reintroduction of Fluoridation to the Water Treatment Process - Vote on a Question - C2021-0170

A presentation entitled "Reintroduction of Fluoridation to the Water Treatment Process - Vote on a Question" was distributed with respect to Report C2021-0170.

Moved by Councillor Gondek

Seconded by Councillor Carra

That with respect to Report C2021-0170, the following be adopted:

That Administration recommendations contained in Report C2021-0170 be filed and that new Recommendation 1 be amended by replacing the proposed question with the following:

That Council:

1. Pose a question of the electors to be held in conjunction with the 2021 municipal election as follows:

“Are you in favour of Alberta’s Chief Medical Officer of Health determining whether Calgary should add fluoride to its water supply as a public health measure?”

ROLL CALL VOTE:

For: (4): Councillor Gondek, Councillor Keating, Councillor Farrell, and Councillor Carra

Against: (10): Councillor Chu, Councillor Farkas, Councillor Davison, Councillor Demong, Councillor Colley-Urquhart, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, and Mayor Nenshi

MOTION DEFEATED

Moved by Councillor Woolley

Seconded by Councillor Colley-Urquhart

That with respect to Report C2021-0170, the following be adopted:

That Council restore fluoride to the City’s water supply and that Administration return to Council through Standing Policy Committee on Utilities and Corporate Services with an implementation plan as soon as possible.

ROLL CALL VOTE:

For: (6): Councillor Gondek, Councillor Davison, Councillor Colley-Urquhart, Councillor Chahal, Councillor Woolley, and Mayor Nenshi

Against: (8): Councillor Chu, Councillor Farkas, Councillor Keating, Councillor Demong, Councillor Farrell, Councillor Sutherland, Councillor Magliocca, and Councillor Carra

MOTION DEFEATED

Moved by Councillor Chahal
Seconded by Councillor Colley-Urquhart

That with respect to Report C2021-0170, the following be adopted:

That Administration recommendations contained in Report C2021-0170 be filed and replaced with the following:

That Council:

1. Pose a question of the electors to be held in conjunction with the 2021 municipal election as follows:

"Are you in favour of reintroducing fluoridation of the municipal water supply?"

2. In the event of an affirmative vote to the question, request the Mayor to write to the provincial government asking that they take on the cost of fluoridation of the water supply as a public health intervention

For: (10): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Demong, Councillor Colley-Urquhart, Councillor Chahal, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

Against: (4): Councillor Keating, Councillor Farrell, Councillor Sutherland, and Councillor Woolley

MOTION CARRIED

6. CONFIDENTIAL ITEMS

6.1 ITEMS FROM OFFICERS AND COMMITTEES

None

7. ADJOURNMENT

Moved by Councillor Colley-Urquhart
Seconded by Councillor Farrell

That this Council adjourn at 5:57 p.m.

MOTION CARRIED

CONFIRMED BY COUNCIL ON

MAYOR

CITY CLERK



MINUTES
COMBINED MEETING OF COUNCIL

February 8, 2021, 9:30 AM
IN THE COUNCIL CHAMBER

PRESENT:

Councillor S. Chu (Remote Participation)
Councillor J. Gondek (Remote Participation)
Councillor J. Farkas (Remote Participation)
Councillor J. Davison (Remote Participation)
Councillor S. Keating (Remote Participation)
Councillor P. Demong (Remote Participation)
Councillor D. Colley-Urquhart (Remote Participation)
Councillor D. Farrell (Remote Participation)
Councillor W. Sutherland (Remote Participation)
Councillor G. Chahal (Remote Participation)
Councillor E. Woolley (Remote Participation)
Councillor J. Magliocca (Remote Participation)
Councillor G.C. Carra (Remote Participation)
Mayor N. Nenshi

ALSO PRESENT:

City Manager D. Duckworth (Remote Participation)
City Solicitor and General Counsel J. Floen (Remote Participation)
A/General Manager S. Arthurs (Remote Participation)
A/General Manager K. Black (Remote Participation)
General Manager S. Dalgleish (Remote Participation)
Chief Financial Officer C. Male (Remote Participation)
A/General Manager D. Morgan (Remote Participation)
General Manager M. Thompson (Remote Participation)
Deputy City Clerk T. Mowrey
Legislative Coordinator M. A. Cario
Legislative Advisor G. Chaudhary
Legislative Advisor A. de Grood
Legislative Advisor J. Palaschuk

1. CALL TO ORDER

Deputy Mayor Gondek called today's Meeting to order at 9:32 a.m. on 2021 February 08.

ROLL CALL

Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Keating, Councillor Magliocca, Councillor Sutherland, Councillor Woolley, Councillor Carra, Councillor

Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Gondek, and Councillor Davison.

Absent for Roll Call: Mayor Nenshi

By General Consent, Council then dealt with Question Period following the Call to Order.

2. OPENING REMARKS

None

3. RECOGNITIONS

This item was dealt with following Question Period.

Councillor Chahal and Councillor Gondek took an opportunity to highlight the situation of protesting farmers in India to Council and Calgarians.

3.1 Boards, Commissions and Committees Retiring Public Members

Mayor Nenshi, on behalf of Council, recognized and thanked departing citizen members of various Boards, Commissions and Committees. A presentation showing the names of departing members was displayed.

3.2 Freedom to Read Week

Mayor Nenshi proclaimed Freedom to Read Week and Mark Asberg, Calgary Public Library Chief Executive Officer, addressed Council.

Council then returned to the Agenda to deal with Confirmation of Agenda.

4. QUESTION PERIOD

This item was dealt with following the Call to Order.

1. Councillor Davison

Topic: Safety measures on the LRT.

2. Councillor Chu

Topic: Use of shipping containers (sea cans) and requirements for development permits.

Mayor Nenshi assumed the Chair at 9:40 a.m. and Councillor Gondek returned to her regular seat in Council.

Council then returned to the Agenda to deal with Item 3.1.

5. CONFIRMATION OF AGENDA

This Item was dealt with following the Recognitions.

Moved by Councillor Colley-Urquhart

Seconded by Councillor Carra

That the Agenda for today's meeting be amended by adding the following as an Item of Confidential Urgent Business, to be heard 2021 February 09, following Item 11.3.2:

- 14.3.1 Legal Update #2 and Amendments to City Solicitor Bylaw 48M2000, C2021-0231.

MOTION CARRIED

Moved by Councillor Farrell
Seconded by Councillor Davison

That the Agenda for the 2021 February 08 Combined Meeting of Council be confirmed,
as amended.

MOTION CARRIED

6. CONFIRMATION OF MINUTES

6.1 Minutes of the Combined Meeting of Council, 2021 January 18

Moved by Councillor Demong
Seconded by Councillor Farkas

That the Minutes of the 2021 January 18 Regular Meeting of the Combined Meeting of Council be confirmed.

MOTION CARRIED

7. CONSENT AGENDA

Moved by Councillor Chu
Seconded by Councillor Keating

That the Consent Agenda be adopted as follows:

7.1 DEFERRALS AND PROCEDURAL REQUESTS

7.1.1 Procedural Request to Change Report Back Directed in Report CPS2018-1256 from SPC on Community Protective Services Q2 2021 to Priorities and Finance Committee Q2 2021

7.2 BRIEFINGS

7.2.1 COVID-19 Service and Financial Impacts - January Update, C2021-0147, C2021-0147

7.3 City Planning and Policy Priorities and Workplan Report 2021, PUD2021-0046

7.4 Industry City Work Plan 2020 Year-End Report, PUD2021-0063

7.5 Summary of Current Proceedings, GPT2021-0054

7.8 Proposed Lease – (Downtown East Village) – Ward 07 (1 Dermot Baldwin WY SE), UCS2021-0137

7.10 External Auditor 2019 Management Letter Update, AC2021-0043

7.11 City Auditor's Office 4th Quarter 2020 Report, AC2021-0132

7.12 External Auditor - Provision of Additional Services for 2020 External Audit, AC2021-0144

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

7.6 Regulatory Update (Verbal), GPT2021-0131

This Item was dealt with in the Closed Meeting portion of the 2021 February 08 Meeting.

Administration in attendance during the Closed Meeting discussions with respect to Report GPT2021-0131:

Clerks: T. Mowrey and M.A. Cario. City Manager: D. Duckworth. Law: J. Floen. Advice: C. Arthurs, K. Black, S. Dalglish, C. Male, M. Thompson, D. Morgan, and B. Whyte.

A confidential presentation entitled "Regulatory Update" was distributed with respect to Verbal Report GPT2021-0131.

Moved by Councillor Chu

Seconded by Councillor Farrell

That with respect to Verbal Report GPT2021-0131, the following be adopted:

That Council:

1. Direct Administration to make public the portions of this presentation that are not required to be kept confidential; and
2. Direct that the Closed Meeting discussions be held confidential pursuant to Sections 23 (Local public body confidences) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2026 February 08.

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

7.7 Open-Pit Coal Mining in the Rocky Mountains Eastern Slopes Update (Verbal), UCS2021-0174

By General Consent, this Item was postponed to the Call of the Chair.

This Item was dealt with following the rise and report on Item 14.2.3.

Moved by Councillor Colley-Urquhart
Seconded by Councillor Sutherland

That the Administration Recommendations contained in Report UCS2021-0174 be amended by adding a new Recommendation 2, as follows:

2. Request the Mayor to write to the Government of Alberta in support of other Southern Alberta municipalities expressing our support for the full reinstatement of the 1976 Coal policy and significantly more public consultation, and advocating for the protection of the watershed through the cancelation or suspension of the coal mining leases granted after the 1976 coal mining policy was rescinded in June 2020.

For: (12): Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (2): Councillor Chu, and Councillor Magliocca

MOTION CARRIED

Moved by Councillor Sutherland
Seconded by Councillor Demong

That with respect to Report UCS2021-0174, the following be adopted, as amended:

That Council:

1. Direct Administration and other experts to make a presentation at the Standing Policy Committee on Utilities and Corporate Services no later than May 2021 on the Government of Alberta's decision to rescind the 1976 coal-mining policy that had protected the eastern slopes of the Rocky Mountains – and the headwaters that flow from them; and
2. **Request the Mayor to write to the Government of Alberta in support of other Southern Alberta municipalities expressing our support for the full reinstatement of the 1976 Coal policy and significantly more public consultation, and advocating for the protection of the watershed through the cancelation or suspension of the coal mining leases granted after the 1976 coal mining policy was rescinded in June 2020. .**

For: (12): Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (2): Councillor Chu, and Councillor Magliocca

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Woolley

That with respect to Report UCS2021-0174, the following Motion Arising be adopted:

That this item be added to the next agenda of the Intergovernmental Affairs Committee for consideration as a potential plebiscite question.

ROLL CALL VOTE:

For: (7): Councillor Farkas, Councillor Davison, Councillor Farrell, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (7): Councillor Chu, Councillor Gondek, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Sutherland, and Councillor Magliocca

MOTION DEFEATED

Moved by Councillor Demong
Seconded by Councillor Farkas

That with respect to Report UCS2021-0174, the following Motion Arising be adopted:

That this item be added to the next agenda of the Intergovernmental Affairs Committee.

ROLL CALL VOTE:

For: (12): **Councillor Gondek**, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (2): Councillor Chu, and Councillor Magliocca

MOTION CARRIED

By General Consent, pursuant to Section 121 of the Procedure Bylaw 35M2017, Council granted Councillor Gondek's request to change her vote from the negative to the affirmative.

Council recessed at 6:17 p.m. on 2021 February 08, to reconvene at 1:00 p.m. 2021 February 09 to continue the Agenda at Item 11.3.2.

7.9 Annual Principal Corporate Risk Report, AC2021-0037

This Item was dealt with following the Consent Agenda.

A presentation entitled "Annual Principal Corporate Risk Report" was distributed with respect to Report AC2021-0037.

Moved by Councillor Woolley
Seconded by Councillor Farkas

That with respect to Report AC2021-0037, the following be adopted:

That Council receive Report AC2021-0037 and the presentation for the Corporate Record.

MOTION CARRIED

Council then dealt with Item 10.1.

8. PLANNING MATTERS FOR PUBLIC HEARING

8.1 CALGARY PLANNING COMMISSION REPORTS

8.1.1 Policy Amendment and Land Use Amendment in Ramsay (Ward 9) at 2103 - 8 Street SE, LOC2020-0134, CPC2020-1355

This item was dealt with following the vote on Item 9.3.1.

A presentation entitled "LOC2020-0134 Policy Amendment and Land Use Amendment" was distributed with respect to Report CPC2020-1355.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 8P2021 and 16D2021:

1. Alex Dobrin, Marcel Design Studio Ltd
2. Scott Clark

Moved by Councillor Carra
Seconded by Councillor Woolley

That with respect to Report CPC2020-1355, the following be adopted:

That Council:

1. Give three readings to the Proposed Bylaw 8P2021 for an amendment to the Ramsay Area Redevelopment Plan (Attachment 2); and
2. Give three readings to the Proposed Bylaw 16D2021 for the redesignation of 0.05 hectares \pm (0.12 acres \pm) located at 2103 - 8 Street SE (Plan 4662R, Block 13, Lots 1 and 2) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District.

ROLL CALL VOTE:

For: (10): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (4): Councillor Chu, Councillor Farkas, Councillor Demong, and Councillor Magliocca

MOTION CARRIED

That Bylaw 8P2021 be introduced and read a first time.

ROLL CALL VOTE:

For: (10): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (4): Councillor Chu, Councillor Farkas, Councillor Demong, and Councillor Magliocca

MOTION CARRIED

That Bylaw 8P2021 be read a second time.

VOTE WAS AS FOLLOWS:

For: (10): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (4): Councillor Chu, Councillor Farkas, Councillor Demong, and Councillor Magliocca

MOTION CARRIED

That authorization now be given to read Bylaw 8P2021 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 8P2021 be read a third time.

VOTE WAS AS FOLLOWS:

For: (10): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (4): Councillor Chu, Councillor Farkas, Councillor Demong, and Councillor Magliocca

MOTION CARRIED

That Bylaw 16D2021 be introduced and read a first time.

ROLL CALL VOTE:

For: (10): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (4): Councillor Chu, Councillor Farkas, Councillor Demong, and Councillor Magliocca

MOTION CARRIED

That Bylaw 16D2021 be read a second time.

VOTE WAS AS FOLLOWS:

For: (10): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (4): Councillor Chu, Councillor Farkas, Councillor Demong, and Councillor Magliocca

MOTION CARRIED

That authorization now be given to read Bylaw 16D2021 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 16D2021 be read a third time.

VOTE WAS AS FOLLOWS:

For: (10): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (4): Councillor Chu, Councillor Farkas, Councillor Demong, and Councillor Magliocca

MOTION CARRIED

8.1.2 Policy Amendment and Land Use Amendment in Altadore (Ward 8) at 5004 - 21 Street SW, LOC2020-0130, CPC2020-1356

A presentation entitled "LOC2020-0130 Policy Amendment and Land Use Amendment" was distributed with respect to Report CPC2020-1356.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 7P2021 and 15D2021:

1. Lisa Ferreira, Professional Custom Homes Ltd.
2. Gursharan Pabla, Professional Custom Homes Ltd.
3. Todd Poland

By General Consent, pursuant to Section 90(2) of the Procedure Bylaw 35M2017, Council recalled the Applicant in order to ask additional questions of clarification.

Moved by Councillor Woolley
Seconded by Councillor Carra

That with respect to Report CPC2020-1356, the following be adopted:

That Council:

1. Give three readings to the Proposed Bylaw 7P2021 for an amendment to the South Calgary/Altadore Area Redevelopment Plan (Attachment 2); and
2. Give three readings to the Proposed Bylaw 15D2021 for the redesignation of 0.07 hectares \pm (0.17 acre \pm) located at 5004 – 21 Street SW (Plan 1720AJ, Block 18, Lots 1 and 2) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade Oriented Infill (R-CG) District.

ROLL CALL VOTE:

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

Against: (3): Councillor Chu, Councillor Farkas, and Councillor Colley-Urquhart

MOTION CARRIED

That Bylaw 7P2021 be introduced and read a first time.

ROLL CALL VOTE:

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

Against: (3): Councillor Chu, Councillor Farkas, and Councillor Colley-Urquhart

MOTION CARRIED

That Bylaw 7P2021 be read a second time.

VOTE WAS AS FOLLOWS:

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

Against: (3): Councillor Chu, Councillor Farkas, and Councillor Colley-Urquhart

MOTION CARRIED

That authorization now be given to read Bylaw 7P2021 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 7P2021 be read a third time.

VOTE WAS AS FOLLOWS:

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

Against: (3): Councillor Chu, Councillor Farkas, and Councillor Colley-Urquhart

MOTION CARRIED

That Bylaw 15D2021 be introduced and read a first time.

ROLL CALL VOTE:

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

Against: (3): Councillor Chu, Councillor Farkas, and Councillor Colley-Urquhart

MOTION CARRIED

That Bylaw 15D2021 be read a second time.

VOTE WAS AS FOLLOWS:

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

Against: (3): Councillor Chu, Councillor Farkas, and Councillor Colley-Urquhart

MOTION CARRIED

That authorization now be given to read Bylaw 15D2021 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 15D2021 be read a third time.

VOTE WAS AS FOLLOWS:

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

Against: (3): Councillor Chu, Councillor Farkas, and Councillor Colley-Urquhart

MOTION CARRIED

8.1.3 Policy Amendment and Land Use Amendment in Beltline (Ward 8) at multiple addresses, LOC2020-0053, CPC2020-1352

A clerical correction was noted on page 5 of attachment 7 of Report CPC2020-1352 by removing Letter 3 and adding to Item 8.1.3, Report CPC2020-1355, Attachment 7.

The following documents were distributed with respect to Report CPC2020-1352:

- A presentation entitled "LOC2020-0052 Policy Amendment and Land Use Amendment"
- A document with formulas

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 10P2021 and 19D2021:

1. Brian Horton, O2 Planning + Design
2. Ryan O'Connor, Western Securities
3. Tammy Duncan

Moved by Councillor Woolley
Seconded by Councillor Farkas

That with respect to Report CPC2020-1352, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 10P2021 for the amendments to the Beltline Area Redevelopment Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 19D2021 for the redesignation of 0.22 hectares \pm (0.55 acres \pm) located at 1409 and 1411 - 4 Street SW and 508, 512, and 514 - 15 Avenue SW (Plan A1, Block 106, Lots 24 to 30) from Centre City Commercial Corridor District (CC-COR), Centre City Multi-Residential High Rise District (CC-MH) and DC Direct Control District to DC Direct Control District to accommodate additional floor area and bonus incentives, with guidelines (Attachment 3).

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

That Bylaw 10P2021 be introduced and read a first time.

MOTION CARRIED

That Bylaw 10P2021 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 10P2021 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 10P2021 be read a third time.

MOTION CARRIED

That Bylaw 19D2021 be introduced and read a first time.

MOTION CARRIED

That Bylaw 19D2021 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 19D2021 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 19D2021 be read a third time.

MOTION CARRIED

Moved by Councillor Farkas

Seconded by Councillor Woolley

That with respect to Report CPC2020-1352, the following Motion Arising be adopted:

That Council direct the development authority to take all efforts to ensure that the William's Block is preserved at the development permit stage.

MOTION CARRIED

8.1.4 Land Use Amendment in Crestmont (Ward 1) at 47 Crestridge Way SW, LOC2020-0153, CPC2020-1371

A presentation entitled "LOC2020-0153 Land Use Amendment" was distributed with respect to Report CPC2020-1371.

The Public Hearing was called and Greg Oilund, addressed Council with respect to Bylaw 14D2021.

Moved by Councillor Sutherland

Seconded by Councillor Davison

That with respect to Report CPC2020-1371, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 14D2021 for the redesignation of 0.06 hectares \pm (0.14 acres \pm) located at 47 Crestridge Way SW (Plan 0312036, Block 6, Lot 15) from DC Direct Control District to Residential – Contextual One Dwelling (R-C1s) District.

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

That Bylaw 14D2021 be introduced and read a first time.

MOTION CARRIED

That Bylaw 14D2021 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 14D2021 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 14D2021 be read a third time.

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

Moved by Councillor Farkas
Seconded by Councillor Chu

That with respect to Report CPC2020-1371, the following Motion Arising be adopted:

That the Applicant be refunded the difference in fees paid by this applicant with someone in stock R-C1 District.

MOTION CARRIED

Moved by Councillor Sutherland
Seconded by Councillor Carra

That with respect to Report CPC2020-1371, the following Motion Arising be adopted:

That Council direct Administration to review its policy on fees charged in similar situations, returning to the Standing Policy Committee on Planning and Urban Development as soon as possible.

MOTION CARRIED

8.1.5 Policy Amendment and Land Use Amendment in Tuxedo Park (Ward 7) at 236 – 31 Avenue NE, LOC2020-0144, CPC2020-1364

A presentation entitled "LOC2020-0144 Policy and Land Use Amendment" was distributed with respect to Report CPC2020-1364.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 9P2021 and 17D2021:

1. Wilson Ng
2. Stan Skoropad

By General Consent, pursuant to Section 6(1) of the Procedure Bylaw 35M2017, Council suspended Section 78(1)(b) in order to complete the Item prior to the afternoon recess.

Moved by Councillor Farrell
Seconded by Councillor Carra

That with respect to Report CPC2020-1364, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 9P2021 for the amendment to the North Hill Area Redevelopment Plan (Attachment 2);
2. Give three readings to Proposed Bylaw 17D2021 for the redesignation of 0.06 hectares \pm (0.14 acres \pm) located at 236 – 31 Avenue NE (Plan 3980AM, Block 66, Lots 3 and 4) from Residential – Contextual One / Two Dwelling (R-C2) District to Multi-Residential – Contextual Grade-Oriented (M-CGd75) District; and
3. Direct that Attachment 8 remain confidential pursuant to Section 17 (Disclosure to personal privacy) of the *Freedom of Information and Protection of Privacy Act*.

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

That Bylaw 9P2021 be introduced and read a first time.

MOTION CARRIED

That Bylaw 9P2021 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 9P2021 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 9P2021 be read a third time.

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

That Bylaw 17D2021 be introduced and read a first time.

MOTION CARRIED

That Bylaw 17D2021 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 17D2021 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 17D2021 be read a third time.

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

Moved by Councillor Farrell
Seconded by Councillor Carra

That with respect to Report CPC2020-1364, the following Motion Arising be adopted:

That Council direct Administration to work with the developer at the development permit stage to provide all vehicular access from the laneway and to provide an internal court yard amenity area.

Against: Councillor Chu and Councillor Keating

MOTION CARRIED

Council recessed at 3:22 p.m. on 2021 February 08 and reconvened at 3:56 p.m. on 2021 February 08 with Mayor Nenshi in the Chair.

ROLL CALL

Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Keating, Councillor Magliocca, Councillor Woolley, and Mayor Nenshi.

Absent from Roll Call: Councillor Sutherland (rejoined the Remote Meeting at 4:00 p.m.)

8.1.6 Land Use Amendment in Stonegate Landing (Ward 5) at 12021 36 Street NE, LOC2018-0145-CPC2020-1429, CPC2020-1429

The following documents were distributed with respect to Report CPC2020-1429:

- A presentation entitled "Public Hearing of Council Agenda Item 8.1.6"; and
- A presentation from Carly Silver entitled "Land Use Amendment and Outline Plan LOC2018-0145".

The Public Hearing was called and Carly Silver, Stantec, addressed Council with respect to Bylaw 18D2021.

Moved by Councillor Chahal

Seconded by Councillor Gondek

That with respect to Report CPC2020-1429, the following be adopted:

That Council:

Give three readings to Proposed Bylaw 18D2021 for the redesignation of 41.57 hectares \pm (102.73 acres \pm) located at 12021-36 Street NE (SE1/4 Section 28-25-29-4) from Industrial - General (I-G) District and Special Purpose – School, Park and Community Reserve (S-SPR) District to Special Purpose – School, Park and Community Reserve (S-SPR), Industrial – Commercial (I-C) District, Industrial – Business f0.5 h16 (I-B f0.5h16) and Commercial – Corridor 3 f0.35h12 (C-COR3 f0.35h12) District.

MOTION CARRIED

That Bylaw 18D2021 be introduced and read a first time.

MOTION CARRIED

That Bylaw 18D2021 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 18D2021 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 18D2021 be read a third time.

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

8.1.7 Land Use Amendment in Mahogany (Ward 12) at multiple addresses, LOC2020-0137, CPC2020-1344

The following documents were distributed with respect to Report CPC2020-1344:

- A presentation entitled "LOC2020-0137 Land Use Amendment; and
- A presentation from Dennis Aucoin entitled "Jayman Built Multi Family Ltd".

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 20D2021:

1. Dennis Aucoin, Jayman Built
2. Bruce McKenzie, NORR

Moved by Councillor Keating
Seconded by Councillor Demong

That with respect to Report CPC2020-1344, the following be adopted:

That Council:

Give three readings to Proposed Bylaw 20D2021 for the redesignation of 5.48 hectares \pm (13.54 acres \pm) located at 520 and 640 Mahogany Road SE (Plan 1611399, Block 96, Lots 1 and 2) from Multi-Residential – High Density Medium Rise (M-H2) District and Multi-Residential – Medium Profile Support Commercial (M-X2) District to DC Direct Control District to accommodate low and medium density residential development, with guidelines (Attachment 2).

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

That Bylaw 20D2021 be introduced and read a first time.

MOTION CARRIED

That Bylaw 20D2021 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 20D2021 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 20D2021 be read a third time.

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

Council then returned to the agenda at Item 14.2.2.

8.2 OTHER REPORTS AND POSTPONEMENTS FOR PUBLIC HEARING

None

9. PLANNING MATTERS NOT REQUIRING PUBLIC HEARING

9.1 CALGARY PLANNING COMMISSION REPORTS

None

9.2 OTHER REPORTS AND POSTPONEMENTS NOT REQUIRING PUBLIC HEARING

9.2.1 Reconsideration of the Council Decision to Withhold Second and Third Readings of the Bylaws 14P2019 and 49D2019, C2021-0186

This item was dealt with following Item 10.1.

Moved by Councillor Farrell

Seconded by Councillor Farkas

That with respect to Report C2021-0186, the following be adopted:

That Council file the Administration Recommendations.

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

9.2.2 Correction to the Bylaw Map associated with LOC2018-0279 - C2021-0058

Moved by Councillor Sutherland
Seconded by Councillor Davison

That with respect to Report C2021-0058, the following be adopted:

That Council:

1. Rescind Bylaw 156D2020.

2. Give three readings to Proposed Bylaw 13D2021 for the redesignation of 31.28 hectares \pm (77.29 acres \pm) located at 6125 - 117 Street NW (NE1/4 Section 6-25-2-5) from Special Purpose – Future Urban Development (S-FUD) District to Multi-Residential – Low Profile (M-1) District, Residential – One Dwelling (R-1) District, Residential – Low Density Mixed Housing (R-G) District, Special Purpose – City and Regional Infrastructure (S-CRI) District, Special Purpose – Community Reserve (S-SPR) District, Special Purpose – Urban Nature (S-UN) District and DC Direct Control District to accommodate mixed-use commercial with guidelines (Attachment 3).

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

That Bylaw 13D2021 be introduced and read a first time.

MOTION CARRIED

That Bylaw 13D2021 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 13D2021 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 13D2021 be read a third time.

MOTION CARRIED

9.3 BYLAW TABULATIONS

9.3.1 Bylaw Tabulation 49P2020 Amendments to 24P2009 (PUD2020-1106), C2021-0203

Moved by Councillor Gondek
Seconded by Councillor Carra

That Bylaw 49P202 be read a second and third time.

For: (12): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

Against: (2): Councillor Chu, and Councillor Farkas

MOTION CARRIED

Moved by Councillor Gondek
Seconded by Councillor Carra

That Bylaw 49P2020 be amended in Schedule A and Schedule B as outlined in Attachment 4.

For: (12): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

Against: (2): Councillor Chu, and Councillor Farkas

MOTION CARRIED

That Bylaw 49P2020 be read a second time, **as amended**.

Against: Councillor Chu and Councillor Farkas

MOTION CARRIED

That Bylaw 49P2020 be read a third time, **as amended**.

Against: Councillor Chu and Councillor Farkas

MOTION CARRIED

Council then returned to the Agenda to deal with Item 11.3.1.

Following Item 14.2.1., Council returned to this Item to consider the following:

That Council rescind, by resolution, Council Policy TP012 (Calgary Transportation Plan).

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

Council then returned to the Agenda to deal with Item 8.1.1.

10. POSTPONED REPORTS

10.1 Correcting Borrowing Bylaws 8B2020 and 9B2020, C2021-0124

This item was dealt with following Item 7.9.

Moved by Councillor Colley-Urquhart

Seconded by Councillor Davison

That with respect to Report C2021-0124, the following be adopted:

That Council:

1. Repeal Bylaws 8B2020 and 9B2020; and
2. Give first readings to Bylaws 5B2021 and 6B2021 only.

For: (13): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

That Bylaw 5B2021 be introduced and read a first time.

MOTION CARRIED

That Bylaw 6B2021 be introduced and read a first time.

MOTION CARRIED

Council then returned to the Agenda to deal with Item 9.2.1.

11. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

11.1 CONSENT AGENDA ITEMS SELECTED FOR DEBATE

7.7 Open-Pit Coal Mining in the Rocky Mountains Easter Slopes Update (Verbal), UCS2021-0174

7.9 Annual Principal Corporate Risk Report, AC2021-0037

11.2 OFFICER OF COUNCIL REPORTS

None

11.3 ADMINISTRATION REPORTS

11.3.1 Bill 7 Property Tax Incentives (Verbal), C2021-0197

This item was dealt with following Item 9.3.1.

A Presentation entitled "11.3.1 Bill 7 Property Tax Incentives Update" was distributed with respect to Verbal Report C2021-0197.

Moved by Councillor Demong
Seconded by Councillor Gondek

That with respect to Verbal Report C2021-0197, the following be adopted:
 That Council direct Intergovernmental and Corporate Strategy to advance the approach described in the presentation and report back to the Intergovernmental Affairs Committee by Q3 2021.

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

Council then dealt with Item 12.1.1.

11.3.2 Update of the Calgary Metropolitan Region Growth and Servicing Plans, C2021-0116

Council reconvened at 1:03 p.m. on 2021 February 09 with Mayor Nenshi in the Chair.

Mayor Nenshi acknowledged the passing of Barry Pashak.

ROLL CALL:

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

The following documents were distributed with respect to Report C2021-0116:

- A presentation entitled "CMRB Growth and Servicing Plan: Member Municipality Council Presentations"; and
- A confidential presentation

Moved by Councillor Colley-Urquhart
Seconded by Councillor Keating

That pursuant to Sections 21 (Disclosure harmful to intergovernmental relations), 23 (Local public body confidences) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting at 2:33 p.m. on 2021 February 09, in the Council Boardroom, to discuss confidential matters with respect to the following Item:

- 11.3.2 Update of the Calgary Metropolitan Region Growth and Servicing Plans, C2021-0116
- 14.3.1 Legal Update #2 and Amendment to City Solicitor Bylaw 48M2000, C2021-0231

ROLL CALL VOTE:

For: (11): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (3): Councillor Chu, Councillor Farkas, and Councillor Magliocca

MOTION CARRIED

Administration in attendance during the Closed Meeting discussions with respect to Report C2021-0116:

Clerks: T. Mowrey and A. Degrood. City Manager: D. Duckworth. Law: J. Floen. Advice: D. Morgan, C. Arthurs, M. Kuzmak, M. Atkinson, C. Blaschuk, I. Campbell, K. Cote, S. Dagleish, C. Ferguson, A. Eaton, C. Male, D. Mercer, H. Oh, M. Rac, D. Shearer, N. Younger, S. Snell, M. Sheldrake, N. Zoldak, H. Galbraith, and M. Van Ham.

Council recessed at 3:20 p.m. on 2021 February 09 and reconvened in Public Meeting at 3:52 p.m. on 2021 February 09 with Mayor Nenshi in the Chair.

ROLL CALL:

Councillor Gondek, Councillor Keating, Councillor Magliocca, Councillor Sutherland, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, and Mayor Nenshi.

Absent from Roll Call: Councillor Woolley (rejoined the Remote Meeting at 3:57 p.m. on 2021 February 09) and Councillor Farrell.

Moved by Councillor Colley-Urquhart

Seconded by Councillor Demong

That Council rise and report on Item 11.3.2.

MOTION CARRIED

Moved by Councillor Carra

Seconded by Councillor Chahal

That with respect to Report C2021-0116, the following be adopted:

That Council:

1. Receive the public and confidential presentations for the Corporate Record; and

2. Direct that the Closed Meeting presentation, Attachment 1 and discussion remain confidential under Sections 21 (Disclosure harmful to intergovernmental relations), 23 (Local public body confidences) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed 2031 February 8.

ROLL CALL VOTE:

For: (9): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Sutherland, Councillor Chahal, Councillor Carra, and Mayor Nenshi

Against: (3): Councillor Chu, Councillor Farkas, and Councillor Magliocca

MOTION CARRIED

Council then dealt with Item 14.3.1.

11.4 COMMITTEE REPORTS

None

12. ITEMS DIRECTLY TO COUNCIL

12.1 BYLAW TABULATIONS

12.1.1 ENMAX Bylaws 1B2021, 2B2021, 3B2021, 4B2021 and 5M2021, C2021-0207

This item was dealt with following Item 11.3.1.

Moved by Councillor Demong
Seconded by Councillor Keating

That with respect to Report C2021-0207, the following be adopted:

That Council give:

1. Borrowing Bylaw 1B2021 first, second and third readings; and
2. Borrowing Bylaws 2B2021 to 4B2021 inclusive and Loan Bylaw 5M2021 first reading.

For: (13): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

Against: (1): Councillor Colley-Urquhart

MOTION CARRIED

That Bylaw 1B2021 be introduced and read a first time.

Against: Councillor Colley-Urquhart

MOTION CARRIED

That Bylaw 1B2021 be read a second time.

Against: Councillor Colley-Urquhart

MOTION CARRIED

That authorization now be given to read Bylaw 1B2021 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 1B2021 be read a third time.

For: (13): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

Against: (1): Councillor Colley-Urquhart

MOTION CARRIED

That Bylaw 2B2021 be introduced and read a first time.

Against: Councillor Colley-Urquhart

MOTION CARRIED

That Bylaw 3B2021 be introduced and read a first time.

Against: Councillor Colley-Urquhart

MOTION CARRIED

That Bylaw 4B2021 be introduced and read a first time.

Against: Councillor Colley-Urquhart

MOTION CARRIED

That Bylaw 5M2021 be introduced and read a first time.

Against: Councillor Colley-Urquhart

MOTION CARRIED

12.2 MISCELLANEOUS BUSINESS

None

13. URGENT BUSINESS

None

14. CONFIDENTIAL ITEMS

Moved by Councillor Gondek

Seconded by Councillor Chahal

That pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials) and 27 (Privileged Information) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting at 11:22 a.m. on 2021 February 08, in the Council Boardroom, to discuss confidential matters with respect to the following Items:

- 7.6 Regulatory Update (Verbal)
- 14.2.1 Legal Update (Verbal), C2021-0196

And further, that Council recess at 12:00 p.m. on 2021 February 08, to reconvene in Public Meeting at 1:15 p.m. on 2021 February 08.

For: (14): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

MOTION CARRIED

Council reconvened in public meeting at 1:20 p.m. on 2021 February 08 with Mayor Nenshi in the Chair.

ROLL CALL

Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Magliocca, Councillor Sutherland, Councillor Keating, Councillor Woolley, and Mayor Nenshi

Moved by Councillor Farrell

Seconded by Councillor Colley-Urquhart

That Council Rise and Report. Council first reported on Item 7.6, followed by 14.2.1.

MOTION CARRIED

14.1 CONSENT AGENDA ITEMS SELECTED FOR DEBATE

- 7.6 Regulatory Update (Verbal), GPT2021-0131

14.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 14.2.1 Legal Update (Verbal), C2021-0196

Administration in attendance during the Closed Meeting discussions with respect to Report C2021-0196:

Clerks: T. Mowrey and M.A. Cario. City Manager: D. Duckworth. Law: J. Floen. Advice: C. Arthurs, K. Black, S. Dalglish, C. Male, D. Morgan, and M. Thompson.

Moved by Councillor Chu
Seconded by Councillor Farrell

That with respect to Verbal Report C2021-0196, the following be adopted:
That Council:

Direct that the closed meeting discussions remain confidential pursuant to Sections 24 (Advice from officials) and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

For: (13): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

Against: (1): Councillor Woolley

MOTION CARRIED

Council then returned to the Agenda at Item 8.1.

14.2.2 Addressing Racism (Verbal), C2021-0202

This item was dealt with following Item 8.1.7.

Moved by Councillor Gondek
Seconded by Councillor Chu

That pursuant to Sections 24 (Advice from officials) and 27 (Privileged information) of the Freedom of Information and Protection of Privacy Act, Council now move into Closed Meeting at 4:29 p.m. on 2021 February 08, in the Council Boardroom, to discuss confidential matters with respect to the following Items:

- 14.2.2 Addressing Racism (Verbal), C2021-0202
- 14.2.3 Labour Relations Update (Verbal), C2021-0211

MOTION CARRIED

Council reconvened in Public Meeting at 5:54 p.m. on 2021 February 08 with Mayor Nenshi in the Chair.

ROLL CALL:

Councillor Sutherland, Councillor Woolley, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Gondek, Councillor Keating, Councillor Magliocca, and Mayor Nenshi

Absent from Roll Call: Councillor Farrell (rejoined the Remote Meeting at 5:56 p.m.)

Moved by Councillor Colley-Urquhart
Seconded by Councillor Farrell

That Council rise and report.

MOTION CARRIED

By General Consent, pursuant to Section 6(1) of Procedure Bylaw 35M2017, Council suspend Section 78(1)(c) of the Procedure Bylaw in order to complete Items 14.2.2, 14.2.3 and 7.7 prior to the evening recess.

Administration in attendance during the Closed Meeting discussions with respect to Report C2021-0202:

Clerks: T. Mowrey and A. Degrood. City Manager: D. Duckworth. Law: J. Floen. Advice: C. Arthurs, K. Black, C. Male, D. Morgan, M. Hulsker, S. Dongworth, K. Sveinunggaard, K. Mbolekwa, D. Hamilton, C. Sutherland, M. Munroe, R. Lehr, F. Chartrand, A. Unger, and A. Wedderburn.

A Presentation entitled "Addressing Racism (Verbal) C2021-0202" was distributed with respect to Report C2021-0202.

Moved by Councillor Colley-Urquhart
Seconded by Councillor Gondek

That with respect to Verbal Report C2021-0202, the following be adopted:

That Council:

1. Receive the presentation for the Corporate Record; and
2. Direct that the Closed Meeting discussions be held confidential pursuant to Section 24 (Advice from officials) and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

For: (13): Councillor Chu, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, Councillor Carra, and Mayor Nenshi

Against: (1): Councillor Gondek

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Farrell

That with respect to Report C2021-0202, the following Motion Arising be adopted:

That Council:

Direct Administration to provide a public presentation at the 2021 February 10 Standing Policy Committee on Community and Protective Services.

MOTION CARRIED

14.2.3 Labour Relations Update (Verbal), C2021-0211

Administration in attendance during the Closed Meeting discussions with respect to Report C2021-0211:

Clerks: T. Mowrey. City Manager: D. Duckworth. Law: J. Floen. Advice: K. Black, C. Male, D. Morgan, D. Hamilton.

Moved by Councillor Sutherland

Seconded by Councillor Davison

That with respect to Verbal Report C2021-0211, the following be adopted:
That Council:

Direct that the closed meeting discussions remain confidential pursuant to Sections 24 (Advice from officials) and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

For: (12): Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Farrell, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Carra, and Mayor Nenshi

Against: (2): Councillor Chu, and Councillor Magliocca

MOTION CARRIED

Council then dealt with Item 7.7.

14.3 URGENT BUSINESS

14.3.1 Legal Update #2 and Amendment to City Solicitor Bylaw 48M2000, C2021-0231

This Item was dealt with following the rise and report on Item 11.3.2.

Mayor Nenshi and Councillor Farrell each declared a Pecuniary Interest due to potential financial implications and abstained from voting and discussion with respect to Report C2021-0231. Mayor Nenshi and Councillor Farrell left the Remote Meeting at 3:55 p.m. on 2021 February 09.

Deputy Mayor Gondek assumed the Chair at 3:55 p.m. on 2021 February 09.

The following documents were distributed upon rise and report with respect to Report C2021-0231:

- A Cover Report entitled "Report re Legal update and amendment to City Solicitor Bylaw 48M2000";
- An Attachment 1 entitled "Proposed Bylaw 8M2021";
- An Attachment 2 entitled "Council Policy CC010";
- An Attachment 3 entitled "Bylaw Number 48M2000", and
- An Attachment 4 entitled "Citation: Terrigno v Calgary (City), 2021 ABQB 41".

Moved by Councillor Colley-Urquhart

Seconded by Councillor Demong

That pursuant to Section 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting at 4:01 p.m. on February 09, in the Council Boardroom, to discuss confidential matters with respect to the following Item:

- 14.3.1 Legal Update #2 and Amendment to City Solicitor Bylaw 48M2000, C2021-0231

ROLL CALL VOTE:

For: (9): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Sutherland, Councillor Chahal, Councillor Woolley, and Councillor Carra

Against: (3): Councillor Chu, Councillor Farkas, and Councillor Magliocca

MOTION CARRIED

Administration in attendance during the Closed Meeting discussions with respect to Report C2021-0231:

Clerks: T. Mowrey and A. Degrood. City Manager: D. Duckworth. Law: J. Floen. Advice: E. Laidlaw, D. Lewis, and C. Male.

By General Consent, pursuant to Section 6(1) of Procedure Bylaw 35M2017, Council suspended Section 78(c) in order to complete the item prior to the dinner recess.

Council reconvened in Public Meeting at 6:34 p.m. on 2021 February 09 with Deputy Mayor Gondek in the Chair.

ROLL CALL:

Councillor Sutherland, Councillor Woolley, Councillor Carra, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong,

Councillor Farkas, Deputy Mayor Gondek, Councillor Keating, and Councillor Magliocca.

Absent from Roll Call: Mayor Nenshi and Councillor Farrell.

Moved by Councillor Colley-Urquhart

Seconded by Councillor Demong

That Council rise and report.

MOTION CARRIED

The Chair ruled Councillor Farkas' proposed amendment to the amendment was out of order.

"Moved by Councillor Farkas

Seconded by Councillor Magliocca

That the proposed amendment to replace recommendation 2 be amended by adding the following:

The \$175,000.00 would not apply to the claims related to Councillor misconduct from June 2020."

Councillor Farkas challenged the Chair's ruling.

The Chair put the question:

"That the ruling of the Chair be upheld."

ROLL CALL VOTE:

For: (9): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Sutherland, Councillor Chahal, Councillor Woolley, and Councillor Carra

Against: (3): Councillor Chu, Councillor Farkas, and Councillor Magliocca

MOTION CARRIED

Moved by Councillor Woolley

Seconded by Councillor Demong

That with respect to Report C2021-0231, Recommendation 2 be amended by replacing Recommendation 2 in its entirety with the following:

That Council:

"2. Confirm and approve retroactively the expenditure of external legal fees and disbursement of approximately \$175,000.00 that were approved by the City Solicitor and General Counsel to defend Council Members pursuant to the March 2016 Policy Amendment.

As an added measure of accountability, the City Manager is to confirm the expenditures were due to The City's duty to defend, and if not, advise Council of next steps."

ROLL CALL VOTE:

For: (8): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Chahal, Councillor Woolley, and Councillor Carra

Against: (4): Councillor Chu, Councillor Farkas, Councillor Sutherland, and Councillor Magliocca

MOTION CARRIED

Moved by Councillor Woolley

Seconded by Councillor Demong

That with respect to Report C2021-0231, the following be adopted, **as amended:**

That Council:

1. Give three readings to the Proposed Bylaw 8M2021 in Attachment 1 to amend Bylaw 48M2000, the City Solicitor and General Counsel Bylaw.

2. Confirm and approve retroactively the expenditure of external legal fees and disbursement of approximately \$175,000.00 that were approved by the City Solicitor and General Counsel to defend Council Members pursuant to the March 2016 Policy Amendment.

As an added measure of accountability, the City Manager is to confirm the expenditures were due to The City's duty to defend, and if not, advise Council of next steps.

3. Direct that the Report and Attachments be held confidential pursuant to Section 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, until such time as Council rises and reports on this matter.

4. Direct that the Closed Meeting discussions be held confidential pursuant to Section 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

ROLL CALL VOTE:

For: (8): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Chahal, Councillor Woolley, and Councillor Carra

Against: (4): Councillor Chu, Councillor Farkas, Councillor Sutherland, and Councillor Magliocca

MOTION CARRIED

That Bylaw 8M2021 be introduced and read a first time.

ROLL CALL VOTE:

For: (8): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Chahal, Councillor Woolley, and Councillor Carra

Against: (4): Councillor Chu, Councillor Farkas, Councillor Sutherland, and Councillor Magliocca

MOTION CARRIED

Moved by Councillor Sutherland
Seconded by Councillor Carra

That Bylaw 8M2021, be amended in Section 2 (D), by adding the words "or Council must be informed" following the word "necessary".

For: (12): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, and Councillor Carra

MOTION CARRIED

That Bylaw 8M2021 be read a second time, **as amended.**

ROLL CALL VOTE:

For: (9): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Sutherland, Councillor Chahal, Councillor Woolley, and Councillor Carra

Against: (3): Councillor Chu, Councillor Farkas, and Councillor Magliocca

MOTION CARRIED

That authorization now be given to read Bylaw 8M2021 a third time, **as amended.**

MOTION CARRIED

That Bylaw 8M2021 be read a third time, **as amended.**

ROLL CALL VOTE:

For: (9): Councillor Gondek, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Sutherland, Councillor Chahal, Councillor Woolley, and Councillor Carra

Against: (3): Councillor Chu, Councillor Farkas, and Councillor Magliocca

MOTION CARRIED

Councillor Woolley rose on a Point of Order.

The Chair ruled on the Point of Order.

Moved by Councillor Sutherland

Seconded by Councillor Colley-Urquhart

That with respect to Report C2021-2031, the following Motion Arising be adopted:

That Council:

Direct the City Manager and City Solicitor to develop a protocol to ensure accountability for decisions made to expend funds for external legal fees and disbursements in defending Council Members in legal proceedings, including reimbursement of such funds where appropriate, and report back to Council no later than the end of July 2021.

For: (12): Councillor Chu, Councillor Gondek, Councillor Farkas, Councillor Davison, Councillor Keating, Councillor Demong, Councillor Colley-Urquhart, Councillor Sutherland, Councillor Chahal, Councillor Woolley, Councillor Magliocca, and Councillor Carra

MOTION CARRIED

15. ADMINISTRATIVE INQUIRIES

None

16. ADJOURNMENT

Moved by Councillor Keating

Seconded by Councillor Davison

That this Council adjourn at 7:38 p.m. on 2021 February 09 with Deputy Mayor Gondek in the Chair.

MOTION CARRIED

MAYOR

CITY CLERK

**Transportation Report to
Priorities and Finance Committee
2021 February 16**

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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.

RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, 2021 FEBRUARY 16:

That 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.

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.

Mount Royal University - Artificial Intelligence Digital Twin for Trucks

- 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.
- 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.

Mount Royal University - Artificial Intelligence 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 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

**Transportation Report to
Priorities and Finance Committee**

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Mount Royal University - Artificial Intelligence Digital Twin for Trucks

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

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.

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Priorities and Finance Committee**

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Mount Royal University - Artificial Intelligence Digital Twin for Trucks

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

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

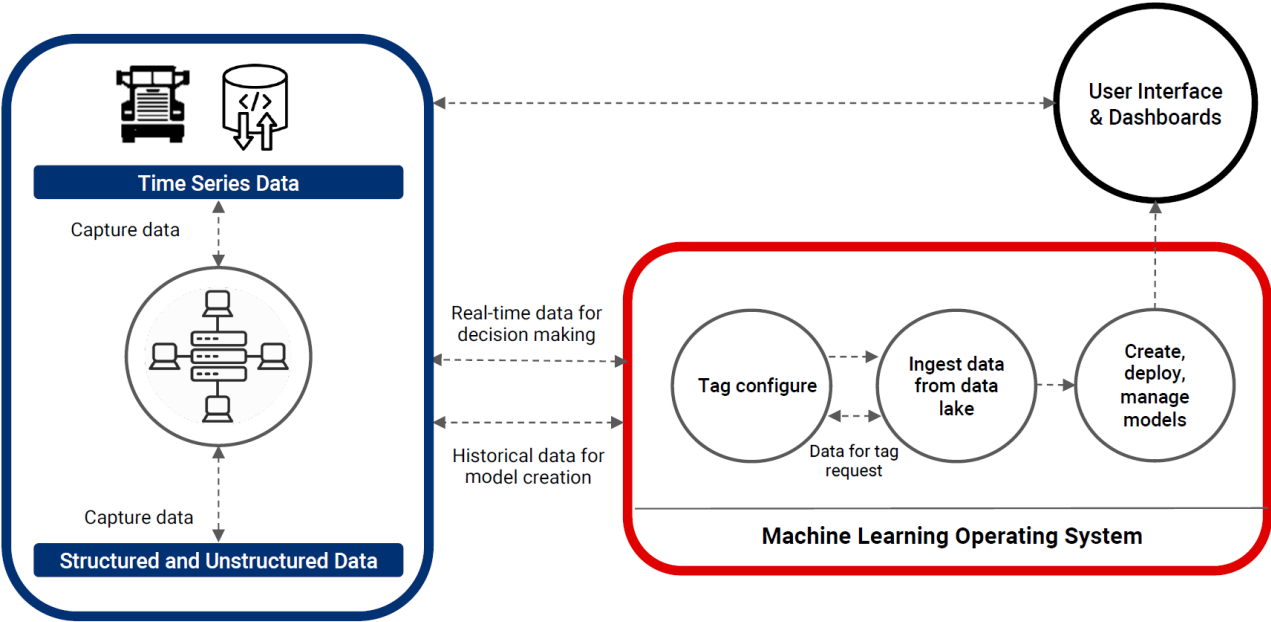
Identify what success looks like, and how it will be measured.

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	
	Use case writing (20-30 use cases)		MRU Faculty / Student Release Time	
	Develop prototype models (about 10 solutions)		MRU Faculty / Student Release Time	\$ 80,000
	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,

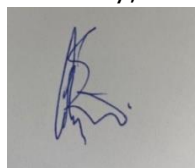
Thank you for the opportunity to provide a letter of support to Mount Royal University's application to the Council Innovation Fund. The project will advance innovation right here in Calgary for the trucking industry allowing them to improve efficiency, safety and create jobs in our local technology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

**Community Services Report to
Priorities and Finance Committee
2021 February 16**

**ISC: UNRESTRICTED
PFC2021-0045
Page 1 of 5**

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.

**RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, 2021
FEBRUARY 16:**

That Council:

1. Refer this Item to Administration to consider after the implementation of the Golf Course Sustainability Framework, returning to Council through the Priorities and Finance Committee with a recommendation on whether to continue with the contracting out of all or some golf course operations no later than Q4 2022; and
2. Direct that Attachment 3 remain confidential pursuant to Section 24 (Advice from Officials), 25 (Disclosure harmful to economic and other interests of a public body) and 27 (Privileged Information) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed 2025 February 01.

Opposition to Recommendations:

Against: Councillor Chu, Councillor Woolley, Councillor Colley-Urquhart, and Councillor Farrell

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.

**Community Services Report to
Priorities and Finance Committee**

**ISC: UNRESTRICTED
PFC2021-0045
Page 2 of 5**

Update on Moving to an External Operator for City Golf Courses

- 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 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

Update on Moving to an External Operator for City Golf Courses

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).

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

**Community Services Report to
Priorities and Finance Committee**

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Update on Moving to an External Operator for City Golf Courses

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 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

**Community Services Report to
Priorities and Finance Committee**

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Update on Moving to an External Operator for City Golf Courses

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>	

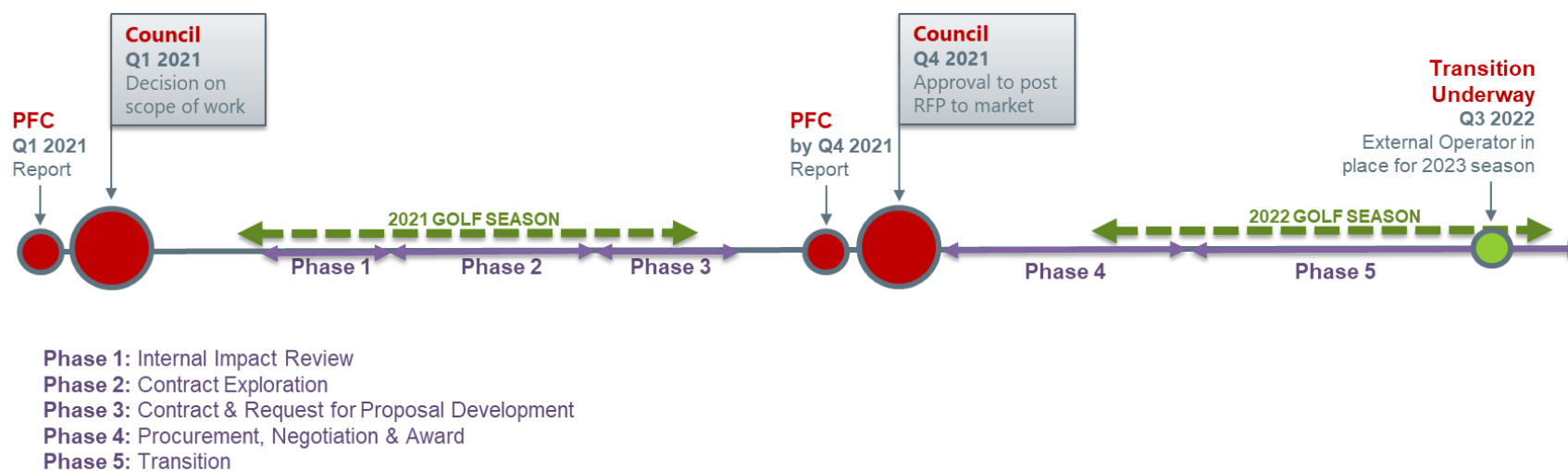
External Consultant Scope

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

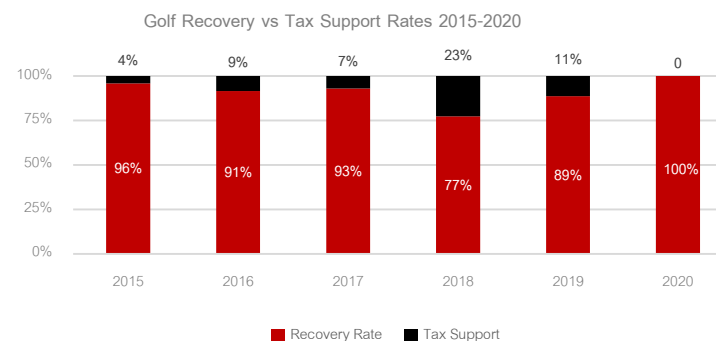
2020 Results

- **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.

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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.

RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, 2021 FEBRUARY 16:

That Council direct Administration to implement a non-residential Phased Tax Program with a 0 per cent non-residential municipal property tax cap for 2021 with an estimated cost of \$44 million;

1. Approve \$3 million from unused funds previously allocated for prior years' Phased Tax Programs;
2. Approve \$18 million originally approved for the 2021 Property Tax Rebate; and
3. Approve \$23 million from the Fiscal Stability Reserve.

Opposition to Recommendations:

Against: Councillor Carra

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.

¹ See Attachment 1 under "Previous Council Direction".

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2021 Non-Residential Phased Tax Program

- 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.

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.

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>>.

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.

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2021 Non-Residential Phased Tax Program

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

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

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>>.

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2021 Non-Residential Phased Tax Program

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.

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

⁵ *Supra* note 3.

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

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				10% Cap
	2020	2021	Year-over-Year Change	
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%

Clerks Note to
Combined Meeting of
Council 2021 March 01

ISC: UNRESTRICTED
PFC2021-0246

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

RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, 2021 FEBRUARY 16:

That Council direct Administration to provide the final off-site levy investment income update to Council through the Priorities and Finance Committee no later than 2021 Q3.

Excerpt from the Minutes of the Priorities and Finance Committee, 2021 February 16:

"A presentation entitled "Off-Site Levy Investment Income Q1 Update - Verbal" was distributed with respect to Report PFC2021-0246.

Moved by Councillor Gondek

That with respect to Verbal Report PFC2021-0246, the following be approved:

That the Priorities and Finance Committee recommend that Council direct Administration to provide the final off-site levy investment income update to Council through the Priorities and Finance Committee no later than 2021 Q3.

MOTION CARRIED"

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.

RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, 2021 FEBRUARY 16:

That Council:

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

Opposition to Recommendations:

Against: Councillor Farkas and Councillor Sutherland

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.

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

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 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

**Community Services Report to
Priorities and Finance Committee**

**ISC: UNRESTRICTED
PFC2021-0096
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**CIF Application - Heritage Calgary Naming, Renaming and Commemoration
Process Design**

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

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

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

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.

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.

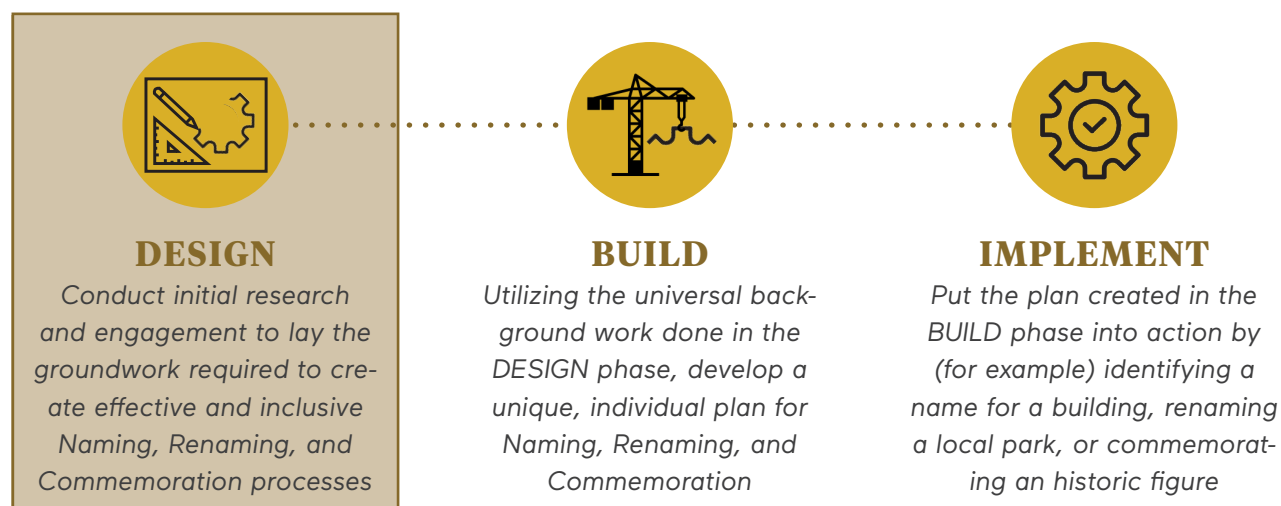
Through the project plan established in this proposal, we will undertake intensive in-depth research and review of established literature and best practices internationally and here at home. We will further begin to build relationships with a broad and diverse group of community stakeholders by identifying 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:

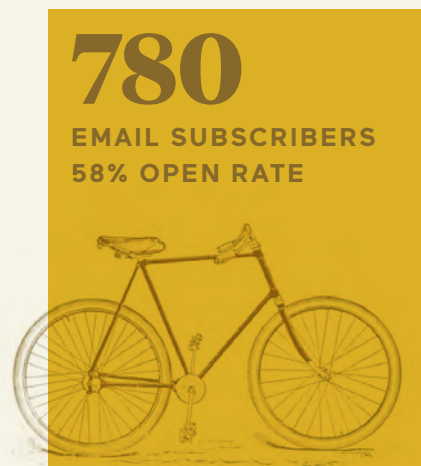
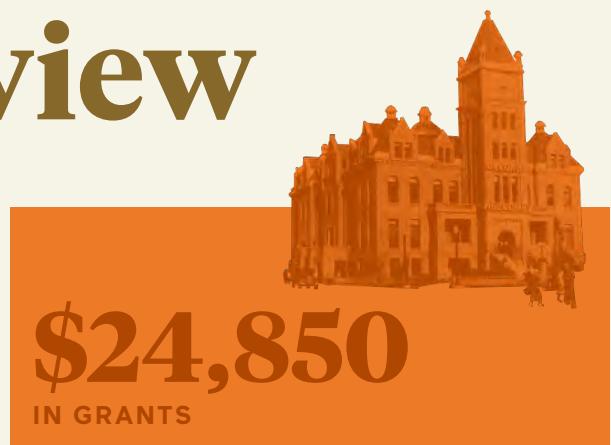
To identify, preserve, and promote Calgary's diverse heritage for future generations.

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

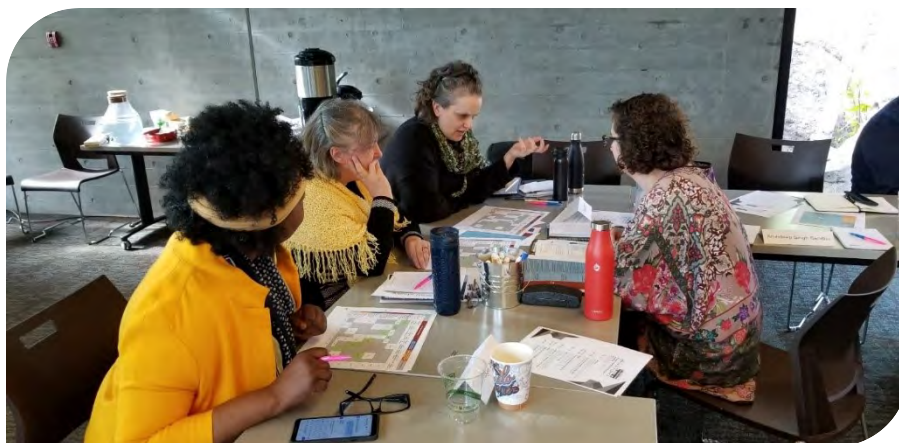
Heritage Calgary is a respected and professional voice for heritage in Calgary. The relationships and network that you bring to questions of historical commemoration position Heritage Calgary ideally to partner with the City of Calgary in developing a process to make intentional, inclusive and enduring 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

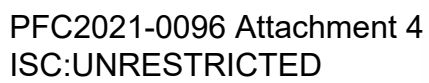
Thank you for considering this proposal. Please note that the approach, schedule and fees can be negotiated if required. If you have any questions, we can be reached as per below:



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 workplan 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**

**Community Services Report to
Priorities and Finance Committee
2021 February 16**

**ISC: UNRESTRICTED
PFC2021-0189
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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.

**RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, 2021
FEBRUARY 16:**

That Council:

1. Adopt 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.

**Community Services Report to
Priorities and Finance Committee**

**ISC: UNRESTRICTED
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CIF Application- Calgary Economic Development LearningCITY Community Pilot

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 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 reenvision 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

**Community Services Report to
Priorities and Finance Committee**

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CIF Application- Calgary Economic Development LearningCITY Community Pilot

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.

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

**Community Services Report to
Priorities and Finance Committee**

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CIF Application- Calgary Economic Development LearningCITY Community Pilot

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.

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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.

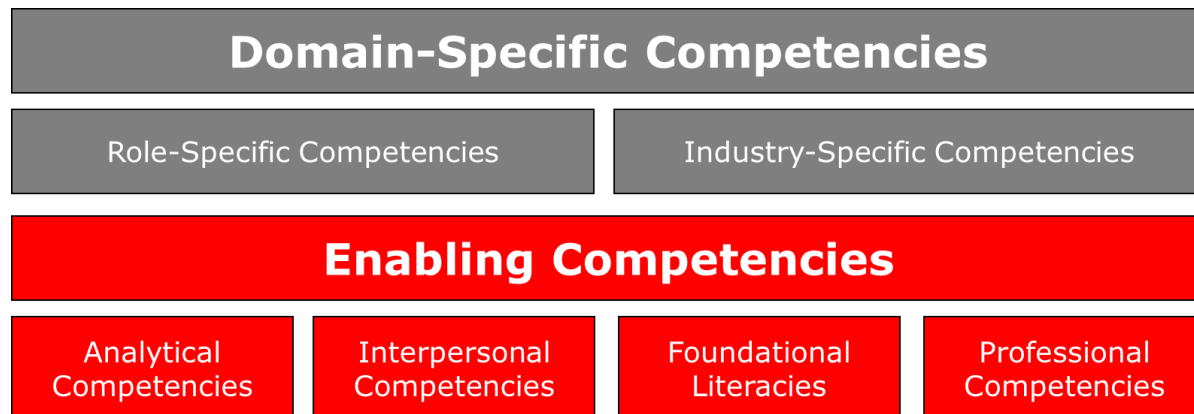


Figure-1: The Two-Level CCM

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/>
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- 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

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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.

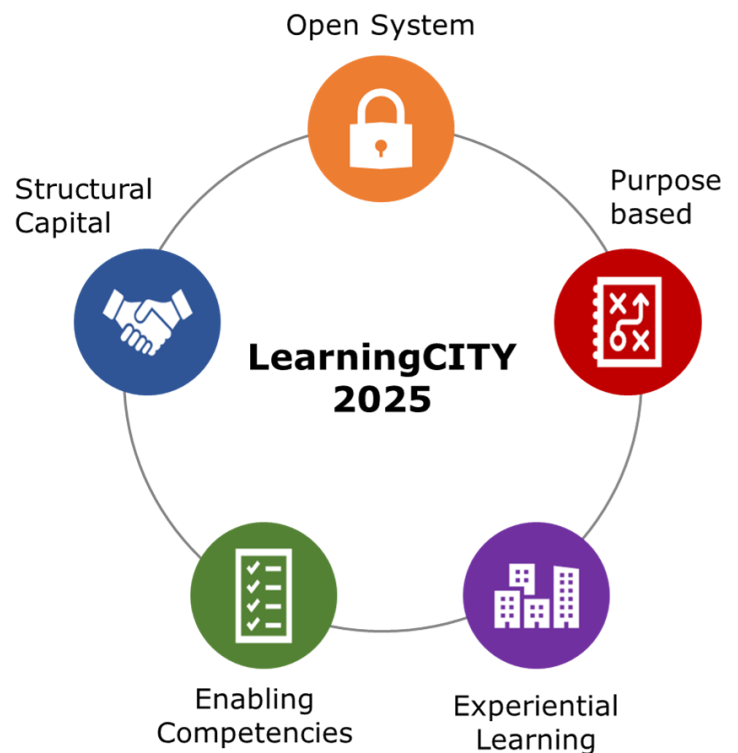
2. **Transition to purpose-based learning:** A LearningCITY needs a learning system that prioritizes empowerment and autonomy for the learner. The learner's development pathway, their route through the learning system, becomes a personalized climbing wall instead of a predictable ladder. At its core, 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.

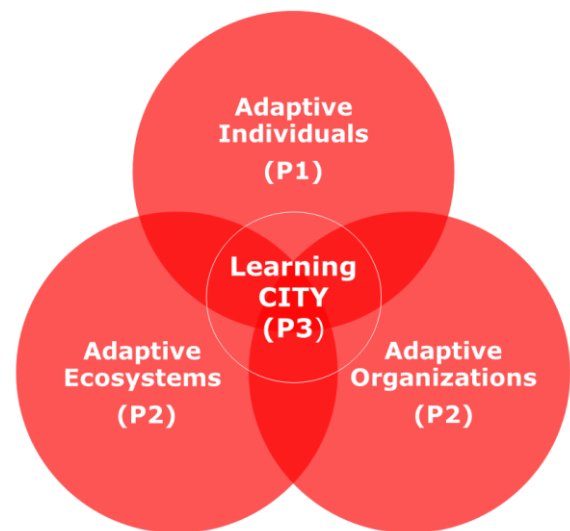


Figure-1: LearningCITY

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

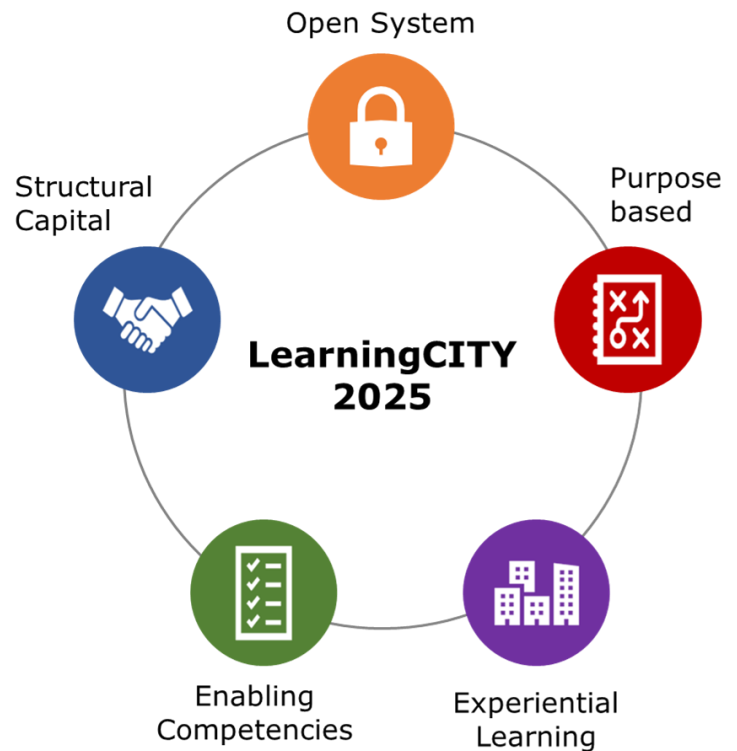


Figure-2: LearningCITY 2025

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

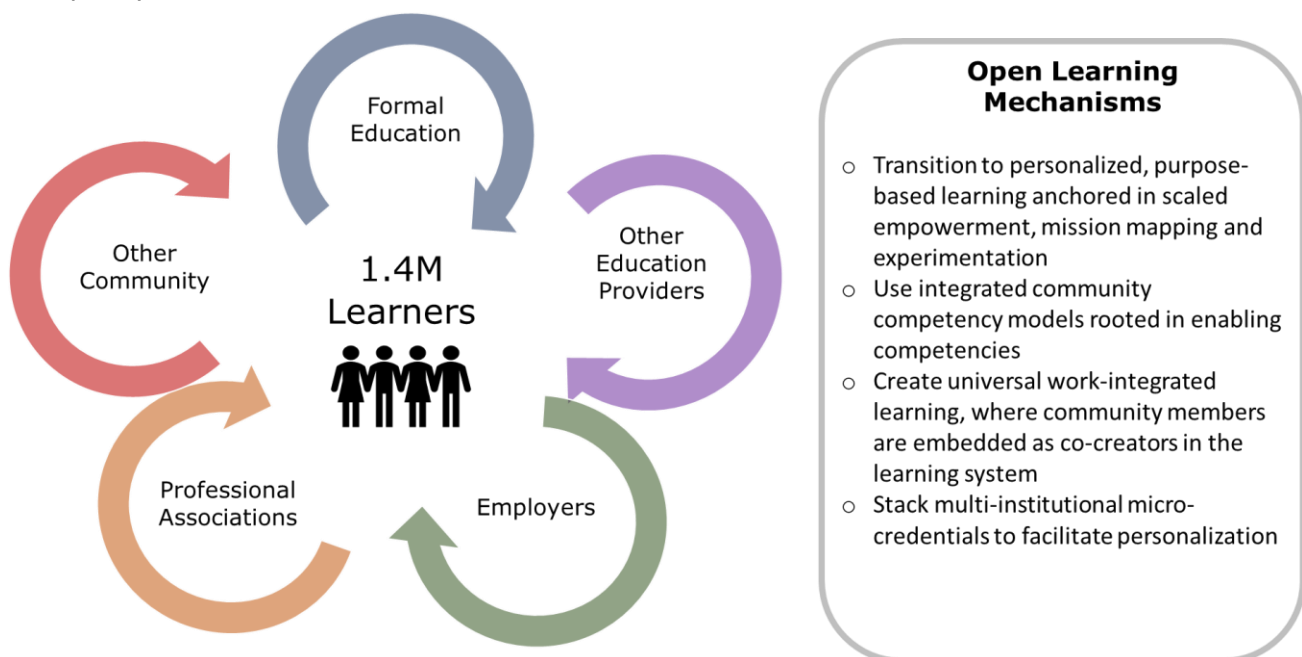


Figure-3: The Calgary open learning system

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:

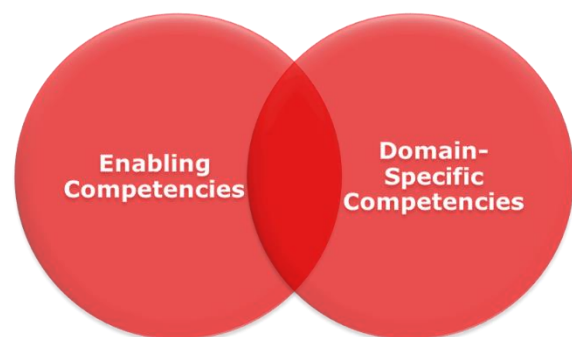


Figure-4: Dual competencies

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.

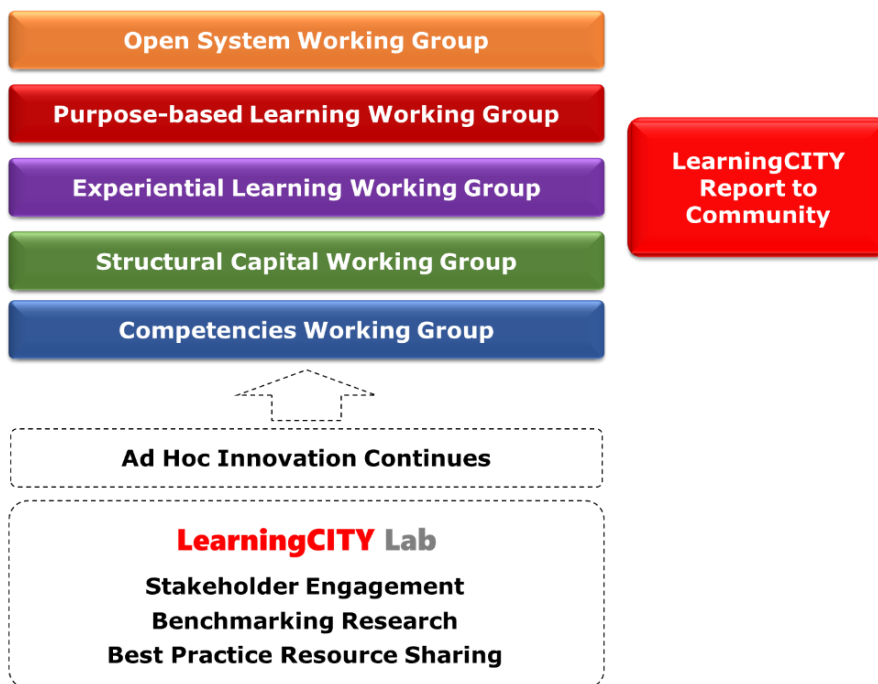
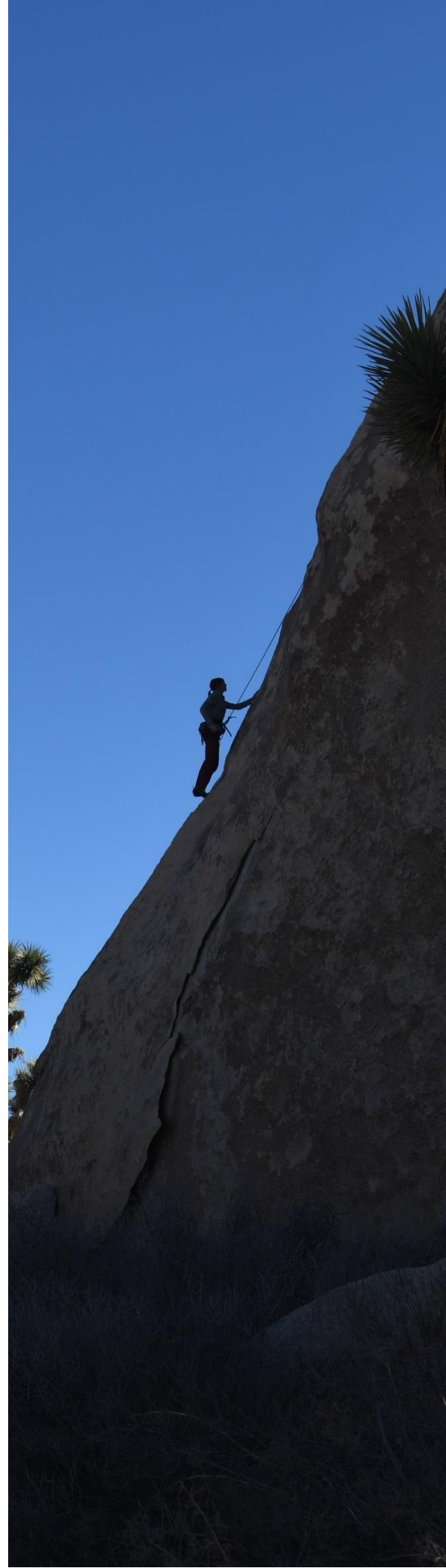


Figure-7: 12-month LearningCITY program





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.

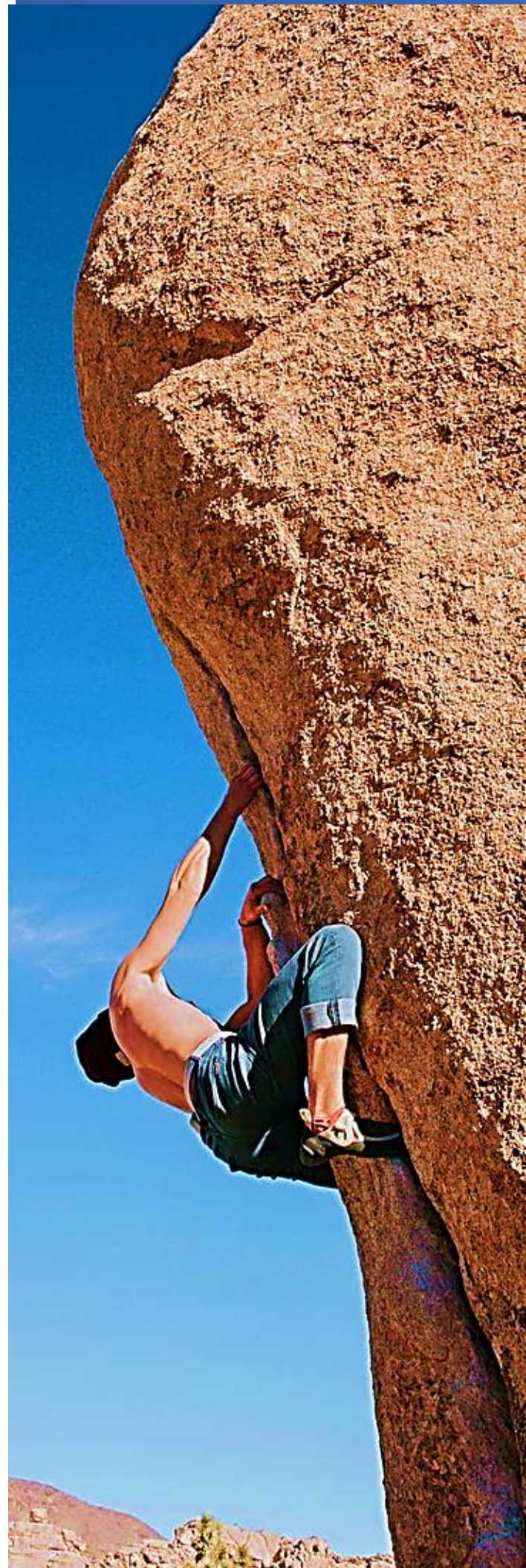
What Really Matters?

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..."

Skilled by Design: A Blueprint for Alberta's Future Workforce Business Council of Alberta

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

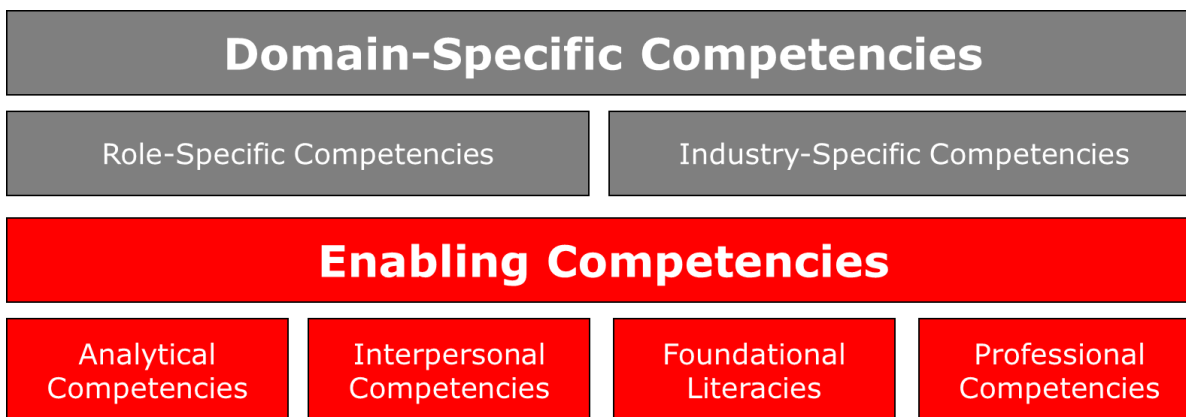


Figure-1: The Two-Level CCM

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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Community Safety Investments Joint-Funding Partnership Working Group

RECOMMENDATIONS:

That the Intergovernmental Affairs Committee recommend that Council:

1. Approve the Terms of Reference for the Joint-Funding Partnership Working Group;
2. Request that the Mayor extend invitations to the Joint-Funding Partnership Working Group members identified in the Terms of Reference;
3. Name up to three members of Council to participate in the Joint-Funding Partnership Working Group.

RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2021 FEBRUARY 18:

That Council:

1. Approve the Terms of Reference for the Joint-Funding Partnership Working Group;
2. Request that the Mayor extend invitations to the Joint-Funding Partnership Working Group members identified in the Terms of Reference; and
3. Name up to three members of Council to participate in the Joint-Funding Partnership Working Group.

HIGHLIGHTS

- Administration has been directed to engage the Government of Alberta and the Government of Canada to establish the Joint-Funding Partnership Working Group to address the issues highlighted in the Community Safety Investment Framework (Attachment 2).
- Terms of Reference and guiding principles for the Joint-Funding Partnership Working Group have been drafted to support and guide initial conversations with potential members as outlined in Attachment 3.
- **What does this mean to Calgarians?** Forming a Joint-Funding Partnership Working Group strengthens coordinated long-term investment opportunities to meet the objectives of the Community Safety Investment Framework. In addition, the active involvement of all three orders of government, the Calgary Police Service and the Calgary Police Commission provides a common table at which to address policy and legislative barriers and alignment.
- **Why does this matter?** Transformational change in Calgary's crisis response system benefits all Calgarians by ensuring that people get the help they need at the right place and the right time. When the primary stakeholders work together to address issues and develop strategic funding partnerships, those responding to Calgarians in crisis have the resources and stability to focus on serving citizens.
- At The City's budget deliberations in 2020 November, Council directed Administration to "develop terms of reference and guiding principles for a working group to engage the

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Community Safety Investments Joint-Funding Partnership Working Group

Province of Alberta and the Government of Canada in the development of a joint-funding partnership to address the issues in the Community Safety Investment Framework. Membership in the Working Group should include but not be limited to: up to three members of Council, the City Manager (or delegate), the Chief of Police (or delegate), and the Chair, Calgary Police Commission (or delegate), reporting back to Council through the Intergovernmental Affairs Committee no later than Q1 2021."

- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods
- Previous Council Direction is included as Attachment 1.

DISCUSSION

The City of Calgary is undertaking a number of initiatives related to community safety. These include strategic activities in the areas of anti-racism, mental health and addictions, community-based engagement on public safety and investments in community safety to support people in crisis.

Administration and the Calgary Police Service are working together to implement the Community Safety Investment Framework. Council approved the Framework during 2020 November budget deliberations with an initial allocation of \$8 million in 2021 in one-time funding to start investments that enhance and improve the crisis response system in Calgary.

At the same time, Council directed Administration to develop Terms of Reference and guiding principles to engage the Government of Alberta and the Government of Canada in developing a funding partnership to address issues related to crisis response.

Attachment 3 contains the Terms of Reference for the partnership. The guiding principles highlight the importance of adaptability, collaboration, utilizing data and social innovation to strengthen initiatives and investments.

The first order of business will be to formally invite the Government of Alberta and the Government of Canada to participate. Once membership is confirmed, the Joint-Funding Partnership Working Group can establish more robust terms of reference that include details such as governance (e.g. chair/vice chair selection, reporting requirements), meeting frequency and quorum.

Administration anticipates a number of benefits to regular discussion among the three orders of government, the Calgary Police Service and the Calgary Police Commission, including: collaborative funding opportunities, potential policy adjustments and alignments, and a common table at which to identify emerging issues in the community.

Administration has identified four stages required to accomplish the development of the Joint-Funding Partnership. They include: 1) approving the Terms of Reference and confirming membership from Council, the Calgary Police Service and the Calgary Police Commission; 2) engaging and confirming involvement of the Governments of Alberta and Canada; 3) determining funding contributions and allocation procedures for interested partners; and 4) implementing the Joint-Funding Partnership.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken

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

IMPLICATIONS

Social

Increased coordination, collaboration and innovation among primary stakeholders in the crisis response system will benefit all Calgarians. The Joint-Funding Partnership Working Group provides the potential to leverage resources that strengthen the crisis response system and its multiple components.

Environmental

Not Applicable

Economic

Not Applicable

Service and Financial Implications

No anticipated financial impact from the development of the Joint-Funding Partnership Working Group.

RISK

The primary risk of this proposed approach is that one or both of the other orders of government declines to participate in the Joint-Funding Partnership Working Group. This could significantly impact the goal of transformational change in the crisis response system in Calgary. The system is complex with multiple stakeholders and a collaborative approach is necessary to ensure alignment, for both policy and practice. The risk of the other orders declining is mitigated by The City's financial contribution to the Joint-Funding Partnership. The amount of the contribution will be determined once the partnership develops.

ATTACHMENTS

- 1) Previous Council Direction
- 2) Community Safety Investment Framework Terms of Reference (C2020-1266)
- 3) Community Safety Investments Joint-Funding Partnership Working Group Terms of Reference

Department Circulation

General Manager	Department	Approve/Consult/Inform
Chris Arthurs	DCMO	Inform
D/Chief Katie McLellan	Calgary Police Service	Inform

Previous Council Direction

Community Safety Investment Framework – November 26, 2020

Council Direction

1.
 - (a) Approve the Community Safety Investment Framework Terms of Reference
 - (b) Seed the Framework with \$8 million in one-time funding from the fiscal sustainability reserve.
 - (c) Encourage the Calgary Police Commission to participate financially in the Framework.
2. Direct that Administration to consider additional sources of funding for the Framework (using the \$10 million in the Notice of motion as a benchmark) for 2022 and future years based upon clear performance metrics and targets, returning with an interim report to PFC no later than Q2 2021.
3. Direct Administration to develop terms of reference and guiding principles for a working group to engage the Province of Alberta and the Government of Canada in the development of a joint-funding partnership to address the issues in the Community Safety Investment Framework. Membership in the Working Group should include but not be limited to: up to three members of Council, the City Manager (or delegate), the Chief of Police (or delegate), and the Chair, Calgary Police Commission (or delegate), reporting back to Council through the intergovernmental Affairs Committee no later than Q1 2021.
4. Request that Calgary Police Commission and Calgary Police Service engage in the work of the City of Calgary's Community Safety Investment Framework in order to return to Council through the Priorities and Finance Committee with the interim report on the Framework, with a proposal for allocation of the \$8 million earmarked in their October 2020 Mid-cycle Budget Adjustment Submission, referenced as an exploration of alternative call response models, as identified in the Commissions budget submission.

Community Safety Investment Framework Terms of Reference (C2020-1266)

Background

As a result of themes that have emerged through work with a focus on mental health and addiction, ongoing community engagement about public safety and feedback received through the public consultations on systemic racism, The City of Calgary and the Calgary Police Service recognize there is a need to:

- Address issues of inequity and racism;
- Invest in appropriate programs and services that address community need; and
- Conduct an assessment to determine when a police response is necessary or when an alternate response model is appropriate.

Furthermore, in November 2020, City Council directed Administration to develop a Community Safety Investment Framework (the “Framework”) that addresses gaps in crisis services for individuals, their families and support networks; outreach services; and the emergency response system in Calgary; including any gaps in racially and culturally appropriate services, and that Administration engage the Calgary Police Service in the development of the Framework

Purpose

The purpose of the “Community Safety Investment Framework Terms of Reference” is to guide decision making for investment in enhancements and improvements to Calgary’s response to persons in crisis. For the purposes of the Framework, a person in crisis is defined as a person in need of urgent support due to mental or emotional distress, conflict or a threat to their safety. Crisis response refers to the immediate resources required by the individual experiencing a crisis, their families, friends and support networks.

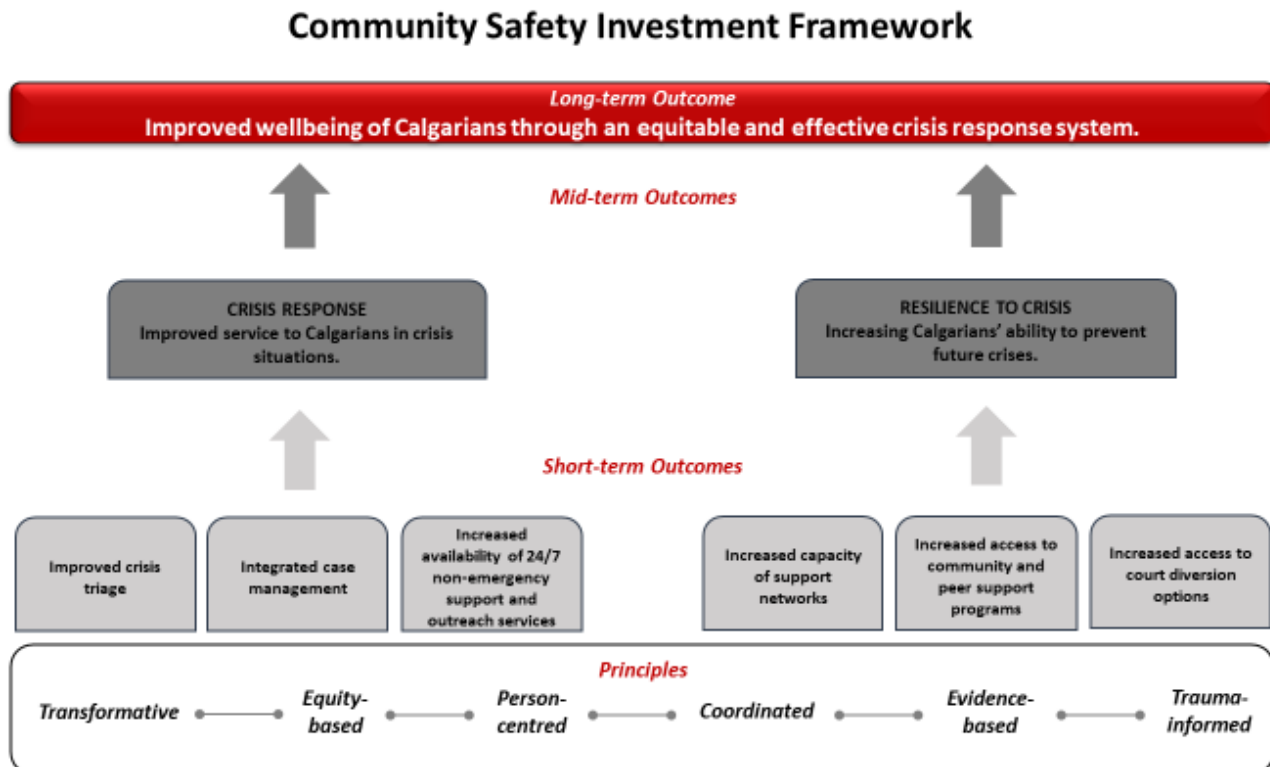
Funding Outcomes and Principles

The Framework guides investment in outcomes for Calgarians experiencing crisis, with the long-term outcome to improve the wellbeing of Calgarians through an equitable and effective crisis response system. This will be achieved by improving service to Calgarians in crisis situations and increasing their resilience to prevent future crises. This will also result in decreased demand on police as more appropriate services become available for Calgarians. A multi-pronged approach will be used to reach these outcomes, including investments in new and existing services, improved access to services, and systems transformation. Investments in these outcomes will be guided by the following principles:

1. Transformative to bring marked change to crisis response in Calgary
2. Equity-based to ensure culturally and racially responsive services and remove systemic barriers
3. Person-centered to empower and bring hope to Calgarians and their families
4. Coordinated to ensure systems integration for maximum effectiveness and efficiency
5. Evidence-based to ensure research and analysis are used to inform investments
6. Trauma-informed to strengthen resilience among Calgarians and their families

Community Safety Investment Framework Terms of Reference (C2020-1266)

The diagram below indicates the expected long, medium and short-term outcomes to be achieved through investments guided by the Framework.



Investment Strategies

Through a combination of evidence-based targeted allocations and open calls for funding applications, the implementation of the Framework will follow best practice in funding administration, and leverage processes established in Calgary Neighbourhoods. The Framework will be implemented through two concurrent investment strategies:

1. **Strengthening Existing Crisis Supports:** providing investment in Calgary's current crisis response programs and services, including partnership models, outreach services and case management.

Calgary has several functioning partnerships that contribute directly to the outcomes identified in the Framework. These include crisis system and community-based outreach programs, and a range of multi-disciplinary collaborations.

Existing crisis programs with demonstrated outcomes will be identified and their capacity to expand will be assessed. Recommendations for funding allocations will be made based on pre-established selection criteria.

Community Safety Investment Framework Terms of Reference (C2020-1266)

2. **Transforming Calgary's Approach to Persons in Crisis:** creating a comprehensive plan for a sustainable solution to crisis response in Calgary.

Research of models and practices, analysis of current data, outreach programs, and systems, as well as engagement with key stakeholders will guide the development and implementation of a funding plan to achieve crisis system transformation.

Funding recommendations will be made based on pre-established selection criteria.

The implementation of the Framework will be informed by existing policies, strategies and initiatives, including, but not limited to:

- Anti-Racism Capacity-Building
- Calgary Police Service – Indigenous Roadmap
- Community Action on Mental Health and Addiction
- Crime Prevention Investment Plan
- Enough for All Poverty Reduction Strategy
- Family and Community Support Services
- Indigenous Policy
- Public Safety Task Force
- Social Well-Being Policy
- White Goose Flying

Governance

The Framework will be implemented through strategic and operational leadership as outlined below:

1. **Executive Steering Team:** will include senior leadership from The City of Calgary Community Services and the Calgary Police Service. The Executive Steering Committee will oversee the implementation of the Framework and have final approval on all funding allocations.
2. **Implementation Team:** will include key stakeholders in crisis prevention and response in Calgary, convened by The City of Calgary Community Services and the Calgary Police Service. The Implementation Team will convene agency and community subject matter experts as required for specific tasks and make funding recommendations to the Executive Steering Committee for approval.

Community Safety Investments Joint-Funding Partnership Working Group

Terms of Reference

1. Authority

In November 2020, Council directed Administration to develop terms of reference and guiding principles for a joint-funding partnership with the Government of Alberta and the Government of Canada (C2020-1215 Supplemental Attachment 3).

2. Mandate

The Joint-Funding Partnership Working Group will address collaborative funding opportunities related to the crisis response system, as identified in the Community Safety Investment Framework. The Community Safety Investment Framework addresses gaps in crisis services for individuals, their families and support networks; outreach services; and the emergency response system in Calgary, including any gaps in racially and culturally appropriate services.

3. Responsibilities

The Joint-Funding Partnership Working Group provides opportunities to explore common outcomes, shared responsibility and sustainable resourcing for programs that benefit individuals experiencing a crisis, their families, friends and support networks.

The Joint-Funding Partnership Working Group will be guided by the following principles:

- **Adaptable:** partners use a decision-making process that responds quickly to changes in policy or evidence;
- **Collaborative:** partners work together to achieve a goal that one party cannot achieve on its own;
- **Data-driven:** decisions are made based on emerging data analysis and interpretation in order to adjust investment practices;
- **Innovative:** partners look beyond existing solutions and encourage new approaches to service delivery and funding.

4. Reports To

The Joint-Funding Partnership Working Group reports to Council through the Standing Policy Committee on Community and Protective Services.

5. Composition

The Joint-Funding Partnership Working Group will bring together the following:

- Up to three members of Council
- City Manager (or delegate)

- Chief, Calgary Police Service (or delegate)
- Chair, Calgary Police Commission (or delegate),
- Minister (or delegate) from the provincial Ministries of Justice and Solicitor General, Health, and Community and Social Services
- Minister (or delegate) from the federal Ministries of Public Safety and Emergency Preparedness, and Diversity and Inclusion and Youth.

Should the names or mandates of the Ministries change, invitation/participation should fall to a Ministry with an equivalent mandate as to those noted above.

6. Meeting Support

City Administration will serve as a resource to the Joint-Funding Partnership Working Group, including organizing meetings, agendas and minutes and distributing materials as required.

**Anti-Racism Action Committee Report to
SPC on Community and Protective Services
2021 February 10**

**ISC: UNRESTRICTED
CPS2021-0156
Page 1 of 3**

Anti-Racism Action Committee – Terms of Reference Amendment

ANTI-RACISM ACTION COMMITTEE RECOMMENDATIONS:

That the Standing Policy Committee on Community and Protective Services recommend that Council:

1. Approve the amended Terms of Reference for the Anti-Racism Action Committee (Attachment 2);
2. Appoint two of the four previously approved Reserve List members (Confidential Attachment 3) each for a term expiring October 2022, or until adoption by Council of an Anti-Racism Strategy; and
3. Direct that Attachment 3 of report CPS2021-0156 remain confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES COMMITTEE, 2021 FEBRUARY 10:

That Council:

1. Approve the amended Terms of Reference for the Anti-Racism Action Committee (Attachment 2);
2. Appoint two of the four previously approved Reserve List members (Confidential Attachment 3) each for a term expiring October 2022, or until adoption by Council of an Anti-Racism Strategy; and
3. Direct that Attachment 3 of report CPS2021-0156 remain confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

HIGHLIGHTS

- This report proposes an increase to the composition of the committee by the addition of two members who can bring expertise in an anti-racist feminist perspective.
- The Committee was established to be diverse, inclusive and a reflection of Calgary's residents. The current composition of the committee is lacking representation from this sector of Calgary residents.
- What does this mean to Calgarians?
Public representation on Boards, Commissions and Committees (BCCs) brings specific skills and expertise that contribute to good governance, represent stakeholder groups, and provide a variety of perspectives, which reflect the diversity of the community resulting in better products and services. The recommended amendment to the Committee composition is sought by the Committee to better achieve this balance of perspectives.
- Why does it matter?
By volunteering on a Board, Commission or Committee (BCC) of Council, Calgarians are actively engaged in the municipal decision-making process, providing guidance to City

**Anti-Racism Action Committee Report to
SPC on Community and Protective Services**

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Page 2 of 3**

Anti-Racism Action Committee - Terms of Reference Amendment

Council on important civic issues. They also play an integral role in bringing together citizens and The City to achieve the common goal of strengthening the community.

- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

The Anti-Racism Action Committee determined that a change of composition is needed to ensure that the diversity of Calgary citizens is reflected on the committee. The Committee, at its meeting held on 2020 December 10, voted to seek approval from Council for a membership increase of two positions. There was no member appointed at the Organizational meeting of 2020 October 26 who could represent the anti-racist feminist perspective, and the proposed amendment to the terms of reference would allow Committee to fill this gap in the composition.

Under Council Policy CP2016-03, any change to the Terms of Reference must be presented to Council for approval. The Committee considered the following scenarios to fill the representation gap, should the terms of reference amendment be approved by Council:

1) Reserve List

During the 2020 October 26 Organizational Meeting, Council approved a Reserve List of four applicants for the Anti-Racism Action Committee. Review of the Reserve List by the Co-Chairs has been performed and it is deemed to contain candidates with the desired expertise.

2) Applicants from 2020 recruitment campaign

There remains a large number of applications received by The City during the August-September 2020 annual recruitment campaign. Council could authorize the City Clerk's Office to share the applications with the Co-Chairs of the Anti-Racism Action Committee (ARAC), who would screen the applications and short list two applicants for this vacancy. The short list would be presented directly to Council at a later Council meeting for appointment.

3) Spring Recruitment Campaign

A new recruitment campaign could be run specifically to target the desired expertise for the additional member positions. At the time of authoring this report, the City Clerk's Office is currently working to replace its existing recruitment tool and would develop a temporary and alternate method of receiving applications. The Anti-Racism Action Committee would collaborate with Administration to identify a funding source and anticipate a time-frame of at least 6-8 weeks to enable recruitment, screening and to make an appointment recommendation.

4) 2021 Organizational Meeting

The positions could be left vacant until the 2021 annual citizen recruitment (with appointment in November). This scenario is the least ideal, as it requires the Committee to incorporate the new perspective after making significant progress on its mandate.

In the event that Council approves the requested composition change sought with this report, the Anti-Racism Action Committee requests that scenario 1 be used to fill the position immediately.

**Anti-Racism Action Committee Report to
SPC on Community and Protective Services**

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Anti-Racism Action Committee - Terms of Reference Amendment

The Anti-Racism Action Committee's recommendations are contained in Confidential 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

Administration worked with the committee to ensure the desired amendment to the composition was captured. This report presents the proposed amendment, in accordance with the committee members' vote to add a new position to their committee.

An excerpt of the 2020 December 10 minutes for the Anti-Racism Action Committee is included as Attachment 4.

IMPLICATIONS

Social

The Action Committee leverages diverse community perspectives and expertise on anti-racism, diversity and inclusion and is instrumental in the development of the Anti-Racism Strategy. This change in the terms of reference will support the Committee to better achieve its objectives.

Environmental Not applicable

Economic Not applicable.

Service and Financial Implications No anticipated financial impact

RISK No risk identified.

ATTACHMENTS

1. Background and Previous Direction
2. Existing Terms of Reference with amendments integrated
3. CONFIDENTIAL Recommendation
4. Minutes Excerpt, Anti-Racism Action Committee

Department Circulation

General Manager	Department	Approve/Consult/Inform
Katie Black	Community Services	Inform

Background

In report CPS2020-0776, Administration identified a risk that the Anti-Racism Action Committee's Terms of Reference may not have the right composition of members and/or committee responsibilities and that the committee may have to revise its Terms of Reference with Council approval.

Context

The Anti-Racism Action Committee must represent as broad a complement of diversity as possible. A gap was identified by existing members of the Anti-racism Action Committee, following the board member orientation meeting held on 2020 December 10, as no black woman had been appointed to the committee.

Previous Council Direction

2020 October 26 – Organizational Meeting

Council appointed 11 citizens and 2 members of The City of Calgary Administrative Leadership Team to the Anti-Racism Action Committee.

2020 July 07 – Update on Calgary's Commitment to Anti-Racism, CPS2020-0776

Approve the Anti-Racism Action Committee Terms of Reference as amended.

2020 June 15 – Notice of Motion – Calgary's Commitment to Anti-Racism, C2020-0715

That the City of Calgary establish an Anti-Racism Action Committee, to be appointed at its Organizational Meeting in October 2020, to develop and implement a community-based antiracism strategy that will:

- a) Identify systemic barriers to accessing City of Calgary programs and services;
- b) Identify language barriers in accessing information regarding City of Calgary programs and services;
- c) Identify opportunities to work with community partners and organizations on actions to address structural racism on a community-wide level; and
- d) Be diverse and inclusive, and a true reflection of Calgary's residents.

Terms of Reference Proposed Amendments

[Bold red font for additions. Strike-through for deletions]

1. Authority

On 2020 June 15, Council directed, through Notice of Motion, C2020-0715, the establishment of an Anti-Racism Action Committee to be appointed at its Organizational Meeting in 2020 October.

2. Mandate

The Anti-Racism Action Committee will advise Council on the development and lead the implementation of a community-based anti-racism strategy. The Committee will identify systemic barriers to accessing City of Calgary programs and services and recommend actions to address, and identify opportunities to work with community partners and organizations on actions to address structural racism on a community-wide level.

3. Specific Responsibilities

The Anti-Racism Action Committee will be responsible for:

1. Advising on the development and leading the implementation of a community-based anti-racism strategy;
2. Identifying systemic barriers to accessing City of Calgary programs and services;
3. Identifying language barriers in accessing information regarding City of Calgary programs and services;
4. Identifying opportunities to work with community partners and organizations on actions to address structural racism on a community-wide level;
5. Engaging with community stakeholders (including other Council Advisory Committees) on systemic racism and consulting on actions that could be undertaken;
6. Reporting back to Council through regular updates to the Standing Policy Committee on Community and Protective Services, including upon completion of significant milestones, such as Community Consultation; Strategy Development; and Implementation Plan.

4. Reports To

The Anti-Racism Action Committee will provide updates to Council through the Standing Policy Committee on Community and Protective Services.

Terms of Reference Proposed Amendments

[Bold red font for additions. Strike-through for deletions]

5. Composition

The Anti-Racism Action Committee is meant to comprise a diverse and inclusive membership. It will consist of:

- a. **At least** eleven Calgarians, **and no more than thirteen**, with expertise in challenging structural racism and/or community organizing. Ideal candidates will:
 - i. Leverage lived experienced of racism and/or professional / academic / cultural expertise in anti-racism work, **or a traditional anti-racist feminist perspective to combat the long history of anti-Blackness or anti-Indigenous attitudes that are pervasive in any discussion of racism in North America;**
 - ii. Demonstrate the ability to develop and maintain strong collaborative relationships;
 - iii. Understand the range of human and civil rights issues and the historical origins of systemic racism;
 - iv. Be open to supporting people and communities towards meaningful, positive change;
 - v. Preferably have personal and/or professional community connections that can inform the Committee's work; and
 - vi. Preferably be experienced in supporting or leading anti-racism initiatives.
- b. Up to two members of The City of Calgary Administrative Leadership Team (non-voting).

6. Resources

Support from Administration provided to the Committee may include (but not be limited to) resources from City Clerks, Calgary Neighbourhoods and Customer Services and Communications.

Additional support required to create a safe environment that encourages open and generative conversations will be provided upon the request of the co-chairs.

7. Term

Committee members will be appointed for a two (2) year term or until the adoption of the Anti-Racism Strategy by Council.

8. Quorum

Greater than 50 per cent of voting members.

9. Chair

Co-Chairs are nominated and elected by the Anti-Racism Action Committee and may alternate the Chair position.

Terms of Reference Proposed Amendments**[Bold red font for additions. Strike-through for deletions]**

10. Meetings

The Anti-Racism Action Committee will meet monthly or at a frequency as determined appropriate by the committee. Meetings will aim to balance transparency with creating a safe and trusting environment. Meetings may be open to the public.

Adopted on 2020 July 20, CPS2020-0776

PROPOSED

Excerpt of the Minutes of the 2020 December 10 meeting of the Anti-Racism Action Committee

ARAC2020-05, Action Committee Composition and Terms of Reference

MOTION (Kari): To propose that Council amend the Anti-Racism Action Committee Terms of Reference

Seconded (Christine) **CARRIED**

The Anti-Racism Action Committee is meant to comprise a diverse and inclusive membership. It will consist of:

MOTION (Niyall) Seconded (Nellie) 5a. **At least** Eleven Calgarians **CARRIED**

MOTION (Nellie) Seconded (Niyall) 5a. **No more than thirteen**, with expertise in challenging structural racism and/or community organizing. **CARRIED**

MOTION (Sajjad) Seconded (Rishi) 5a.i. Add “**or a traditional anti-racist feminist perspective to combat the long history of anti-Blackness or anti-Indigenous attitudes that are pervasive in any discussion of racism in North America**”

Land Use Amendment in Glenbrook (Ward 6) at 2803 - 43 Street SW, LOC2020-0161

RECOMMENDATION:

That the Calgary Planning Commission recommend that Council:

Give three readings to the proposed bylaw for the redesignation of 0.06 hectares \pm (0.14 acre \pm) located at 2803 - 43 Street SW (Plan 2736HS, Block 1, Lot 17) from Residential – Contextual One Dwelling (R-C1) District to Residential – Contextual One / Two Dwelling (R-C2) District.

RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2021 JANUARY 21:

That Council give three readings to **Proposed Bylaw 21D2021** for the redesignation of 0.06 hectares \pm (0.14 acre \pm) located at 2803 - 43 Street SW (Plan 2736HS, Block 1, Lot 17) from Residential – Contextual One Dwelling (R-C1) District to Residential – Contextual One / Two Dwelling (R-C2) District.

HIGHLIGHTS

- This application seeks to redesignate the subject site to allow for semi-detached and duplex dwellings in addition to the building types already allowed (e.g. single detached dwellings and secondary suites).
- This application represents a modest increase in density in an established neighbourhood, is compatible with the surrounding development, and aligns with applicable policies of the *Municipal Development Plan* (MDP).
- What does this mean to Calgarians? More choice in the types of housing available which promotes more efficient uses of existing infrastructure.
- Why does this matter? By providing more housing choice within existing developed areas, Calgary will have a more diverse population living in close proximity to existing services and amenities.
- There is no previous Council direction in relation to this proposal.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods.

DISCUSSION

This land use redesignation in the southwest community of Glenbrook was submitted on 2020 October 30 by Horizon Land Surveys, on behalf of the landowner, Patricia Twelftree.

The subject site is a midblock parcel near the intersection of 43 Street SW and 28 Avenue SW, currently developed with a single detached home with rear lane access. The surrounding parcels are designated primarily as R-C1 and R-C2 and developed with low density residential housing in the form of single and semi-detached homes.

The proposed R-C2 District allows for an additional unit (a total of two units) to be developed on the site in the form of a semi-detached or duplex dwelling, in addition to single detached dwellings.

Land Use Amendment in Glenbrook (Ward 6) at 2803 - 43 Street SW, LOC2020-0161

No development permit application has been submitted at this time, however, as noted in the Applicant's Submission (Attachment 2), the intent is to pursue a development permit application for a semi-detached dwelling in the future.

A detailed planning evaluation of the application, including location maps and site context, is provided in Attachment 1, Background and Planning Evaluation.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☒ Outreach was undertaken by the Applicant
- ☒ Public/Stakeholders were informed by Administration

Applicant-Led Outreach

As part of the review of the proposed land use amendment application, the applicant was encouraged to use the [Applicant Outreach Toolkit](#), to assess which level of outreach with public stakeholders and the Glenbrook Community Association was appropriate. In response, the applicant delivered post cards to affected properties within a 90 metre radius of the subject site and spoke with some of these residents in addition to speaking directly with the Glenbrook Community Association. The Applicant Outreach Summary can be found in Attachment 3.

City-Led Outreach

In keeping with Administration's practices, this application was circulated to stakeholders, notice posted on-site, published [online](#), and notification letters were sent to adjacent landowners.

No public comments were received at the time of writing this report.

The Glenbrook Community Association provided comments on 2021 January 07 (Attachment 4) stating that they have no objections to the proposal.

Following the Calgary Planning Commission meeting, notifications for Public Hearing of Council will be posted on-site and mailed to adjacent landowners. In addition, Commission's recommendation and the date of the Public Hearing will be advertised.

IMPLICATIONS

Social

The proposed land use allows for additional housing types and the proposed change may better accommodate the housing needs of different age groups, lifestyles and demographics.

Environmental

The applicant has indicated they plan to pursue specific measures as part of a future development permit which will align with The City's [Climate Resilience Strategy](#) (Programs 1, 3, 4 and 9).

**Planning & Development Report to
Calgary Planning Commission
2021 January 21**

**ISC: UNRESTRICTED
CPC2021-0062
Page 3 of 3**

Land Use Amendment in Glenbrook (Ward 6) at 2803 - 43 Street SW, LOC2020-0161

Economic

The ability to develop an additional unit with the option to include the additional uses of secondary suites or backyard suites will make more efficient use of existing infrastructure and services.

Service and Financial Implications

No anticipated financial impact.

RISK

There are no known risks associated with this proposal.

ATTACHMENT(S)

1. Background and Planning Evaluation
2. Applicant's Summary
3. Applicant Outreach Summary
4. Community Association Letter
5. **Proposed Bylaw 21D2021**
6. **Public Submissions**

Department Circulation

General Manager (Name)	Department	Approve/Consult/Inform

Background and Planning Evaluation

Background and Site Context

The subject site is a midblock parcel in the community of Glenbrook near the intersection of 43 Street SW and 28 Avenue SW. It is currently developed with a single detached dwelling and a rear detached garage with rear lane access. The site is approximately 0.06 hectares in size and approximately 15 metres wide by 36 metres long.

The surrounding land uses are primarily Residential – Contextual One Dwelling (R-C1) District and Residential – Contextual One / Two Dwelling (R-C2) District developed with a mix of single and semi-detached homes.

No development permit application has been submitted at this time, however, as noted in the Applicant's Submission (Attachment 2), the intent is to pursue a development permit application for a semi-detached dwelling in the future.

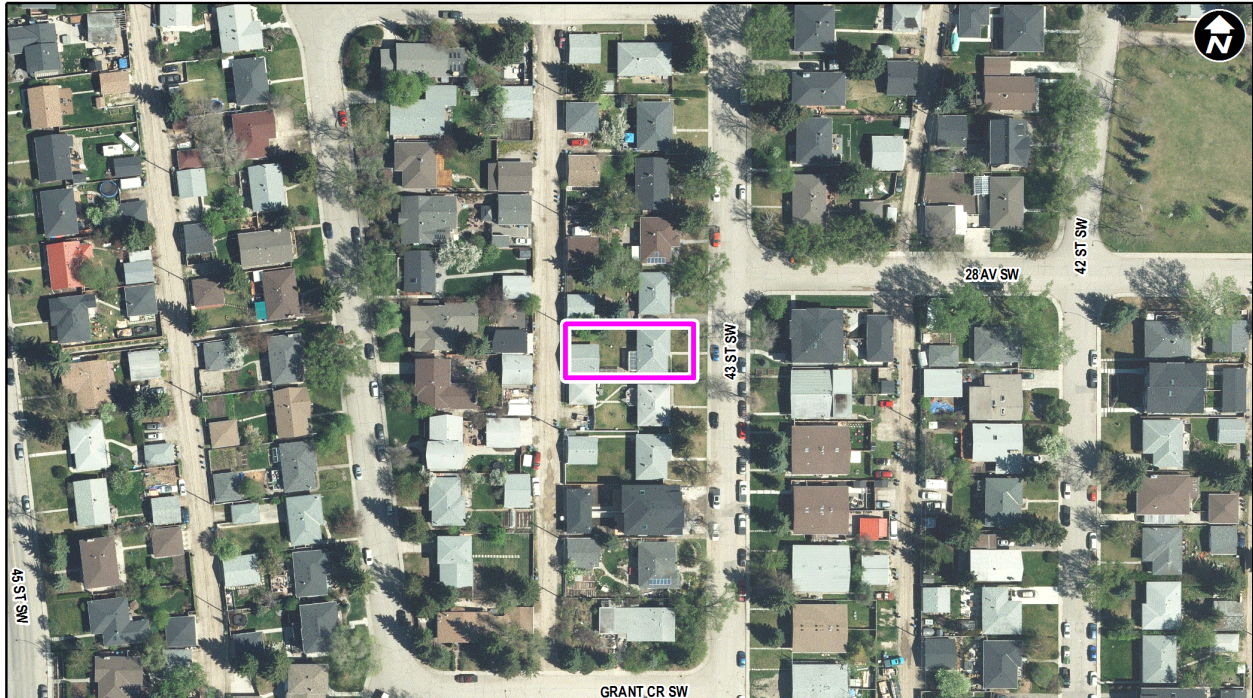
Community Peak Population Table

As identified below, the community of Glenbrook reached its peak population in 1982, and the population has decreased.

Glenbrook	
Peak Population Year	1982
Peak Population	7,674
2019 Current Population	7,442
Difference in Population (Number)	-232
Difference in Population (Percent)	-3.02%

Source: *The City of Calgary 2019 Civic Census*

Additional demographic and socio-economic information may be obtained online through the [Glenbrook community profile](#).



Previous Council Direction

None.

Planning Evaluation

Land Use

The existing R-C1 District is a residential designation applied to developed areas that accommodates for single detached homes. The R-C1 District allows for a maximum building height of 10 metres and a maximum of one dwelling unit.

The proposed R-C2 District allows for a slightly wider range of low-density housing forms such as single detached, semi-detached, duplex dwellings, and secondary suites. The R-C2 District allows for a maximum building height of 10 metres and a maximum of two dwelling units.

Development and Site Design

The rules of the proposed R-C2 District will provide guidance for future site development including appropriate uses, building height, landscaping and parking. Given the specific context of this site, additional items that will be considered through the development permit process include, but are not limited to, the mitigation of shadowing, overlooking, and privacy concerns.

Transportation

A Transportation Impact Assessment was not required as part of this application. Pedestrian and vehicular access to the site is available from 43 Street SW, 28 Avenue SW and the rear lane.

The subject site is approximately 310 metres (a three minute walk) from eastbound and westbound Route 6 bus stops. The westbound route provides service through Killarney, South

Calgary, Mount Royal, and then into the Downtown core, with access to LRT routes. The eastbound route provides service through Glenbrook, Signal Hill, and on to a bus loop at Westhills Shopping Centre with access to other bus routes. The site is also approximately 750 metres (a 10 minute walk) from northbound and southbound Max Teal BRT stops (Primary Transit). The northbound route provides service to the Westbrook LRT Station. The southbound route provides service through Mount Royal University bus loop, the Heritage bus loop, Quarry Park, and on to the Douglas Glen bus loop.

The subject site is within Residential Parking zone “GBK”, and there are currently no on street parking restrictions.

Environmental Site Considerations

No environmental concerns were identified.

Utilities and Servicing

Water and sanitary mains are available and can accommodate potential redevelopment of the subject site without the need for off-site improvements at this time. Details of site servicing, as well as appropriate stormwater management will be considered and reviewed as part of a development permit.

Legislation and Policy

South Saskatchewan Regional Plan (2014)

The recommendation by Administration in this report has considered and is aligned with the policy direction of the [South Saskatchewan Regional Plan](#) which directs population growth in the region to Cities and Towns and promotes the efficient use of land.

Interim Growth Plan (2018)

The recommendation aligns with the policy direction of the Calgary Metropolitan Region Board's [Interim Growth Plan](#) (IGP). The proposed land use amendment builds on the principles of the IGP by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

Municipal Development Plan (Statutory – 2009)

The subject parcel is located within the Residential - Developed - Established area as identified on Map 1: Urban Structure in the *Municipal Development Plan* (MDP). The applicable MDP policies encourage redevelopment and modest intensification of established communities to make more efficient use of existing infrastructure, public amenities and transit, and delivers small and incremental benefits to climate resilience. Such redevelopment is intended to occur in a form and nature that respects the scale and character of the neighbourhood context. The proposal is in keeping with relevant MDP policies as the R-C2 District provides for a modest increase in density in a form that is sensitive to existing residential development in terms of height, scale and massing.

Climate Resilience Strategy (2018)

Administration has reviewed this application in relation to the objectives of the [Climate Resilience Strategy](#) programs and actions. The applicant has proposed the following four climate resilience measures in a future development permit application:

- the future building to be LEED certified (supports Program 1: Energy Performance Standards in New and Existing Buildings);

- the option for future purchasers to have solar panels installed on the roof that supports Program 3: Renewable and Low-Carbon Energy Systems;
- the installation of an electric-vehicle-ready wiring/conduit in line with the actions set out in Program 4: Electric and Low-Emissions Vehicles; and
- low-impact development (LID) measures such as the use of permeable pavement and a green roof that supports Program 9: Green Spaces and Natural Areas to Support Mitigation.

Westbrook Communities Local Growth Planning Project

There is no existing local area policy affecting this site. Administration is currently working on the *Westbrook Communities Local Area Plan* (LAP) which includes Glenbrook and surrounding communities. Planning applications are being accepted for processing during the local growth plan process. The *Westbrook LAP* is anticipated to be finalized within 2021.

Applicant Submission

October 30, 2020

On behalf of the landowner, please accept this application to redesignate the property at 2803 43rd Street SW from R-C1 to R-C2 to allow for:

- existing residential development and new contextually sensitive redevelopment in the form of duplex dwellings and semi-detached dwellings;
- a maximum building height of 10 metres (no change proposed);
- a maximum of 2 dwelling units (an increase from the current maximum of 1 dwelling); and
- the uses listed in the R-C2 District.

The intent is to develop a semi-detached dwelling similar to the one on the immediate south of the site. This was put forward in consideration of the current economic situation, high cost of homeownership in the area and also scale and built form of nearby houses.

The subject site is a mid-block lot located in the beautiful community of Glenbrook. Immediately to the south of the lot is a recently approved R-C2 lot while R-C1 single dwelling lots are to the north and west. Cross the street on the east side of 43rd street are also R-C2 lots. In the same block, the site two houses down to the south was also rezoned to R-C2 back in 2019.

The site is approximately 0.055 hectares in size with rear lane existing to the west of the site. The property is currently developed with a one-storey single detached dwelling.

Vehicle access to the parcel is available and will be via the rear lane. The subject lot is located approximately 300 meters from a bus stop that provides access to the eastbound Route 6. Route 6 provides service to the Downtown core and connections to Primary Transit network.

Public Engagement

Before undertaking the project, our office completed the "Community Outreach Assessment". The project's impact score is "1A". So we took a direct approach to reach to community association, local residents within a 90 meters radius and also Ward Councillor. On October 13th, our staff did post card deliver to residents within a 90 meters radius. During the process, our staff did door knocking and spoke with residents at home. The main concerns our office got are with regards to increased traffic, increased density, height, shadow effects, and safety. We believe those can be properly dealt with at the development permit stage.

In addition, our office has also spoke with president of Glenbrook Community and Councillor Jeff Davison's office on October 14th. Since the proposal only seeks moderate increase in density and is compatible with the low density residential scale and form of the surrounding area, the responses received were pretty positive.

Policy Alignment

The subject parcel is located within the Residential-Developed-Inner City area of the Municipal Development Plan. The applicable policies encourage redevelopment of inner-city communities that is similar in scale and built form to existing development, including a mix of housing such as townhouses and row housing. The Municipal Development Plan also calls for a modest intensification of the inner city, an area serviced by existing infrastructure, public amenities and transit. The proposal is in keeping with the relevant policies of the MDP as the rules of the R-C2 provide for development forms that may be sensitive to existing residential development in terms of height, built form and density.

To sum up, the proposed redesignation is only a moderate increase in density and is compatible with the low density residential scale and form of the surrounding area. We sincerely hope Councillors can support our application.

Applicant Outreach Summary

Project name: 2803 43 Street SW

Did you conduct community Outreach on your application? YES

Outreach Strategy

Provide an overview of your outreach strategy, summary of tactics and techniques you undertook (Include dates, locations, # of participants and any other relevant details)

Before undertaking the project, our office completed the "Community Outreach Assessment". The project's impact score is "1A". So we take a direct approach to reach to community association, local residents within a 90 meters radius and also Ward Councillor Office. On October 13th, our staff did post card delivery to residents within a 90 meters radius.

On October 14th, we contacted president of Glenbrook Community Association and Councillor Jeff Davison's office. They both express support for the project.

On Dec. 3rd, 2020, our office completed another round of post card delivery to provide more information and gather more comments.

Stakeholders

Who did you connect with in your outreach program? List all stakeholder groups you connected with. (Please do not include individual names)

Immediate neighbour, local residents, community association and ward councillor office

What did you hear?

Provide a summary of main issues and ideas that were raised by participants in your outreach.

The main concerns we heard from local residents and community association are: increased traffic, parking issues, increased density, height, shadow effects, privacy and safety. Some people also express concerns over property value and crime.

How did stakeholder input influence decisions?

Provide a summary of how the issues and ideas summarized above influenced project decisions. If they did not, provide a response for why.

The proposal only looks to change the zoning from the current R-C1 to R-C2. The building format and scale would be similar to existing houses in the area.

How did you close the loop with stakeholders?

Provide a summary of how you shared outreach outcomes and final project decisions with the stakeholders that participated in your outreach. (Please include any reports or supplementary materials as attachments)

Continue to engage with Councillor office and community association. And better explain to local residents about proposed developments and restrictions under R-C2.

Community Association Letter

From: Glenbrook community [mailto:glenbrook.community@shaw.ca]

Sent: Thursday, January 07, 2021 6:32 PM

To: Kaddoura, Adam Adam.Kaddoura@calgary.ca

Subject: RE: [EXT] RE: LOC2020-0161 - Comments

Adam,

Thank you for your patience. Yes, I did find your request for comments in our system and I apologize it did not get returned.

Yes, The Glenbrook Community Association did have a conversation with the Applicant and do not have any concerns with the application.

Yours Truly,

Murray Ost, President
Glenbrook Community Association
Glenbrook.president@shaw.ca

PROPOSED

CPC2021-0062
ATTACHMENT 5

BYLAW NUMBER 21D2021

**BEING A BYLAW OF THE CITY OF CALGARY
TO AMEND THE LAND USE BYLAW 1P2007
(LAND USE AMENDMENT
LOC2020-0161/CPC2021-0062)**

WHEREAS it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

AND WHEREAS Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and replacing it with that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

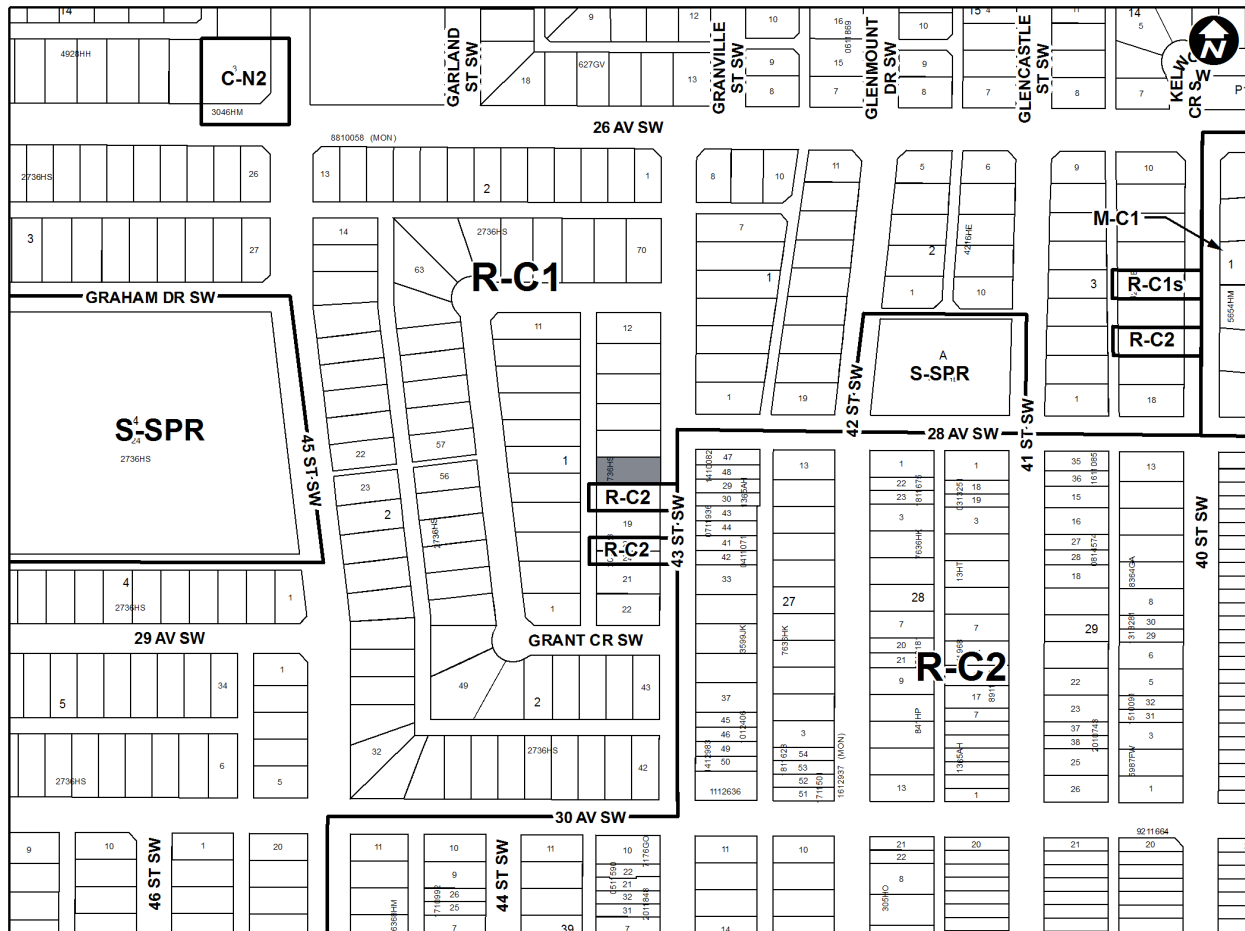
SIGNED ON _____

CITY CLERK

SIGNED ON _____

**AMENDMENT LOC2020-0161/CPC2021-0062
BYLAW NUMBER 21D2021**

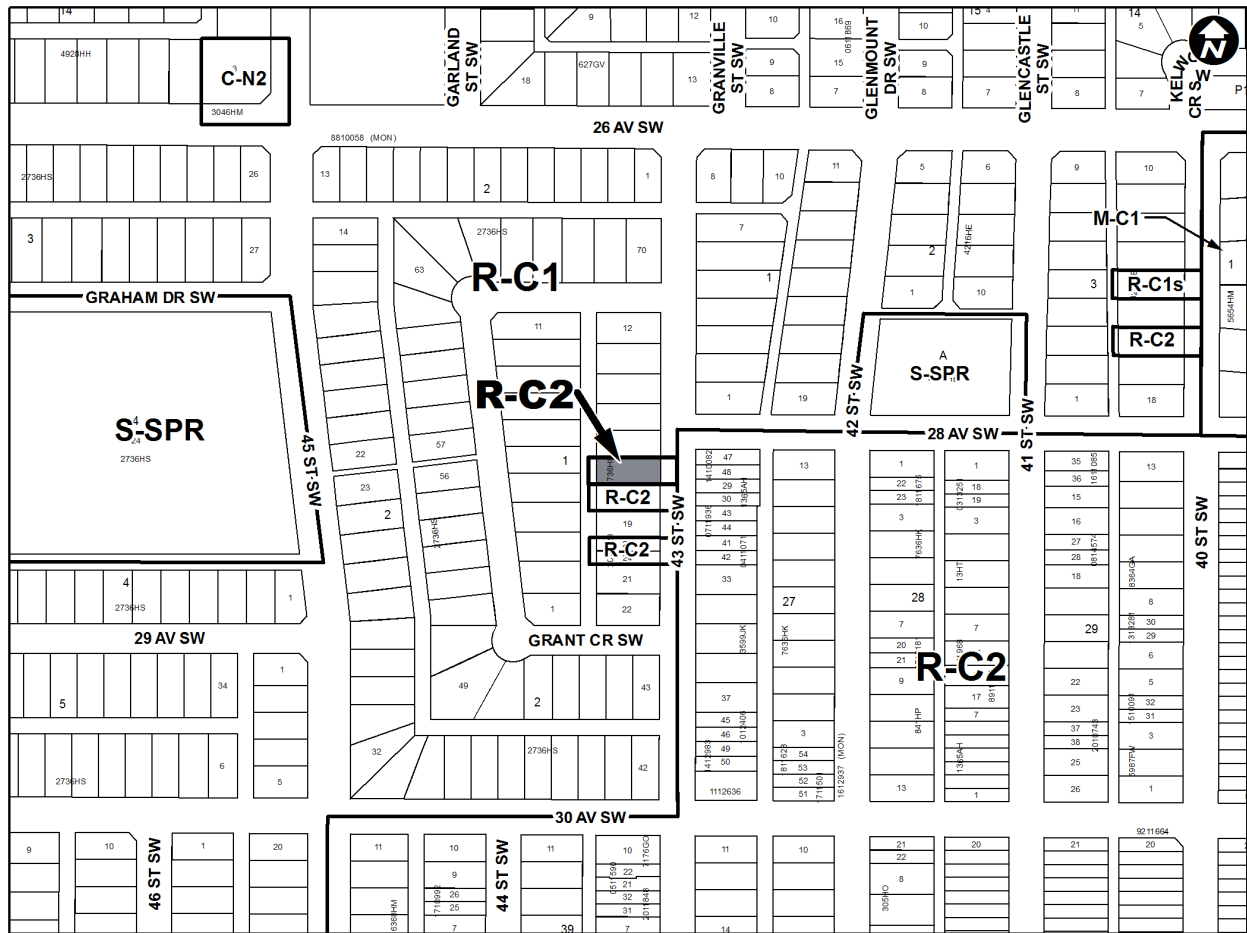
SCHEDULE A



PROPOSED

AMENDMENT LOC2020-0161/CPC2021-0062
BYLAW NUMBER 21D2021

SCHEDULE B





Public Submission

City Clerk's Office

In accordance with sections 43 through 45 of Procedure Bylaw 35M2017, the information provided may be included in the written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Personal information provided in submissions relating to matters before Council or Council Committees is collected under the authority of Bylaw 35M2017 and Section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act of Alberta, and/or the Municipal Government Act (MGA) Section 230 and 636, for the purpose of receiving public participation in municipal decision-making. Your name and comments will be made publicly available in the Council agenda. If you have questions regarding the collection and use of your personal information, please contact City Clerk's Legislative Coordinator at 403-268-5861, or City Clerk's Office, 700 Macleod Trail S.E., P.O. Box 2100, Postal Station 'M' 8007, Calgary, Alberta, T2P 2M5.

- ✓ I have read and understand that my name and comments will be made publicly available in the Council agenda. My email address will not be included in the public record.

First name (required)	Judy
Last name (required)	Duncan
What do you want to do? (required)	Submit a comment
Public hearing item (required - max 75 characters)	LOC2020-0161
Date of meeting	Mar 1, 2021

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Hi there, I am opposed to the amendment of zoning of 2803 43 Street SW from R-C1 to R-C2. As the owner of the house immediately to the north of the proposed build, I have a number of concerns. Specifically increased shade in my yard from the height of the building, increased traffic and parking, potential loss of greenery in our view out our kitchen window of mature trees at the far west side of the property. I also feel these large, tall duplexes impact the look and feel of the neighbourhood negatively.



Public Submission

City Clerk's Office

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- ☒ I have read and understand that my name and comments will be made publicly available in the Council agenda. My email address will not be included in the public record.

First name (required) Don

Last name (required) McIntosh

What do you want to do? (required) Submit a comment

Public hearing item (required - max 75 characters) Landuse Amendment Glenbrook 2803 43rd St SW LOC2020-0161

Date of meeting Mar 1, 2021

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

I am a co-owner of the property bordering this site (north side). The proposed amendment would allow for the building of a duplex AND a single detached dwelling. The detached dwelling is proposed for the SW corner of that lot. All buildings could be built to a maximum of 10 metres. I have significant concerns with this: shadow effects on my property during the summer and winter months, given the proposed height they would virtually block all direct light in the winter months. It is a bright and sunny backyard which many people have commented on over the years. I want to keep it that way; density - this would triple housing on that lot. This is not NIMBY-ism this is about significantly increasing the density on one lot: three families, 3+ cars, more noise; the height allows for the potential of a 3 story home. This again adds density and the issues that brings. Other new builds on the block are two stories. As it is, the very recent builds are of a design that DO NOT fit the neighbourhood, 3-storey homes would certainly not! Are their architectural controls being pursued? I think there should as the current established R1 zoning provides an enviable look and feel to the properties. Further the owners have claimed to have reached out to those within a 90 metre radius - no one spoke with me! Nor did I receive said 'postcards' in my mailbox. The notice I received from your office was the first I heard of this!! What about MY property value? What about increased for crime? What about MY PRIVACY with them staring down into my yard? Prolonged noise, dirt and disturbance from building THREE homes - how are they to mitigate that? Overall, I am definitely NOT IN FAVOUR OF THIS

ISC:

1/2

Unrestricted

Feb 21, 2021

2:01:50 PM



Public Submission

City Clerk's Office

RADICAL ZONING CHANGE.

**Land Use Amendment in Rosscarrock (Ward 8) at 4315 – 15 Avenue SW,
LOC2020-0154**

RECOMMENDATION(S):

That the Calgary Planning Commission recommend that Council:

Give three readings to the proposed bylaw for the redesignation of 0.05 hectare ± (0.12 acre ±) located at 4315 – 15 Avenue SW (Plan 6163HF, Block 27, Lot 1) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District.

RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2021 JANUARY 21:

That Council give three readings to **Proposed Bylaw 22D2021** for the redesignation of 0.05 hectare ± (0.12 acre ±) located at 4315 – 15 Avenue SW (Plan 6163HF, Block 27, Lot 1) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District.

HIGHLIGHTS

- The proposed land use amendment allows for rowhouses, in addition to the building types already allowed (e.g. single detached, semi-detached and duplex dwellings and secondary suites).
- The application represents an appropriate density increase of the site and allows for development that will be compatible with the character of the existing neighbourhood and is in keeping with the applicable policies of the *Municipal Development Plan*.
- What does this mean to Calgarians? This application represents a modest increase in density in close proximity to established transit routes in an established inner city neighbourhood.
- Why does this matter? The proposed R-CG land use district allows for greater choice of housing types in established areas, close to amenities and services.
- There is no previous Council direction in relation to this proposal.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods

DISCUSSION

This land use amendment application was submitted by SLVGD Architecture on behalf of the landowners, Daniel Anderson and Jessica Shumlich, on 2020 October 27. The Applicant Submission (Attachment 2) indicates that the owner is looking to redevelop this property, increasing the allowable density from two to four units. The parcel is currently developed with a single detached dwelling and garage with access from the rear lane. A development permit application has not been submitted at this time.

A detailed planning evaluation of the application, including locations maps and site context, is provided in Attachment 1, Background and Planning Evaluation.

**Land Use Amendment in Rosscarrock (Ward 8) at 4315 - 15 Avenue SW,
LOC2020-0154**

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☒ Outreach was undertaken by the Applicant
- ☒ Public/Stakeholders were informed by Administration

Applicant-Led Outreach

As part of the review of the proposed land use amendment application, the applicant was encouraged to use the [Applicant Outreach Toolkit](#), to assess which level of outreach with public stakeholders and the Community Association was appropriate. In response, the applicant delivered letters to adjacent residents and responded to residents' emails. The applicant also consulted the Killarney/Glengarry Community Association and the Ward Councillor's Office. The Applicant Outreach Summary can be found in Attachment 3.

City-Led Outreach

In keeping with Administration's practices, this application was circulated to stakeholders, notice posted on-site, published online and notification letters were sent to adjacent landowners.

Administration received four letters of opposition from the public. The letters of opposition focused on the following areas of concern:

- Increased traffic and parking issues;
- Inappropriate increase of density and building height; and
- Rowhouses do not fit the character of the community.

Administration received one letter of support from the public. The letter indicated support based on the following:

- Positive for the community to have diverse housing stock; and
- Proposed land use district encourages building design that integrates well into the community.

The Rosscarrock Community Association provided an email, dated 2020 November 12, indicating they do not support the application (Attachment 4).

Administration considered the relevant planning issues specific to the proposed redesignation and has determined the proposal to be appropriate. The building and site design, number of units, and on-site parking will be reviewed and determined at the development permit stage.

Following Calgary Planning Commission, notifications for Public Hearing of Council will be posted on-site and mailed to adjacent landowners. In addition, Commission's recommendation and the date of the Public Hearing will be advertised.

IMPLICATIONS

Social

The recommended land use allows for a wider range of housing types than the existing R-C2 District and as such, the proposed change may better accommodate the housing needs of different age groups, lifestyles and demographics.

Planning & Development Report to
Calgary Planning Commission
2021 January 21

ISC: UNRESTRICTED
CPC2021-0027
Page 3 of 3

**Land Use Amendment in Rosscarrock (Ward 8) at 4315 - 15 Avenue SW,
LOC2020-0154**

Environmental

This application does not include any actions that specifically address objectives of the [Climate Resilience Strategy](#). Further opportunities to align future development on this site with applicable climate resilience strategies will be explored and encouraged at subsequent development approval stages.

Economic

The ability to develop up to four rowhouse units with the option to include the additional uses of secondary suites or backyard suites would allow for more efficient use of existing infrastructure and services.

Service and Financial Implications

No anticipated financial impact.

RISK

There are no known risks associated with this application.

ATTACHMENT(S)

1. Background and Planning Evaluation
2. Applicant Submission
3. Applicant Outreach Summary
4. Community Association Letter
5. **Proposed Bylaw 22D2021**
6. **Public Submissions**

Department Circulation

General Manager (Name)	Department	Approve/Consult/Inform

Background and Planning Evaluation

Background and Site Context

This 0.05 hectare parcel is located in the community of Rosscarrock, immediately to the south east of the intersection with 15 Avenue SW and 43 Street SW. The general area is low density residential development (single and semi-detached dwellings), designated as Residential One / Two Dwelling (R-C2) District. However, to the south of the site are parcels designated Multi-Residential – Contextual (M-C1) District developed with rowhouse buildings (Rosscarrock Community Housing).

This is a corner lot, with approximate dimensions of 36 by 14 metres has direct lane access and is close to commercial uses along 17 Avenue SW (between 47 Street SW and 45 Street SW). The site is in close proximity to the Rosscarrock Community Centre and there is nearby transit availability, which lends this site, favourably, to an increase in density and the number of units anticipated by this land use redesignation.

No development permit application has been submitted at this time, however, as noted in the Applicant's Submission (Attachment 2), the applicant identified the intent to pursue a development permit application for a rowhouse building in the future.

Community Peak Population Table

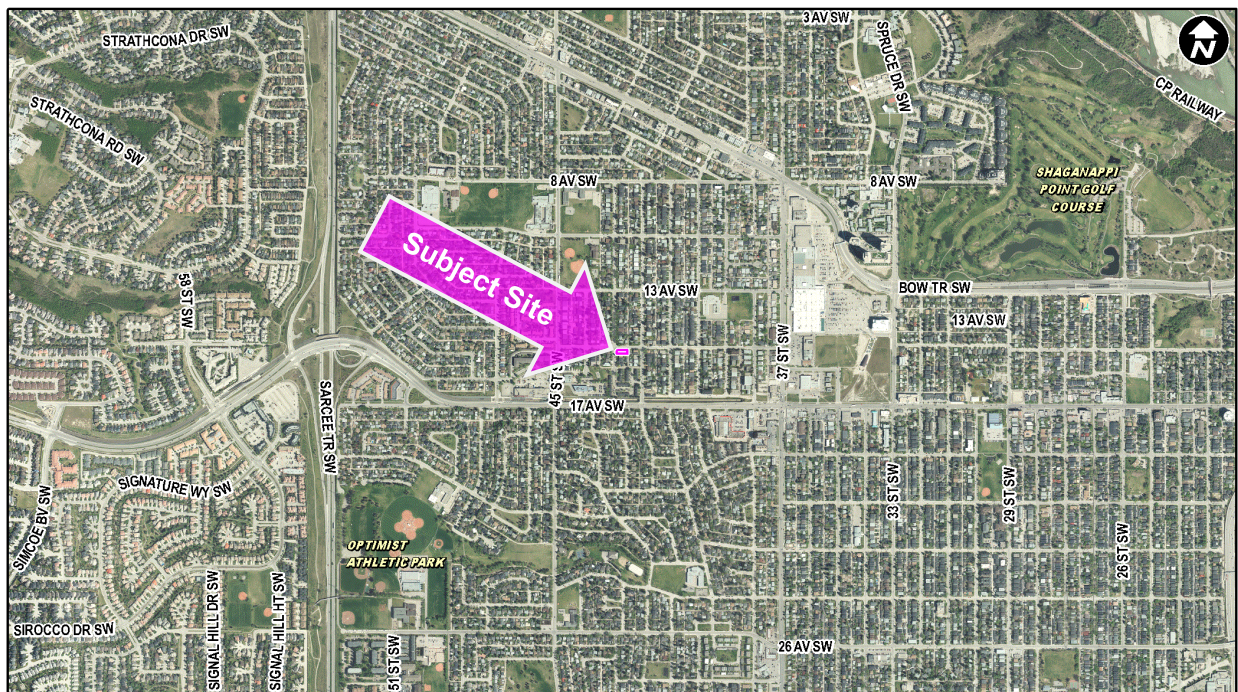
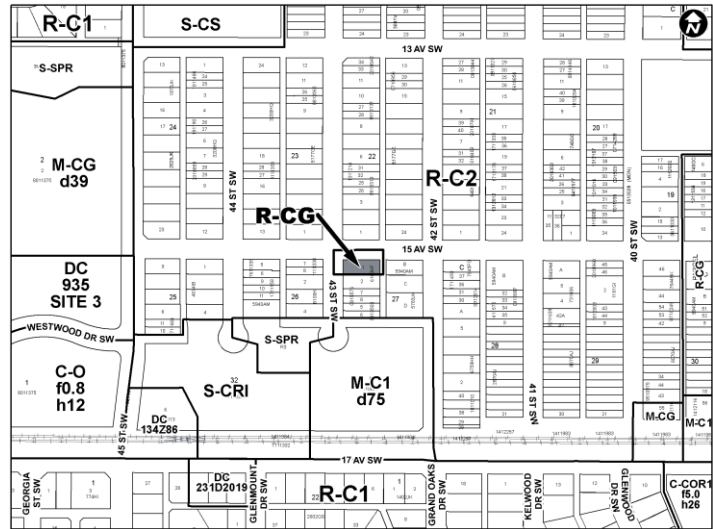
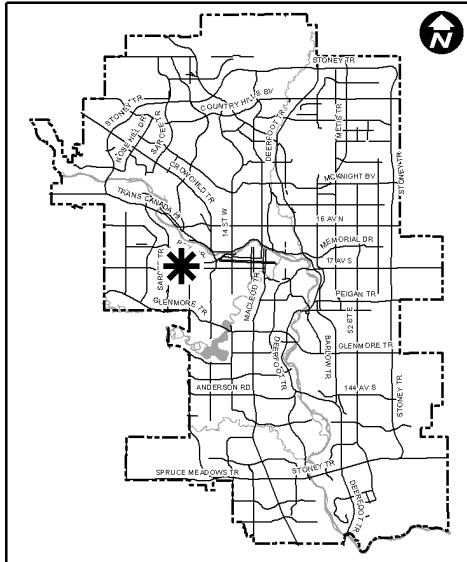
As identified below, the community of Rosscarrock reached its peak population in 1971, and the population has remained the same.

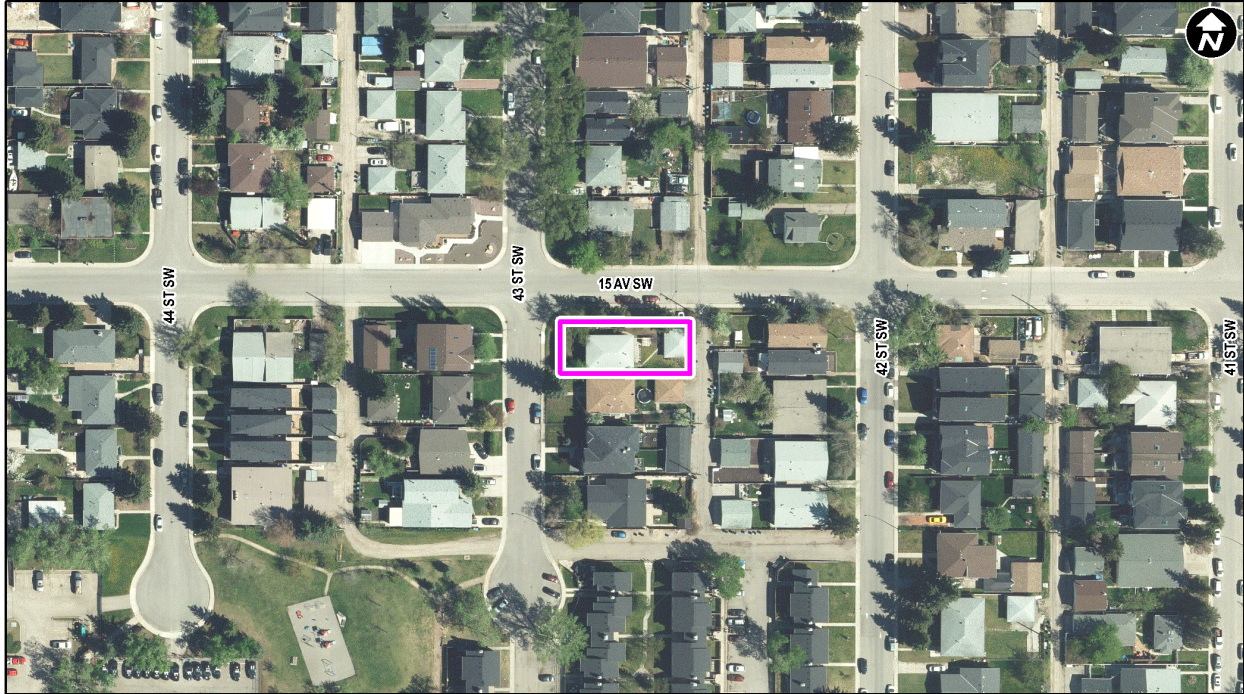
Rosscarrock	
Peak Population Year	1971
Peak Population	3,868
2019 Current Population	3,625
Difference in Population (Number)	-243
Difference in Population (Percent)	-6.28%

Source: *The City of Calgary 2019 Civic Census*

Additional demographic and socio-economic information may be obtained online through the [Rosscarrock Profile](#).

Location Maps





Previous Council Direction

None.

Planning Evaluation

Land Use

The existing R-C2 is primarily for single detached, semi-detached and duplex dwellings. The District allows for a maximum building height of 10 metres and a maximum of two dwelling units.

The proposed R-CG District allows for a range of low-density housing forms such as single detached, semi-detached, duplex dwellings, and rowhouses. The R-CG District allows for a maximum building height of 11 metres and a maximum of 75 dwelling units per hectare. For the subject site that would mean a maximum of four dwelling units.

Development and Site Design

The rules of the proposed R-CG District will provide guidance for future site development including appropriate uses, building massing, height, landscaping and parking. Given the specific context of this corner site, additional items that will be considered through the development permit process include, but are not limited to:

- Ensuring an engaging built interface along both 43 Street SW and 15 Avenue SW frontages including ensuring access for the principal dwellings meets grade-oriented design definitions;
- Further evaluation of any secondary suite designs to ensure they meet Land Use Bylaw requirements; and
- Mitigation of shadowing, overlooking, and privacy concerns to adjacent property.

Transportation

Pedestrian and vehicular access to the site is available from 15 Avenue SW and 43 Street SW from the north, as 43 Street SW terminates south of the site before 17 Avenue SW. Both sides of the roads adjacent to this site have public sidewalks.

Transit is available in the vicinity of this site by way of the Blue Line LRT, Route 2 and Route 93 bus routes. The Blue Line 45 Street LRT Station is within 400 meters of the site (a six-minute walk). A Primary Transit Network route serves Route 2 with stops within 400 metres and 500 metres (eastbound and westbound respectively) along 17 Avenue SW. Route 2 provides service along 17 Avenue SW west to Glenside Drive SW and east through Killarney, South Calgary and Mount Royal to the Downtown, then north across the river along Centre Street then along 4 Street NW to Mount Pleasant, Tuxedo, Highland Park, Highwood and Thorncliffe to return from Huntington Hills / Beddington Heights. Route 93 is within 400 metres and 500 metres (southbound and northbound respectively) on 45 Street SW which provides service, east to Westbrook LRT Station less than 1 kilometre away, and south to Signal Hill then north to Coach Hill. Westbrook Station connects to the Max Teal terminal and provides service from Westbrook Station and south to Quarry Park and Douglas Glen.

Cycling is on street and shared with vehicles along 15 Avenue SW and 43 Street SW.

On-street parking is available along 15 Avenue SW, 43 Street SW and within the Rosscarrock area by residential permit parking.

Environmental Site Considerations

There are no known outstanding environmentally related concerns associated with the proposal and / or site at this time.

As such, no Environmental Site Assessment was deemed required.

Utilities and Servicing

Water, sanitary, and storm deep utilities are available to the site. Development servicing requirements will be determined at the future Development Permit and Development Site Servicing Plan (DSSP) stages.

Legislation and Policy

South Saskatchewan Regional Plan (2014)

The recommendation by Administration in this report has considered and is aligned with the policy direction of the [South Saskatchewan Regional Plan](#) which directs population growth in the region to Cities and Towns and promotes the efficient use of land.

Interim Growth Plan (2018)

The recommendation aligns with the policy direction of the Calgary Metropolitan Region Board's [Interim Growth Plan](#) (IGP). The proposed land use amendment and policy amendment builds on the principles of the IGP by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

Municipal Development Plan (Statutory – 2009)

The subject parcel is located within the Residential - Developed - Established area as identified on Map 1: Urban Structure in the [Municipal Development Plan](#) (MDP). The applicable MDP policies encourage redevelopment and modest intensification of inner-city communities to make more efficient use of existing infrastructure, public amenities and transit. Such redevelopment is intended to occur in a form and nature that respects the scale and character of the neighbourhood context. The proposal is in keeping with relevant MDP policies as the R-CG District is a low-density district that provides for a modest increase in density in a form that is sensitive to existing residential development in terms of height, scale and massing.

Climate Resilience Strategy (2018)

This application does not include any specific actions that address objectives of the [Climate Resilience Strategy](#). Opportunities to align development of this site with applicable climate resilience strategies may be explored and encouraged at subsequent development approval stages.

Westbrook Communities Local Growth Planning Project

Administration is currently working on the *Westbrook Communities Local Area Plan* (LAP) which includes Killarney/Glengarry and surrounding communities. Planning applications are being accepted for processing during the local growth plan process. *The Westbrook Communities LAP* is anticipated to be finalized in 2021.

Applicant Submission

December 17, 2020



RE: Land Use Redesignation | Applicant's Submission,

We are applying to the City of Calgary for a land-use change from R-C2 to R-CG at 4315 15 Avenue SW. The intent of this application is to make allowable the construction of four (4) Rowhouse units on this corner parcel. Through our pre-application consultation with the City of Calgary it is noted that all vehicular access will be limited to the lane for any future development. At this time no formal design has been developed and our application is for the change in land use only.

The R-CG typology is listed a Grade-Oriented Infill development which supports Rowhouse building as a permitted use provided any proposed development conforms to section 347.3 or the Calgary Land Use Bylaw 1P2007.

We feel this site is suited for this type of development for the following reasons:

This Inner-City location has many benefits of increased density:

- Supports the use of existing City infrastructure
- Proximity to the downtown core
- Proximity to the 45 Street Ctrain Station (3 block walking distance)
- Proximity to Rosscarrock School (4 block walking distance)
- Proximity to Westbrook Mall
- Proximity to the Rosscarrock Community Hall (2 Blocks walking distance)
- Proximity to St. Michael, Vincent Massey, and Westgate Schools (2,3 and 4 blocks away)
- 4315 15 Avenue is a Corner Lot at the North West Corner of the Block. Location will have no shadow impact on adjacent neighbours.
- Ease of access to busy traffic corridors 17th Avenue and Sarcee Trail.

Similar R-CG land uses currently exist within the Community of Rosscarrock; most commonly these sites are located along 39th Street SW between 17 Avenue SW and 8 Avenue SW.

A single lot example of this Land Use can be found at 40th Street SW and 7th Avenues SW

We are reaching out to adjacent neighbours and the Community Association in an effort to solicit comments and suggestions from residents for this change to the land use and for any subsequent site development. If you have any concerns, feel free to contact me directly.

To Align with the City of Calgary's Climate Resilience Strategy, the applicant commits to applying sustainable building strategies in any future development, should the Land Use Application be approved. As a LEED® Accredited Professional I commit to meet and exceed all energy requirement in section 9.36 of the Alberta Building Code and encourage my clients to reduce the carbon footprint of any potential development. Typically, we seek to reduce energy consumption by way of enhance building envelope design, Building Massing and orientation and through the re-use of existing inner City infrastructure.

Thank you,

A handwritten signature in blue ink, appearing to read 'Jeffrey Riedl'.

Jeffrey Riedl

Architect, AAA, BFA, M.Arch. LEED® AP
SLVGD Architecture Inc.
202 - 1220 Kensington Road NW
Calgary, AB T2N 3P5
p: 587.351.1950
e: info@slvgdarchitecture.com

Applicant Outreach Summary

Outreach Strategy

For this Land use change Application our Strategy was:

- 1) Engage the City of Calgary for Pre-application considerations;
- 2) Engage the Community Association of Rosscarrock;
- 3) Engage Councillor Evan Wooley - Ward 8;
- 4) Apply for Land Use Application;
- 5) Submit Application Documents to the Community Association of Rosscarrock; and
- 6) Provide neighbor notification letters to Adjacent Neighbors (see Attachment 1)

Stakeholders

We connected with the following Stakeholders:

- 1) The City of Calgary;
- 2) Ward 8 Alderman Evan Wooley;
- 3) Lori Olijnyk - Rosscarrock Community Association; and
- 4) Adjacent neighbors via - Neighbor Outreach letter placed in mailbox.

What did you hear?

We received comments through the City of Calgary Pre-application process that rezoning to R-CG would be supported and that a rezoning to M-CG would not. It was also stated that driveways would not be supported on 15 Avenue and that all vehicular access should be limited to the lane.

We did not receive comments from the Community Association.

We did not receive comments from the Alderman.

We did receive one phone call from a neighbor as a result of our letters in mailboxes.

██████████ phoned my office on November 13, 2020. Refer to letter dated Nov. 13, 2020 for correspondence.

How did stakeholder input influence decisions?

Through correspondence with the city and the pre-application discussion it was determined that an application for a land use change to R-CG would be most appropriate for the site and the context.

How did you close the loop with stakeholders?

To close the loop with the one stakeholder that did reach out, Carol Anscombe, I wrote an email back to her to summarize our discussion and to put her in touch with the city of Calgary Jarred Friedman if she had any concerns, she would like to discuss with him. Our goal was to be as transparent as possible with all stakeholders.

Attachment 1



Dear Neighbour,

We are applying to the City of Calgary for a land-use change from R-C2 to R-CG at 4315 15 Avenue SW. The intent of this application is to make allowable the construction of four (4) Rowhouse units on this corner parcel. Through our pre-application consultation with the City of Calgary it is noted that all vehicular access will be limited to the lane for any future development. At this time no formal design has been developed and our application is for the change in land use only.

The R-CG typology is listed a Grade-Oriented Infill development which supports Rowhouse building as a permitted use provided any proposed development conforms to section 347.3 or the Calgary Land Use Bylaw 1P2007.

We feel this site is suited for this type of development for the following reasons:

This Inner-City location has many benefits of increased density:

- **Supports the use of existing City infrastructure**
- **Proximity to the downtown core**
- **Proximity to the 45 Street C-train Station (3 block walking distance)**
- **Proximity to Rosscarrock School (4 block walking distance)**
- **Proximity to Westbrook Mall**
- **Proximity to the Rosscarrock Community Hall (2 Blocks walking distance)**
- **Proximity to St. Michael, Vincent Massey, and Westgate Schools (2,3 and 4 blocks away)**
- **4315 15 Avenue is a Corner Lot at the North West Corner of the Block. Location will have no shadow impact on adjacent neighbours.**
- **Ease of access to busy traffic corridors 17th Avenue and Sarcee Trail.**

Similar R-CG land uses currently exist within the Community of Rosscarrock; most commonly these sites are located along 39th Street SW between 17 Avenue SW and 8 Avenue SW.

A single lot example of this Land Use can be found at 40th Street SW and 7th Avenues SW

We are reaching out to adjacent neighbours and the Community Association in an effort to solicit comments and suggestions from residents for this change to the land use and for any subsequent site development. If you have any concerns, feel free to contact me directly.

Thank you,



Jeffrey Riedl

- Architect, AAA, BFA, M.Arch. LEED® AP
- SLVGD Architecture Inc.
- 202 - 1220 Kensington Road NW
- Calgary, AB T2N 3P5
- p: 587.351.1950
- e: info@slvgdarchitecture.com

Community Association Letter

From: Lori Olijnyk [mailto:lori@calgarypropertynetwork.com]
Sent: Tuesday, January 5, 2021 9:51 AM
To: Friedman, Jarred B. <Jarred.Friedman@calgary.ca>
Cc: Lauren Harnett <info@rosscarrock.org>; development@rosscarrock.org; Hanna Oh <president@rosscarrock.org>
Subject: Fwd: [EXT] LOC2020-0154 - Circulation Package

Hello Jarred,

Rosscarrock Community Association discussed this application at our meeting. While the CA supports and encourages development in our community, we believe that this project does not warrant our support due to the following:

- 1) The City recently determined that 37th, 38th and 39th Streets be rezoned to support major multi-family projects, in conjunction with the 37th Street Main Street program. This proposed re-zoning, and resulting increased density, of the project is outside of the City's identified areas. The applicant references a development that is in the already-identified area which the CA supported because it is IN that area;
- 2) Parking is already an issue at this location; and
- 3) The current R2 zoning at this location is consistent with the land use and overall plan for the community, and should remain as such.

Regards,

Lori Olijnyk

Director of Development

Rosscarrock Community Association

PROPOSED

CPC2021-0027
ATTACHMENT 5

BYLAW NUMBER 22D2021

**BEING A BYLAW OF THE CITY OF CALGARY
TO AMEND THE LAND USE BYLAW 1P2007
(LAND USE AMENDMENT
LOC2020-0154/CPC2021-0027)**

WHEREAS it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

AND WHEREAS Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and replacing it with that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

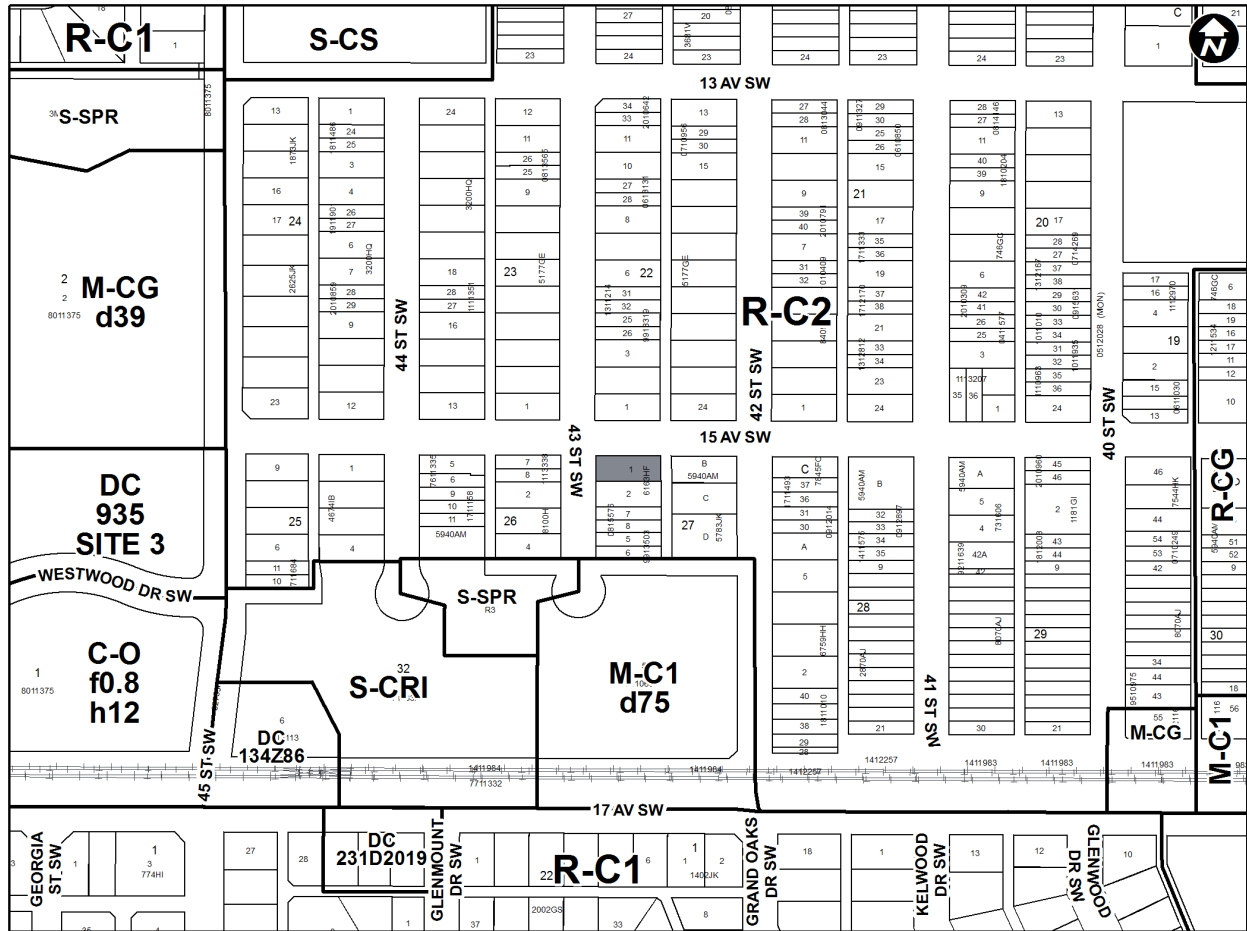
CITY CLERK

SIGNED ON _____

PROPOSED

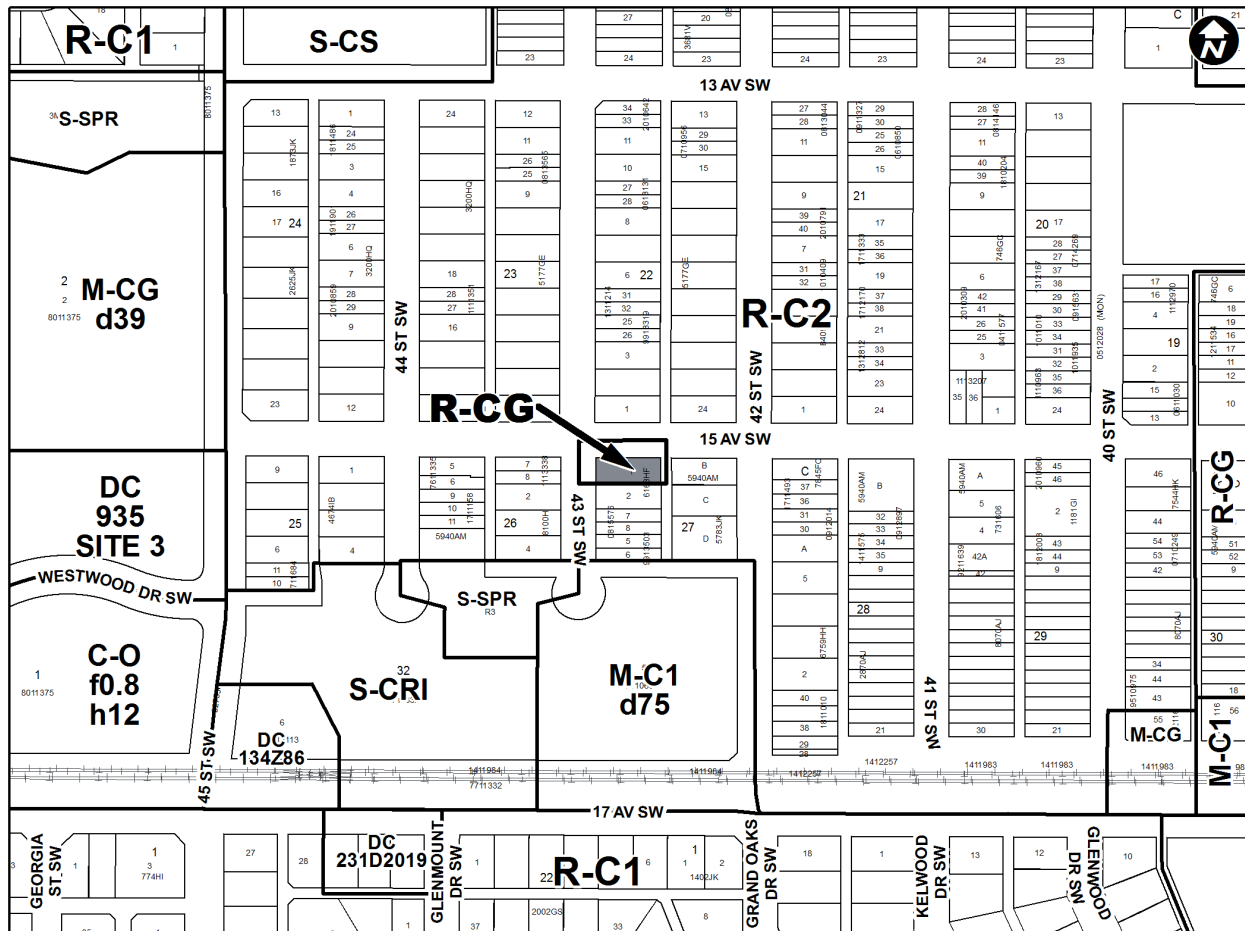
AMENDMENT LOC2020-0154/CPC2021-0027
BYLAW NUMBER 22D2021

SCHEDULE A



**AMENDMENT LOC2020-0154/CPC2021-0027
BYLAW NUMBER 22D2021**

SCHEDULE B



From: sandmills@gmail.com
To: [Public Submissions](#)
Subject: [EXT] 4315 15 AV SW - LOC2020-0154 - Comment from Development Map - Sun 2/21/2021 7:03:5 PM
Date: Sunday, February 21, 2021 7:03:09 PM

Application: LOC2020-0154

Submitted by: Mills Sandra

Contact Information

Address: 1440 43st SW

Phone: 4037085657

Email: sandmills@gmail.com

Feedback:

I have concerns about what will happen to the trees on this lot. Specifically, the two Colorado Blue Spruce known as T-32175178 and T-32175179. These two trees are city trees and therefore, taxpayer trees. I am hopeful that the developer intends to leave them standing but based on the details of the application that seems unlikely. These two trees provide perching and nesting space for our many neighborhood birds which include downy woodpeckers, northern flickers, red breasted nuthatches, house sparrows, house finches, blue jays, merlins, Cedar & Bohemian waxwings, ravens, crows and white-winged crossbills. They also have a combined value of \$57,000.00. They store over 1,400 kg of carbon, and also contribute to stormwater management. Given the City's commitment to growing our urban canopy to 16% I am concerned that critical, mature trees continue to be sacrificed by developers. If these two trees are being removed, what responsibility does the developer have to reimburse Calgarians for the value of these trees along with the critical services they provide (carbon sequestering, water management and transpiration cooling)? What accountability does the developer have to reimburse Calgarians the equivalent of these services for the length of time it would take new trees to reach that level of maturity?

**Policy Amendment and Land Use Amendment in Killarney/Glengarry (Ward 8) at
2804 – 32 Street SW, LOC2019-0169**

RECOMMENDATION(S):

That the Calgary Planning Commission recommend that Council:

1. Give three readings to the proposed bylaw for the amendment to the Killarney/Glengarry Area Redevelopment Plan (Attachment 2); and
2. Give three readings to the proposed bylaw for the redesignation of 0.06 hectare \pm (0.14 acre \pm) located at 2804 - 32 Street SW (Plan 732GN, Block 9, Lot 36) from DC Direct Control District to Residential – Grade-Oriented Infill (R-CG) District.

RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2021 JANUARY 21:

That Council:

1. Give three readings to **Proposed Bylaw 11P2021** for the amendment to the Killarney/Glengarry Area Redevelopment Plan (Attachment 2); and
2. Give three readings to **Proposed Bylaw 23D2021** for the redesignation of 0.06 hectare \pm (0.14 acre \pm) located at 2804 - 32 Street SW (Plan 732GN, Block 9, Lot 36) from DC Direct Control District to Residential – Grade-Oriented Infill (R-CG) District

HIGHLIGHTS

- The application seeks to redesignate the subject property to allow for low density development with the intent of building a four-unit rowhouse development.
- This application represents a modest increase in density that is in close proximity to transit routes in an established inner-city neighbourhood, is compatible with the surrounding development, and aligns with applicable policies of the *Municipal Development Plan (MDP)*, and the *Killarney/Glengarry Area Redevelopment Plan (ARP)* as amended.
- What does this mean to Calgarians? More choice in the types of housing available and promote more efficient uses of existing infrastructure.
- Why does this matter? By providing for modest increases in density, R-CG developments provide greater choice of housing form in established areas, close to goods and services.
- An amendment to the *Killarney/Glengarry ARP* is required to accommodate the proposed land use.
- There is no previous Council direction in relation to this proposal.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods

DISCUSSION

This land use amendment application was submitted by was submitted by SEIKA Architecture, on behalf of landowners Balwinder and Gurpreet Sahota, on 2019 November 05. The Applicant Submission (Attachment 3) indicates that the owner is looking to redevelop this property, increasing the allowable density from two to four units. The parcel is currently developed with a

Policy Amendment and Land Use Amendment in Killarney/Glengarry (Ward 8) at 2804 - 32 Street SW, LOC2019-0169

single detached dwelling and garage with access from the rear lane. A development permit application has not been submitted at this time.

A detailed planning evaluation of the application, including location maps and site context, is provided in Attachment 1, Background and Planning Evaluation.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☒ Outreach was undertaken by the Applicant
- ☒ Public/Stakeholders were informed by Administration

Applicant-Led Outreach

As part of the review of the proposed land use amendment application, the applicant was encouraged to use the [Applicant Outreach Toolkit](#), to assess which level of outreach with public stakeholders and the Community Association was appropriate. In response, the applicant created a [project website](#) informing the public about the project and requesting feedback. The applicant also consulted the Killarney/Glengarry Community Association and Ward Councillor ensuring they had the opportunity to learn about and comment on the application. The Applicant Outreach Summary can be found in Attachment 4.

City-Led Outreach

In keeping with Administration's standard practice, this application was circulated to external stakeholders and notice posted on-site and published [online](#), and notification letters were sent to adjacent landowners.

Administration received one letter from the public with concerns generally related to parking, and an increase in traffic.

The Killarney/Glengarry Community Association provided a letter on 2020 November 04 (Attachment 5), stating that they are neither in support nor opposition of the subject application. The comments then go on to identify the relevant policy amendments and development permit considerations.

Administration considered the relevant planning issues specific to the proposed redesignation and has determined the proposal to be appropriate. Parking will be determined and reviewed at the development permit stage.

Following Calgary Planning Commission, notifications for Public Hearing of Council will be posted on-site and mailed to adjacent landowners. In addition, Commission's recommendation and the date of the Public Hearing will be advertised.

Planning & Development Report to
Calgary Planning Commission
2021 January 21

ISC: UNRESTRICTED
CPC2021-0026
Page 3 of 3

**Policy Amendment and Land Use Amendment in Killarney/Glengarry (Ward 8) at
2804 - 32 Street SW, LOC2019-0169**

IMPLICATIONS

Social

This recommended land use allows for a wider range of housing types than the existing DC District, and as such, the proposed change may better accommodate the housing needs of different age groups, lifestyles, and demographics.

Environmental

This application does not include any actions that specifically address objectives of the [Climate Resilience Strategy](#). Further opportunities to align future development on this site with applicable climate resilience strategies will be explored and encouraged at subsequent development approval stages.

Economic

The potential small increase in population enabled by this redesignation would mean opportunities for modest increases in use would help to support existing businesses in the area.

Service and Financial Implications

No anticipated financial impact

RISK

There are no known risks associated with this application.

ATTACHMENT(S)

1. Background and Planning Evaluation
2. **Proposed Bylaw 11P2021**
3. Applicant Submission
4. Applicant Outreach Summary
5. Community Association Letter
6. **Proposed Bylaw 23D2021**

Department Circulation

General Manager	Department	Approve/Consult/Inform

Background and Planning Evaluation

Background and Site Context

This 0.06 hectare parcel is located in the community of Killarney/Glengarry, immediately to the south east of the intersection with 26 Avenue SW and 32 Street SW. The general area is low density residential development, designated as Direct Control District ([Bylaw 28Z91](#)) based on the R-2 Residential Low Density District of Bylaw 2P80. To the west of the site are parcels designated Multi-Residential – Grade Oriented (M-CG), Multi-Residential – Contextual (M-C1), Commercial – Neighbourhood 1 (C-N1) and Commercial – Neighbourhood 2 (C-N2) Districts developed with low-rise apartments and small scale commercial developments.

This is a corner lot, with approximate dimensions of 36 by 17 metres, with direct lane access and is close to commercial uses along 20 Avenue SW (between 30 Street SW and 35 Street SW). The site is in close proximity to the Killarney/Glengarry Community Association and there is nearby transit availability, which lends this site, favourably, to an increase in density and the number of units anticipated by this land use redesignation.

No development permit application has been submitted at this time, however, as noted in the Applicant's Submission (Attachment 3), the applicant identified the intent to pursue a development permit application for a four-unit rowhouse building in the future.

Community Peak Population Table

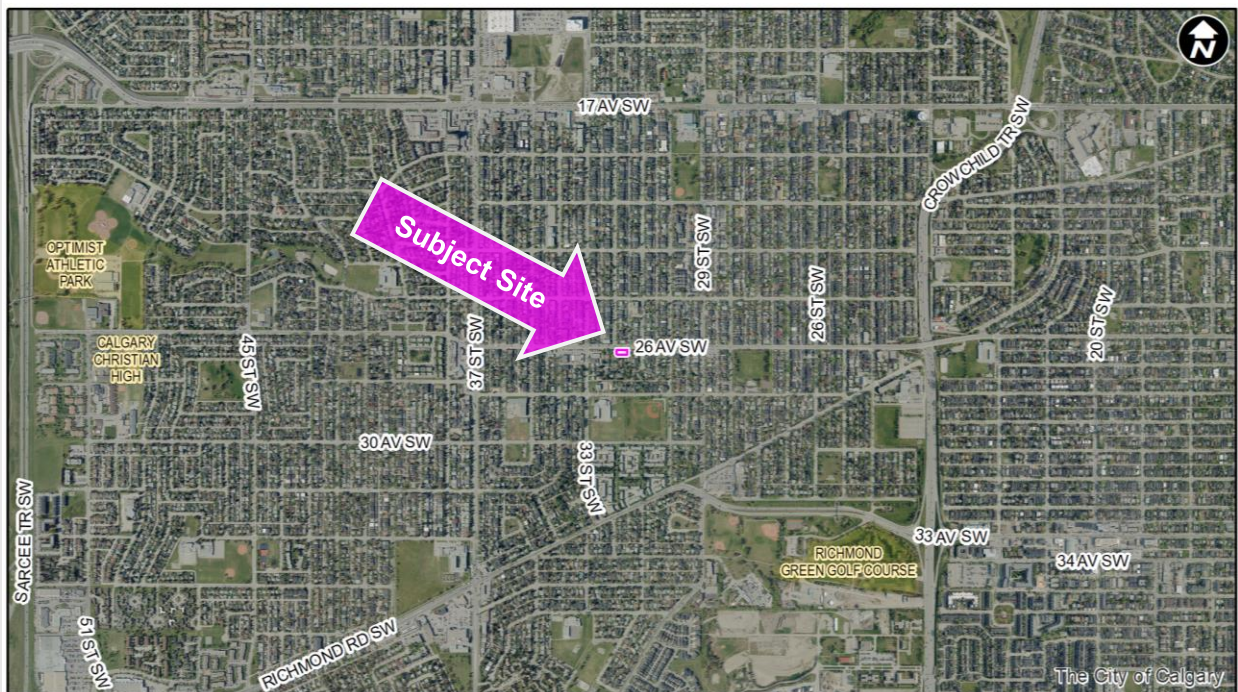
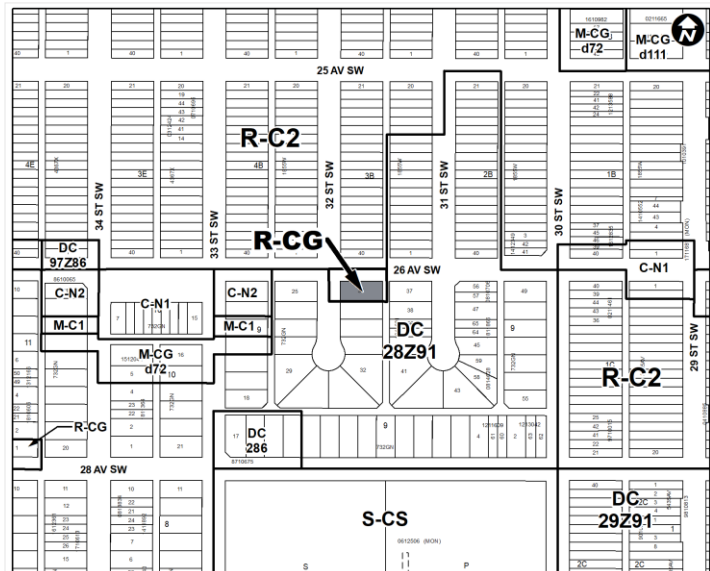
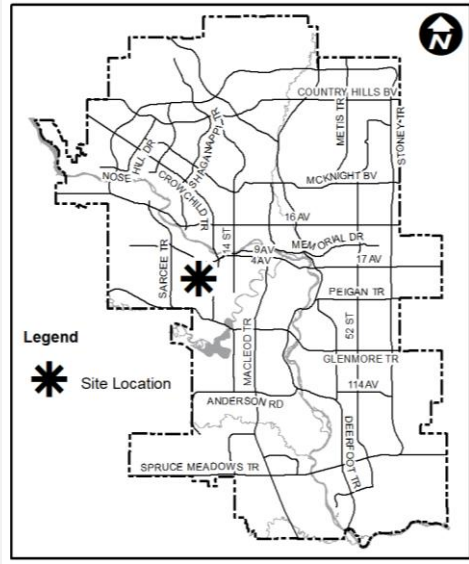
As identified below, the community of Killarney/Glengarry reached its peak population in 2019, and the population has remained the same.

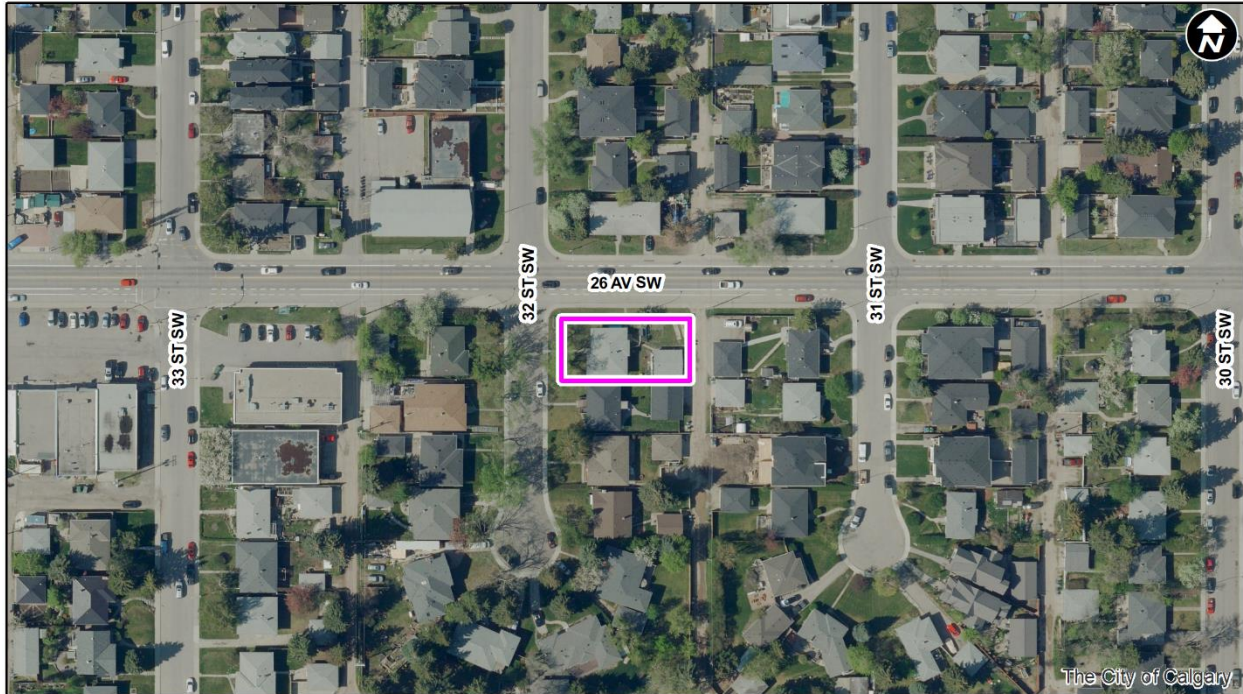
Killarney/Glengarry	
Peak Population Year	2019
Peak Population	3,927
2019 Current Population	3,927
Difference in Population (Number)	0
Difference in Population (Percent)	0%

Source: *The City of Calgary 2019 Civic Census*

Additional demographic and socio-economic information may be obtained online through the [Killarney/Glengarry Profile](#).

Location Maps





Previous Council Direction

None.

Planning Evaluation

Land Use

The existing DC Direct Control District (Bylaw 28Z91) is based on the R-2 Residential Low Density District of Land Use Bylaw 2P80 and is primarily for single detached, semi-detached and duplex dwellings. The DC District allows for a maximum building height of 10 metres and a maximum of two dwelling units.

The proposed Residential – Grade-Oriented Infill (R-CG) District allows for a range of low-density housing forms such as single detached, semi-detached, duplex dwellings, and rowhouses. The R-CG District allows for a maximum building height of 11 metres and a maximum of 75 dwelling units per hectare. For the subject site that would mean a maximum of four dwelling units.

Development and Site Design

The rules of the proposed Residential – Grade-Oriented Infill (R-CG) District will provide guidance for future site development including appropriate uses, building massing, height, landscaping and parking. Given the specific context of this corner site, additional items that will be considered through the development permit process include, but are not limited to:

- Ensuring an engaging built interface along both 32 Street SW and 26 Avenue SW frontages including ensuring access for the principal dwellings meets grade-oriented design definitions;

- Further evaluation of any secondary suite designs to ensure they meet Land Use Bylaw requirements; and
- Mitigation of shadowing, overlooking, and privacy concerns to adjacent property.

Transportation

The subject site is located approximately 110 metres away from an Eastbound Route 6 Killarney / 26 Avenue SW bus stop. This route provides service through Knob Hill, Bankview and Lower Mount Royal to the Downtown core and LRT routes.

The subject site is a corner lot with lane access and has no parking restrictions. All vehicular access is to come from the lane at the time of redevelopment. Parking requirements will be reviewed and determined at the development permit stage.

Environmental Site Considerations

There are no environmental concerns with the redevelopment of this site. An Environmental Site Assessment was not required.

Utilities and Servicing

Public water, sanitary and storm exist within the adjacent public right-of-way. Development servicing will be determined at the development permit and development site servicing plan stage.

Legislation and Policy

South Saskatchewan Regional Plan (2014)

The recommendation by Administration in this report has considered and is aligned with the policy direction of the [South Saskatchewan Regional Plan](#) which directs population growth in the region to Cities and Towns and promotes the efficient use of land.

Interim Growth Plan (2018)

The recommendation aligns with the policy direction of the Calgary Metropolitan Region Board's [Interim Growth Plan](#) (IGP). The proposed land use amendment and policy amendment builds on the principles of the IGP by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

Municipal Development Plan (Statutory – 2009)

The subject parcel is located within the Residential - Developed - Inner City area as identified on Map 1: Urban Structure in the [Municipal Development Plan](#) (MDP). The applicable MDP policies encourage redevelopment and modest intensification of inner-city communities to make more efficient use of existing infrastructure, public amenities and transit. Such redevelopment is intended to occur in a form and nature that respects the scale and character of the neighbourhood context. The proposal is in keeping with relevant MDP policies as the R-CG District is a low-density district that provides for a modest increase in density in a form that is sensitive to existing residential development in terms of height, scale and massing.

Climate Resilience Strategy (2018)

This application does not include any specific actions that address objectives of the [Climate Resilience Strategy](#). Opportunities to align development of this site with applicable climate resilience strategies may be explored and encouraged at subsequent development approval stages.

Killarney/Glengarry Area Redevelopment Plan (Statutory – 1986)

The parcel is identified on Map 2 of the [Killarney/Glengarry Area Redevelopment Plan \(ARP\)](#) as Conservation/Infill. An amendment to Map 2 to change from Conservation/Infill to Low Density Townhousing is required to accommodate the proposed land use amendment.

Westbrook Communities Local Area Planning Project

The *Killarney/Glengarry ARP* is under review as Administration is currently working on the [Westbrook Communities Local Area Planning Project](#) which includes Killarney/Glengarry and surrounding communities. Planning applications are being accepted for processing during the local growth plan process. *The Westbrook Communities LAP* is anticipated to be finalized in 2021.

PROPOSED

CPC2021-0026
ATTACHMENT 2

BYLAW NUMBER 11P2021

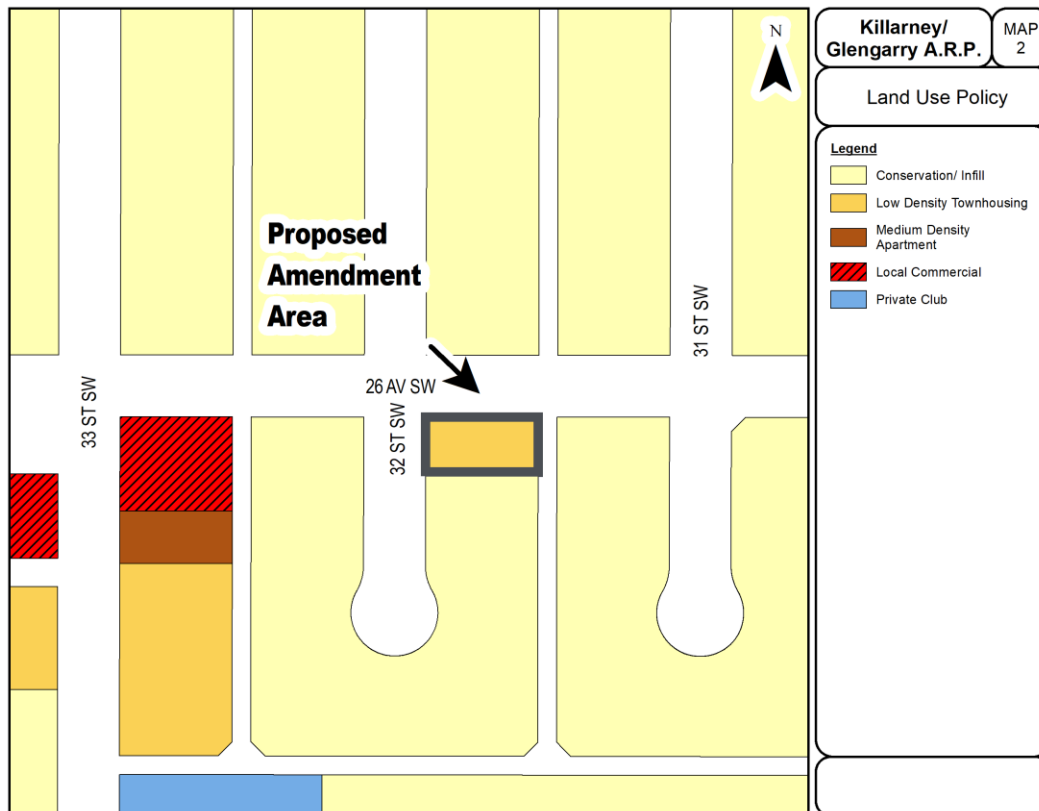
BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE KILLARNEY/GLENGARRY AREA REDEVELOPMENT PLAN BYLAW 16P85 (LOC2019-0169/CPC2021-0026)

WHEREAS it is desirable to amend the Killarney/Glengarry Area Redevelopment Plan Bylaw 16P85, as amended;

AND WHEREAS Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended:

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

1. The Killarney/Glengarry Area Redevelopment Plan attached to and forming part of Bylaw 16P85, as amended, is hereby further amended as follows:
 - (a) Amend Map 2 entitled 'Land Use Policy', by changing 0.06 hectare \pm (0.14 acre \pm) located at 2804 – 32 Street SW (Plan 732GN, Block 9, Lot 36) from 'Conservation/ Infill' to 'Low Density Townhousing' as generally illustrated in the sketch below:



PROPOSED

BYLAW NUMBER 11P2021

2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

Applicant Submission

December 9, 2020



Principal: Ajith Karunasena, Architect, AAA & Urban designer

Land Use Re-designation, Land use Application –LOC2019-0169

From R C2 to R-CG: 2804 32nd Street SW . Lot 36, Block 9, Plan 732 GN

Applicant Statement

The subject parcel is located in the community of Killarey/Glengarry and consists of 1,058.85m² of privately owned land. We are planning to develop 4 townhouses. One visitor parking stall provided. Access for parking from the lane. The proposed use is well suited for the site, given its surrounding context, lot characteristics and location.

The R-CG District is a Low Density Residential District intended to facilitate grade-oriented development. The objective of the R-CG District is to allow for grade-oriented development such as Rowhouse Buildings, Duplex Dwellings, Semi-detached Dwellings and Cottage Housing Clusters. Moreover, it offers integration of various grade-oriented housing through flexible parcel dimensions and building setbacks. Additionally, it accommodates site and building designs that meet the functional requirements evolving households.

PLANNING RATIONALE

The subject site features numerous characteristics that make it especially appropriate for the proposed R-CG land use change, which will directly facilitate the development of new and innovative inner-city housing options for Calgarians:

Direct Lane Access: The subject site has direct lane access, facilitating a development that orients vehicle access to the rear lane, creating an uninterrupted & pedestrian-friendly streetscape along 32nd street SW & 26th ave SW.

Proximity to Transit: The subject site is along 32nd Street SW. Site is close to a number of schools, and park spaces.

CITY-WIDE POLICY ALIGNMENT

This proposed land use re-designation and associated development vision is consistent with the city-wide goals and policies of the Municipal Development Plan, which encourage: the development of more innovative and affordable housing options in established communities; more efficient use infrastructure; and more compact built forms in locations with direct and easy access to transit, shopping, schools and other community services.

COMMUNITY ENGAGEMENT

Throughout the application process, Jag Custom Homes is committed to working with neighbours and the surrounding community members and stakeholders. As part of that commitment, Jag Custom Homes implemented a transparent application process with the community engagement efforts to ensure a clear process for all stakeholders. Important stakeholders such as the Community Association and Ward Councillor's office are actively invited to participate in our process online(created a website for community engagement).

Conclusion

The vision of the proposed land use re-designation is in line with the city-wide goals and policies of the Municipal Development Plan. Moreover, the objective of the development allows Calgarians to reside in new and innovative housing with accessibility to transit, existing infrastructure and community amenities. For the reasons outlined above, we respectfully request the Administration, Calgary Planning Commission and Council to support this application.

Ajith Karunasena

Architect AAA, and Urban Designer

B.Sc. (BE), M.Sc. (Arch), MUDS (M.Sc. Urban), RIBA (UK), AIA (SL), MRAIC, LEED AP

Seika Architecture Ltd

Applicant Outreach Summary

Seika Architecture Ltd

Architecture ♦ Urban Design ♦ Planning

Principal: Ajith Karunasena, Architect, AAA & Urban designer

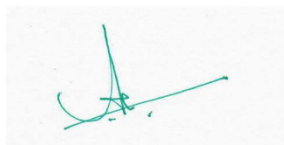
**Written reply for Detailed Team Review comments for Development permit
Number LOC2019-0169** **November 23rd 2020**

COMMUNITY ENGAGEMENT

Seika Architecture Ltd setup a website for community engagement. We are committed to being a good neighbour and working with surrounding community members and stakeholders throughout the application process. Website <https://www.communityengagement-seikaarchitecture.com>.

As part of that commitment, Seika architecture and client work, as a project team, have designed a community engagement process in support of this application and other like it to ensure a clear and transparent application process for all stakeholder. Stakeholders like the Community Association and Ward Councillor's office are actively invited to participate in our process, which focuses on informative and fact-based engagement and communications

We received the community support letter for the above land use (see attachment 1 & 2) for more information.



Sincerely

Ajith Karunasena

Architect AAA, and Urban Designer

B.Sc. (BE), M.Sc. (Arch), MUDS (M.Sc. Urban), RIBA (UK), AIA (SL), MRAIC, LEED AP

Seika Architecture Ltd

Architecture ♦ Urban Design ♦ Planning

Principal: Ajith Karunasena, Architect, AAA & Urban designer

Number LOC2019-0169

November 23rd 2020

APPENDIX 1 COMMUNITY ENGAGEMENT

AJITH KARUNASENA

From: AJITH KARUNASENA
Sent: Tuesday, September 29, 2020 10:51 AM
To: [REDACTED]; 'evan.woolley@calgary.ca'; caward8@calgary.ca
Cc: AJITH KARUNASENA; Jarred.Friedman@calgary.ca
Subject: RE: LOC2019-0169- community presentation- Online

Hello Sean,
Thanks for the information.
Sincerely,

Ajith Karunasena
Architect AAA & Urban Designer
B.Sc(BE), M.Sc(Arch), MUDS(M.Sc(Urban),RIBA, AIA,(SL),MRAIC, LEED AP

Seika Architecture Ltd
651 Macewan Drive N.W.
Calgary, AB, T3K 3R1
Tele-403-210-5085
ajith.karu@seikaarchitecture.com
<http://www.seikaarchitecture.com>

From: [REDACTED]
Sent: Tuesday, September 29, 2020 10:48 AM
To: AJITH KARUNASENA <ajith.karu@seikaarchitecture.com>
Subject: Re: LOC2019-0169- community presentation- Online

Hi, 26th ave development seems to not generate a lot of community angst, particularly since quite a few 4 Plex homes have been built along that stretch.

They've done a reasonable job of making info available and a nice website. I'd suggest the CA provide a feedback to the city stating that the proposal is compatible with the future local area plan and no objections have been noted to date. If there is nearby resident feedback, now is the time for that to be heard and responded to by the applicant.

Sean

On Sep 29, 2020, at 10:39 AM, AJITH KARUNASENA <ajith.karu@seikaarchitecture.com> wrote:

Hello Carolyn [REDACTED]

We need to provide the information about the above land use application to community. Due to COVID situation, we have setup the website. In the website all required project information is included.

Website link -<https://www.communityengagement-seikaarchitecture.com/>

Comments due date is October 16th 2020.

Email address is provided on the website for sending the comments.

Sincerely,

Ajith Karunasena

Architect AAA & Urban Designer

B.Sc(BE), M.Sc(Arch), MUDS(M.Sc(Urban)),RIBA, AIA,(SL),MRAIC, LEED AP

Seika Architecture Ltd

651 Macewan Drive N.W.

Calgary, AB, T3K 3R1

Tele-403-210-5085

ajiith.karu@seikaarchitecture.com

<http://www.seikaarchitecture.com>

Number LOC2019-0169

November 23rd 2020

APPENDIX 2 COMMUNITY ENGAGEMENT SUBMITTED DETAILS



Architecture ♦ Urban Design ♦ Planning

Principal: Ajith Karunasena, Architect, AAA & Urban designer

Land Use Re-designation, Land use Application –LOC2019-0169

From R C2 to R-CG: 2804 32nd Street SW . Lot 36, Block 9, Plan 732 GN

Applicant Statement

The subject parcel is located in the community of Killarey/Glengarry and consists of 1,058.85m² of privately owned land. We are planning to develop 4 townhouses. One visitor parking stall provided. Access for parking from the lane. The proposed use is well suited for the site, given its surrounding context, lot characteristics and location.

The R-CG District is a Low Density Residential District intended to facilitate grade-oriented development. The objective of the R-CG District is to allow for grade-oriented development such as Rowhouse Buildings, Duplex Dwellings, Semi-detached Dwellings and Cottage Housing Clusters. Moreover, it offers integration of various grade-oriented housing through flexible parcel dimensions and building setbacks. Additionally, it accommodates site and building designs that meet the functional requirements evolving households.

PLANNING RATIONALE

The subject site features numerous characteristics that make it especially appropriate for the proposed R-CG land use change, which will directly facilitate the development of new and innovative inner-city housing options for Calgarians:

Direct Lane Access: The subject site has direct lane access, facilitating a development that orients vehicle access to the rear lane, creating an uninterrupted & pedestrian-friendly streetscape along 32nd street SW & 26th ave SW.

Proximity to Transit: The subject site is along 32nd Street SW. Site is close to a number of schools, and park spaces.

CITY-WIDE POLICY ALIGNMENT

This proposed land use re-designation and associated development vision is consistent with the city-wide goals and policies of the Municipal Development Plan, which encourage: the development of more innovative and affordable housing options in established communities; more efficient use infrastructure; and more compact built forms in locations with direct and easy access to transit, shopping, schools and other community services.

COMMUNITY ENGAGEMENT

Throughout the application process, Jag Custom Homes is committed to working with neighbours and the surrounding community members and stakeholders. As part of that commitment, Jag Custom Homes implemented a transparent application process with the community engagement efforts to ensure a clear process for all stakeholders. Important stakeholders such as the Community Association and Ward Councillor's office are actively invited to participate in our process online(created a website for community engagement).

Conclusion

The vision of the proposed land use re-designation is in line with the city-wide goals and policies of the Municipal Development Plan. Moreover, the objective of the development allows Calgarians to reside in new and innovative housing with accessibility to transit, existing infrastructure and community amenities. For the reasons outlined above, we respectfully request the Administration, Calgary Planning Commission and Council to support this application.

Ajith Karunasena

Architect AAA, and Urban Designer

B.Sc. (BE), M.Sc. (Arch), MUDS (M.Sc. Urban), RIBA (UK), AIA (SL), MRAIC, LEED AP

Seika Architecture Ltd

Community Association Letter



November 24, 2020

City of Calgary
PO Box 2100 Station M
Calgary Alberta
T2P 2M5

Attn: Calgary City Council
Ref: **LOC2020-0126**

Dear City Council,

I am writing on behalf of the Killarney-Glengarry Community Association (KGCA) regarding LOC2020-0126.

The KGCA is neither in support nor opposition of application to redesignate 2037 32 Street SW from R-C2 to R-CG. Therefore, the KGCA has identified the relevant policy amendments and Development Permit considerations that should be addressed at their appropriate step in the planning process.

The applicant's submission states that intention is to develop four (4) rowhouse units, each with their basement suite for a total of eight (8) dwelling units. The current Killarney-Glengarry Area Redevelopment Plan Bylaw 16P85 (KGARP), identifies this parcel as "Conservation/Infill" which does not align with the proposed R-CG redesignation as the Conservation/Infill is intended for:

2.1.2 "...the form and density allowed under the existing R-1 and R-2 Land Use Bylaw districts which includes single-family detached, semidetached, duplex and converted structures containing no more than two units."

In order to ensure that the proposed redesignation aligns with the KGARP, prior to this redesignation application receiving 3rd Reading the KGARP would need to be amended. The amendment should include changes to Map 2 so that the lands are identified as either "Low Density Townhousing" or "Medium Density Stacked Townhousing". It should be noted that Map 2 includes similar amendments for other R-CG parcels within the community.

Should a KGARP amendment and redesignation be approved by Council, The KGCA requests the following be addressed by the applicant at the time of Development Permit application:

Parking be addressed

The applicant's submission states that the intent is for four (4) row house units each with their own secondary suite. Land Use Bylaw 1P2007 (LUB) requires a minimum of eight (8) parking stalls for this type of development, one (1) for each unit. Should this application require a relaxation or qualify for a reduction in motor vehicle parking stalls per section 546(2) of the LUB, that should be identified at the time of Development Permit application.

www.killarneyglengarry.com   



Vehicular access be provided from the rear of the parcel

This will enhance safety in the area by removing the need for curb cuts along 21 Ave SW and 32 St SW, thereby reducing potential pedestrian/vehicle conflicts along the sidewalk.

The main floor of units be located at grade and not above garages

This will provide for eyes on the street towards 21 Ave SW and 32 St SW from the dwellings, remove the need for numerous curb cuts, and provide for a better urban design interface along both streets.

Screening at the rear of the unit closest to the laneway

Within R-CG developments, the main floor rear windows/door of the unit closest to the lane often directly overlooks the backyards of the rest of the block; in this case directly north into neighbouring backyards. Screening in the form of frosting/semi-transparent glass, privacy walls, and/or landscaping should be considered to reduce potential overlooking concerns.

If there are any questions with regards the above please do not hesitate to reach out and discuss.

Sincerely,

Sean MacLean BURPI RPP MCIP
Director of Development
Killarney-Glengarry Community Association
403-619-0094

www.killarneyglengarry.com   

PROPOSED

CPC2021-0026
ATTACHMENT 6

BYLAW NUMBER 23D2021

**BEING A BYLAW OF THE CITY OF CALGARY
TO AMEND THE LAND USE BYLAW 1P2007
(LAND USE AMENDMENT
LOC2019-0169/CPC2021-0026)**

WHEREAS it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

AND WHEREAS Council has held a public hearing as required by Section 692 of the Municipal Government Act, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and replacing it with that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

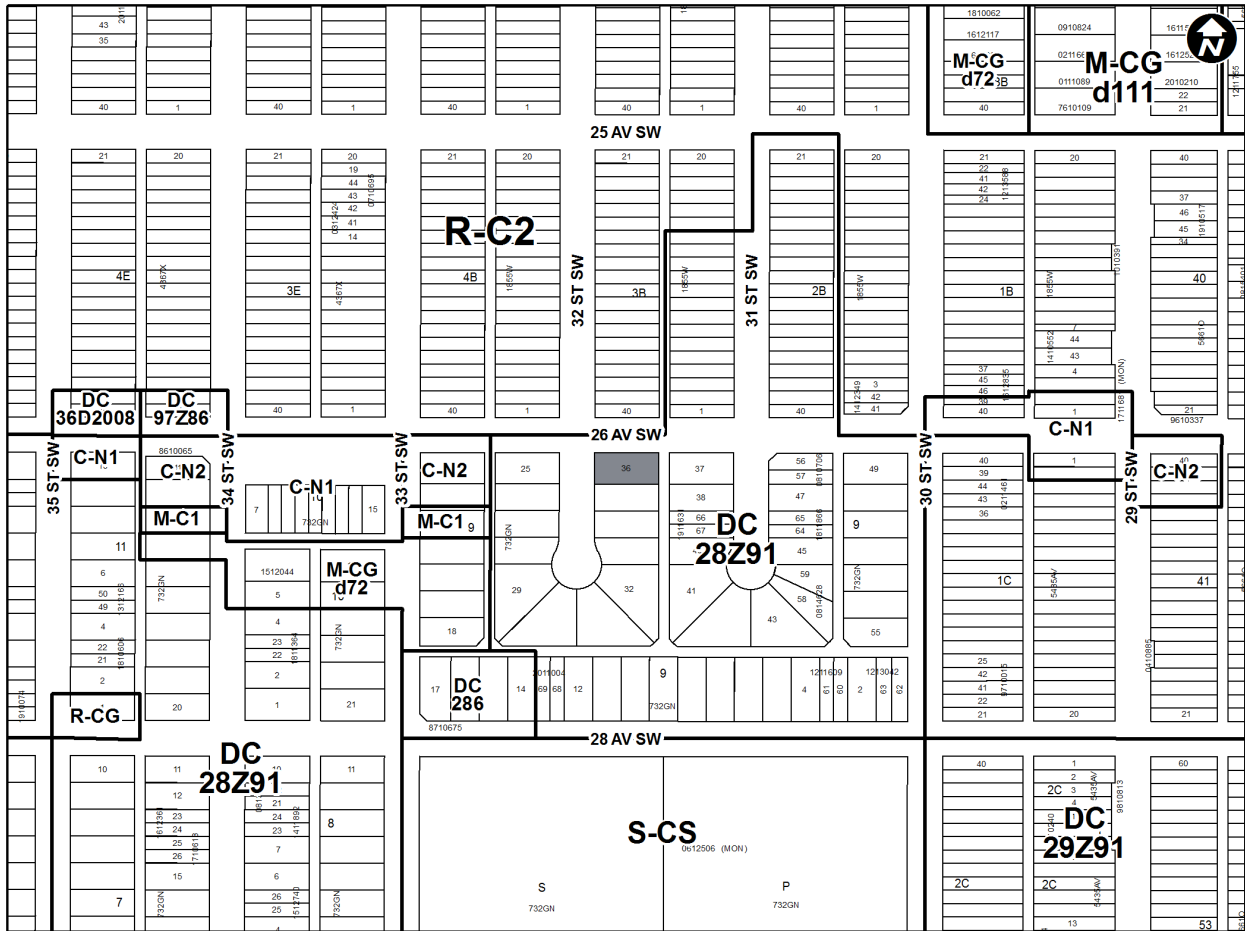
CITY CLERK

SIGNED ON _____

PROPOSED

AMENDMENT LOC2019-0169/CPC2021-0026
BYLAW NUMBER 23D2021

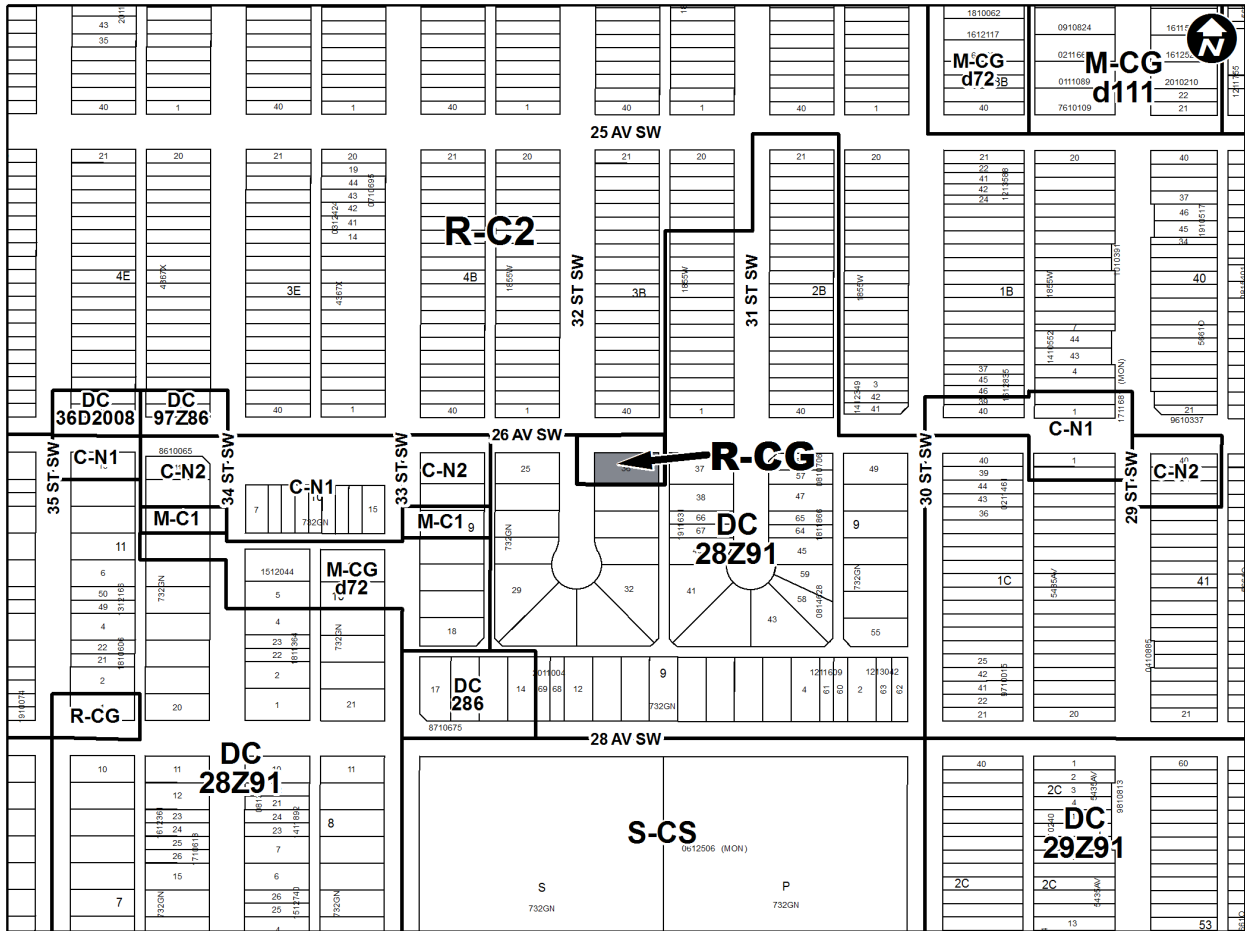
SCHEDULE A



PROPOSED

AMENDMENT LOC2019-0169/CPC2021-0026
BYLAW NUMBER 23D2021

SCHEDULE B



**Land Use Amendment in North Glenmore Park (Ward 11) at 2002 – 51 Avenue SW,
LOC2020-0165**

RECOMMENDATIONS:

That the Calgary Planning Commission recommend that Council:

Give three readings to the proposed bylaw for the redesignation of 0.06 hectares \pm (0.16 acre \pm) located at 2002 – 51 Avenue SW (Plan 6120AK, Block 32, Lots 24 and 25) from Residential – Contextual One Dwelling (R-C1) District to Residential – Grade-Oriented Infill (R-CG) District.

RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2021 JANUARY 21:

That Council give three readings to **Proposed Bylaw 24D2021** for the redesignation of 0.06 hectares \pm (0.16 acre \pm) located at 2002 – 51 Avenue SW (Plan 6120AK, Block 32, Lots 24 and 25) from Residential – Contextual One Dwelling (R-C1) District to Residential – Grade-Oriented Infill (R-CG) District.

HIGHLIGHTS

- This application seeks to redesignate the subject property to allow for low-density development with the intent of building semi-detached dwellings with backyard suites.
- This application represents a modest increase in density in close proximity to transit routes and parks in an established inner-city neighbourhood, is compatible with the surrounding development, and aligns with applicable policies of the *Municipal Development Plan* (MDP).
- What does this mean to Calgarians? Greater housing choice within a community and more efficient use of existing infrastructure.
- Why does it matter? “Missing middle” housing forms allow families to keep loved ones close or rent out the additional space. This increases affordability for each household and allows Calgary to grow more cost-effectively.
- There is no previous Council direction in relation to this proposal.
- Strategic Alignment to Council’s Citizen Priorities: A city of safe and inspiring neighbourhoods

DISCUSSION

This land use amendment application was submitted by Civicworks Planning & Design on behalf of the landowner, Art Wahl Construction Ltd, on 2020 November 03.

The 0.06 hectare corner site is at the intersection of 19 Street SW and 51 Avenue SW in the southwest community of North Glenmore Park. The site is currently undeveloped and has direct rear lane access to 19 Street SW. The Applicant Submission (Attachment 2) indicates that the owner is looking to redevelop this property, increasing the allowable density from one to two units, each with a backyard suite.

The proposed R-CG District would allow for additional low-density development options such as duplex dwellings, semi-detached dwellings with backyard suites, and rowhouses. A

**Land Use Amendment in North Glenmore Park (Ward 11) at 2002 - 51 Avenue SW,
LOC2020-0165**

development permit (DP2021-0039) for a Contextual Semi-Detached Dwelling with Backyard Suites has been submitted and is under review (Attachment 5).

A more detailed planning evaluation of the application, including location maps and site context, is provided in Attachment 1, Background and Planning Evaluation.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☒ Outreach was undertaken by the Applicant
- ☒ Public/Stakeholders were informed by Administration

Applicant-Led Outreach

As part of the review of this application, the applicant was encouraged to use the [Applicant Outreach Toolkit](#), to assess which level of outreach with public stakeholders and the North Glenmore Park Community Association was appropriate. In response, the applicant was in frequent contact with the Community Association to discuss the development vision and provided information to neighbours within 150 metres. Additional information can be found in Attachment 3.

City-Led Outreach

In keeping with Administration's practices, this application was circulated to stakeholders, notice posted on-site and published [online](#), and notification letters were sent to adjacent landowners.

Administration received one letter of opposition, which cited concerns that laneway and multi-family housing would change the density, traffic, and single family character of the community.

The North Glenmore Park Community Association provided a letter of objection on 2020 December 16 (Attachment 4). The Community Association's development committee applies three criteria for supporting redesignations to R-CG: the site must be currently designated R-C2, it must be located on collector roads, and it must be on a corner parcel. The subject site only meets the last criterion.

Administration considered the relevant planning issues specific to the proposed redesignation and has determined the proposal to be appropriate.

Following the Calgary Planning Commission meeting, notifications for Public Hearing of Council will be posted on-site and mailed to adjacent landowners. In addition, Commission's recommendation and the date of the Public Hearing will be advertised.

IMPLICATIONS

Social

The recommended land use allows for a wider range of housing types than the existing R-C1 District and as such, the proposed change may better accommodate the housing needs of different age groups, lifestyles and demographics.

Planning & Development Report to
Calgary Planning Commission
2021 January 21

ISC: UNRESTRICTED
CPC2021-0036
Page 3 of 3

**Land Use Amendment in North Glenmore Park (Ward 11) at 2002 - 51 Avenue SW,
LOC2020-0165**

Environmental

This application does not include any actions that specifically meet objectives of the [Climate Resilience Strategy](#). However, opportunities to align development of this site with applicable climate resilience strategies may be explored and encouraged at subsequent development approval stages.

Economic

The ability to develop two semi-detached dwelling units with backyard suites will make more efficient use of existing infrastructure and services and can provide more affordable housing to the community.

Service and Financial Implications

No anticipated financial impact

RISK

There are no known risks associated with this proposal.

ATTACHMENTS

1. Background and Planning Evaluation
2. Applicant Submission
3. Applicant Outreach Summary
4. Community Association Letter
5. Development Permit (DP2021-0039) Summary
6. **Proposed Bylaw 24D2021**
7. **Public Submissions**

Department Circulation

General Manager (Name)	Department	Approve/Consult/Inform

Background and Planning Evaluation

Background and Site Context

The 0.06 hectare corner site, in the southwest community of North Glenmore Park, is at the intersection of 19 Street SW and 51 Avenue SW. The site is approximately 15 metres wide by 45 metres deep. The parcel is currently undeveloped and has rear lane access to 19 Street SW. Surrounding land uses are a mix of R-C1, R-C2 and R-CG with a variety of low-density residential forms including single and semi-detached homes. The eastern parcel across 19 Street SW is developed with a regional recreational facility.

The applicant intends to pursue two units and two backyard suites on the site. A development permit for a Contextual Semi-Detached Dwelling with Backyard Suites has been submitted by 5468796 Architecture on 2021 January 04 and is under review. See Attachment 5 for additional information.

Community Peak Population Table

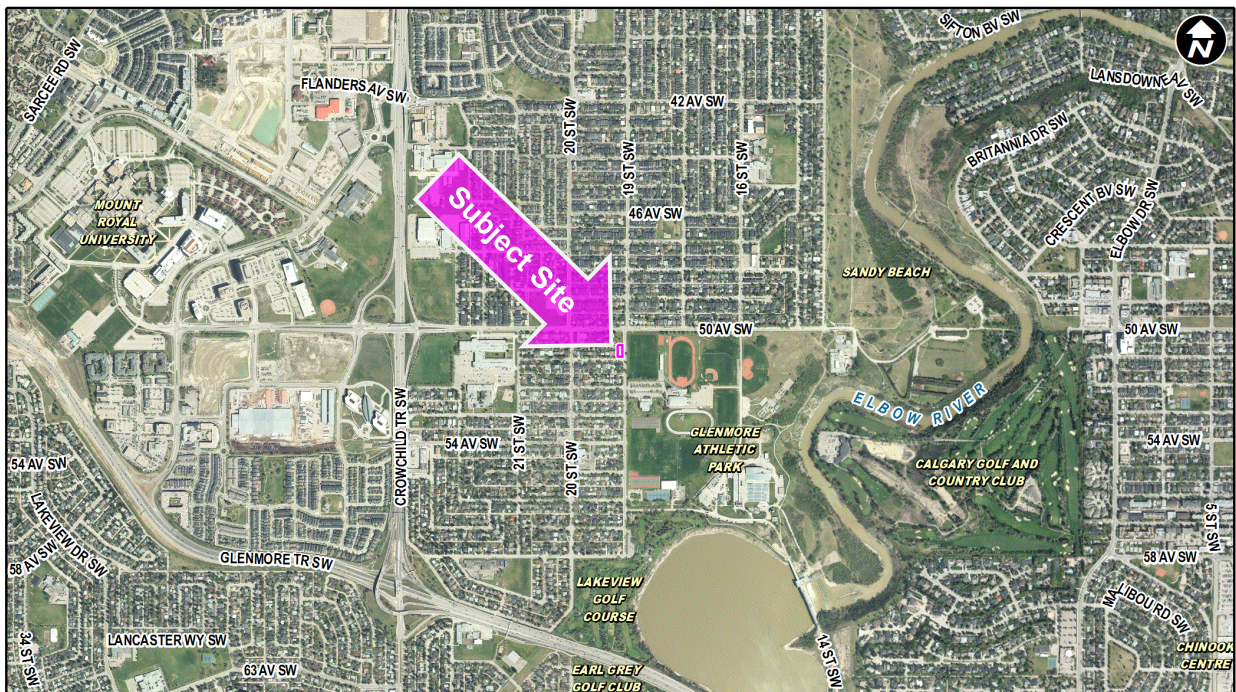
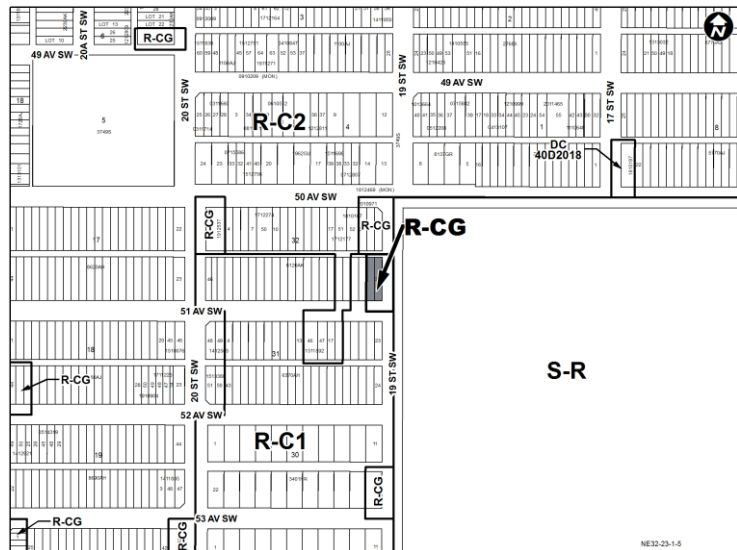
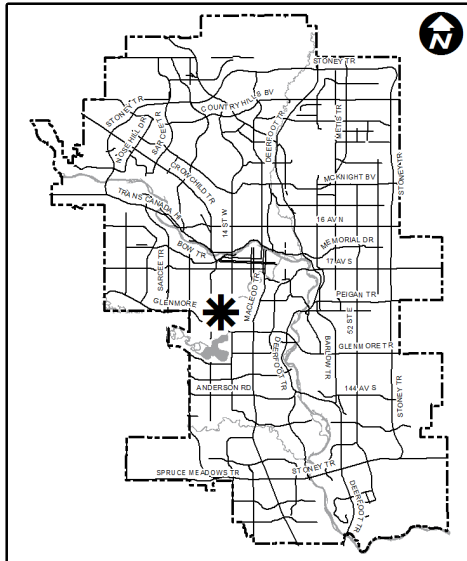
As identified below, the population of North Glenmore Park peaked in 1970, decreased significantly by the 1990s, and has remained relatively stable since.

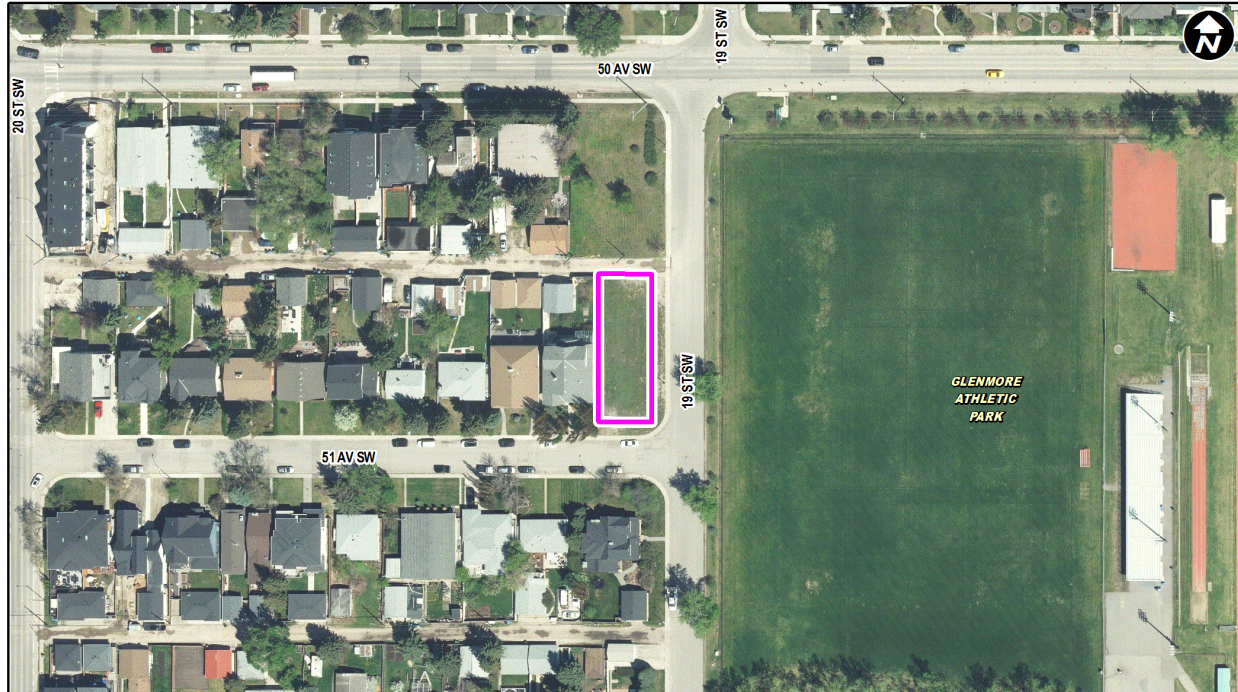
North Glenmore Park	
Peak Population Year	1970
Peak Population	3,776
2019 Current Population	2,391
Difference in Population (Number)	-1,385
Difference in Population (Percent)	-37%

Source: *The City of Calgary 2019 Civic Census*

Additional demographic and socio-economic information may be obtained online through the [North Glenmore Park Community Profile](#).

Location Maps





Previous Council Direction

None.

Planning Evaluation

Land Use

The existing R-C1 District is a residential designation applied to developed areas that is primarily for single detached houses. The R-C1 District allows for a maximum building height of 10 metres and a maximum of one dwelling unit along with one secondary or backyard suite.

The proposed R-CG District allows for a range of low-density housing forms such as single detached, semi-detached, duplex dwellings and rowhouses. The R-CG District allows for a maximum building height of 11 metres (three-storeys) and a maximum density of 75 units per hectare. While the district does allow for rowhouse development, it is also intended to provide greater flexibility in accommodating accessory dwelling units by allowing each semi-detached dwelling unit to have its own backyard suite.

Development and Site Design

The rules of the proposed R-CG District will provide guidance for future site development including appropriate uses, building massing, height, landscaping and parking. The intended development will consist of two semi-detached units with two backyard suites above the rear garage. Given the specific context of this site, additional items that will be considered through the development permit process include, but are not limited to:

- ensuring an engaging interface along both the 19 Street SW and 50 Avenue SW frontages through building design and proper siting of entrances to both the principal and backyard dwellings;
- appropriate setbacks to support future redevelopment of the vacant adjacent property; and
- mitigation of shadowing, overlooking, and privacy issues with respect to adjacent developed properties.

Transportation

The subject site is a corner lot with lane access. There are no existing curb cuts which need closure and rehabilitation, and all vehicular access will come from the lane.

The subject parcel is approximately 100 metres from an eastbound Route 13 bus stop, which provides service towards downtown and LRT routes approximately six kilometres away. The parcel is also approximately 100 metres from a westbound Route 13 bus stop, which provides service to Mount Royal University, the Richmond terminal, and on to the Westhills Shopping Centre loop. On-street parking is available and unrestricted on both 19 Street SW and 51 Avenue SW.

Environmental Site Considerations

No environmental concerns were identified.

Utilities and Servicing

Water and sanitary mains are available to this site. Site servicing details are being reviewed through the associated Development Permit and Development Site Servicing Plan applications.

Legislation and Policy

South Saskatchewan Regional Plan (2014)

The recommendation by Administration in this report has considered and is aligned with the policy direction of the [South Saskatchewan Regional Plan](#) which directs population growth in the region to Cities and Towns and promotes the efficient use of land.

Interim Growth Plan (2018)

The recommendation aligns with the policy direction of the Calgary Metropolitan Region Board's [Interim Growth Plan](#) (IGP). The proposed land use amendment builds on the principles of the IGP by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

Municipal Development Plan (Statutory – 2009)

The subject parcel is located within the Residential - Developed - Inner City area as identified on Map 1: Urban Structure in the [Municipal Development Plan](#) (MDP). The applicable MDP policies encourage redevelopment and modest intensification of inner-city communities to make more efficient use of existing infrastructure, public amenities and transit. Such redevelopment is intended to occur in a form and nature that respects the scale and character of the neighbourhood context. The proposal is in keeping with relevant MDP policies as the R-CG District provides for a modest increase in density in a form that is sensitive to existing residential development in terms of height, scale and massing.

Climate Resilience Strategy (2018)

This application does not include any specific actions that address objective of the [*Climate Resilience Strategy*](#). Further opportunities to align development of this site with applicable climate resilience strategies will be explored and encouraged at the development permit stage.

West Elbow Communities Local Area Planning Project

Administration is currently working on the [*West Elbow Communities Local Area Planning project*](#) which includes North Glenmore Park and surrounding communities. Planning applications are being accepted for processing during the local growth plan process. The *West Elbow Communities Local Area Planning project* has been put on hold but is anticipated to be relaunching in 2021.

Applicant Submission



460 - 5119 Elbow Drive SW
Calgary, Alberta T2V 1H2

P 403 201 5305
F 403 201 5344

25.11.2020

—

Planning & Development
The City of Calgary
PO Box 2100, Station M
800 Macleod Trail SE
Calgary, Alberta T2P 2M5

RE:

Land Use Redesignation

From R-C1 to R-CG: 2002 51 AV SW | Lots 24 + 25, Block 32, Plan 6120AK | 0.06 ha

APPLICANT STATEMENT

The subject site is located in the Developed Area in the community of North Glenmore Park and consists of one (1) vacant 0.06ha parcel of land. CivicWorks has been retained to undertake a land use redesignation process to facilitate the development of a new semi-detached building with backyard suites above two (2) double garages. The subject site's current R-C1 (Residential - Contextual One) District is a residential designation that is primarily for single-detached dwellings. In support of the proposed development, we are seeking a Land Use Redesignation to amend the existing R-C1 District to an R-CG (Residential - Grade-Oriented Infill) District. Similar to R-C1, the intent of the R-CG District is to accommodate low-density residential development; however, it expands the diversity of housing choices to allow for a semi-detached building with backyard suites. The original intent for this site was around the R-C2 (Residential - Contextual Two) District, but given the nuances of the land use bylaw, where the R-C2 District allows secondary suites (but not backyard suites) with a semi-detached building, we were required by The City to change our land use application request to the R-CG District. While recognizing that our proposed built form remains far closer to built forms possible under R-C2 than built forms possible under R-CG, we have opted to provide additional development certainty of our proposal by submitting a concurrent Development Permit alongside the Land Use Redesignation.

PLANNING RATIONALE

The proposed use is well-suited to the site, given its strategic location, surrounding context, and lot characteristics. The development vision will contribute to the continued vibrancy and vitality of North Glenmore Park, adding to the diversity of new housing options in the Developed Area, while retaining the original low-density intention and established character of this area. A summary of conditions that make the subject site especially appropriate for the proposed R-CG land use change follows below:

- **Corner Lot:** The subject site occupies a corner lot, allowing the proposed development to contribute to the neighbourhood streetscape by addressing both 19 ST and 51 AV SW.
- **Direct Laneway Access:** The subject site enjoys direct laneway access, facilitating a development that orients vehicle access to the rear lane, creating an uninterrupted, pedestrian-friendly streetscape interface along 19 ST and 51 AV SW.
- **Land Use Context:** The subject site is located within a low-density land use context, with R-C1, R-C2 and R-CG all within a one-block radius from the site (including an R-CG designated property immediately north of the site across the laneway).
- **Proximity to Transit:** The subject site is within 100m of a local transit stop (Route 13) along 50 AV SW, and also within 200m of another local transit stop (Routes 7 and 104) along 20 ST SW, offering 20-minute service frequency on weekdays and 30-minute service frequency on evenings and weekends.



- **Proximity to an Existing Open Space / Community Amenity:** The subject site is immediately adjacent to the Glenmore Athletic Park across 19 ST SW. The subject site is also within easy-walking distance of Alternative High School ($\pm 225\text{m}$), Central Memorial High School ($\pm 380\text{m}$) and Lord Shaughnessy High School ($\pm 450\text{m}$). Mount Royal University, ATCO Park corporate campus, and Saint James Elementary & Junior High School can all be reached within a five-minute drive.

CITY-WIDE POLICY ALIGNMENT

This proposed land use redesignation and development vision is consistent with the city-wide goals and policies of the Municipal Development Plan, which encourage: the development of innovative and varied housing options in established communities; more efficient use of infrastructure; and more compact built forms in locations with direct and easy access to transit, shopping, schools and other community services.

LOCAL AREA POLICY ALIGNMENT

The subject site falls within an area without a statutory local area plan. An emerging plan that was initially active in early 2019 called the West Elbow Communities Local Area Plan has been paused until early 2021, contingent on the status of the Guidebook for Great Communities.

STAKEHOLDER OUTREACH

As part of our commitment to a clear and transparent stakeholder outreach process, the project team will undertake a best practice stakeholder outreach process in support of this application. The project team has installed on-site signage, paired with hand-delivered postcard mailers (to the ± 100 nearest neighbouring properties) containing the same information to ensure that adjacent property owners are directly aware of the proposed details. Both on-site signage and postcards direct interested parties to get in touch with the project team via a dedicated phone line and email inbox. All inquiries, questions, and comments are received, compiled, and responded to by the project team in a timely manner. Stakeholders, including the North Glenmore Park Community Association and Ward 11 Councillor's office, have been actively invited to participate in our process, which will focus on informative and fact-based engagement communications.

CONCLUSION

The proposed land use redesignation is in keeping with the city-wide goals and policy intent of the Municipal Development Plan and will facilitate a development vision that will introduce housing diversity in an established community that enjoys excellent access to transit, existing infrastructure and community amenities. For the reasons outlined above, we respectfully request that Administration, Calgary Planning Commission and Council support this application.

Should you have any questions regarding this application, please contact me at darlene@civicworks.ca or 403-688-6887.

Sincerely,

Darlene Paranaque | Urban Planner
BES, MSc, RPP, MCIP, PMP

Applicant Outreach Summary



460 - 5119 Elbow Drive SW
Calgary, Alberta T2V 1H2

P 403 201 5305
F 403 201 5344

Applicant-Led Stakeholder Outreach



HAND DELIVERED MAILERS

Mailers were hand delivered to neighbours within a ±150m radius of the site (04.11.2020, updated 27.11.2020) to provide project information and project team contact information.



PROJECT VOICEMAIL & EMAIL ADDRESS

A project voicemail inbox and dedicated email was shared with stakeholders to provide alternative communication channels to reach the project team.



NOTICE LETTERS

Letters to the Community Association (04.11.2020 and 12.11.2020) and Ward Councillor's Office (04.11.2020 and 25.11.2020) were sent to provide project information and welcome continued dialogue.



ON-SITE SIGNAGE

In addition to The City's required notice posting, a sign was installed on site (04.11.2020, updated 27.11.2020), notifying the surrounding community of the application and providing project team contact information.

What We Heard + Team Response

Outreach Process

Our best practice outreach process was designed to share information on the development vision and provide communication channels for stakeholders to share their thoughts early in the process – all with the intent of maintaining a respectful and transparent conversation.

The project team would like to thank all those who participated in our outreach process and reached out with their questions and comments.

Stakeholder Feedback + What We Heard

The project team has sorted all stakeholder feedback received to date (04.01.2021) in the applicant-led outreach, in addition to comments shared by the File Manager that were received in the Land Use Redesignation application, according to key themes. **We received a total of three (3) responses in our stakeholder outreach process. Of these responses, there was one (1) resident in support of the application.** The following page addresses each theme by breaking it into "What We Heard" and the "Project Team Response".

We identified four (4) key themes:

1. Location + Context
2. Vehicular Parking
3. Traffic Congestion
4. Backyard Suites + Density

Our Commitment

Since no single design solution can satisfy all stakeholder groups completely, the project team cannot integrate everything suggested by our neighbours and the community at-large. Our promise, however, is that we are transparent about how we reach our conclusions, making the following commitments to all who participate in our process:

- We will provide you with quality information about the project.
- We will ask for your thoughts on key areas of the project.
- We will share what we have heard and our team's response to it.

What We Heard + Team Response

1 LOCATION + CONTEXT

WHAT WE HEARD

Two (2) stakeholders indicated that they did not feel that the proposed semi-detached built form was compatible with the community's existing character. One (1) stakeholder was supportive of the proposed built form on this corner site.

PROJECT TEAM RESPONSE

In support of the proposed development, a Land Use Redesignation to amend the existing Residential - Contextual One (R-C1) District to the Residential - Contextual Grade-Oriented Infill (R-CG) District is being sought. Similar to the R-C1 District, the intent of the R-CG District is to accommodate low-density residential development; however, it expands the diversity of housing choices to allow for the proposed development: a semi-detached building with backyard suites.

We understand concerns around respecting the existing community character and have endeavoured to create a proposal that is consistent with its surrounding context. The proposed development offers a gentle transition of density from the currently permitted one (1) to proposed two (2) principal dwellings, while retaining the original low-density intention and established character of this area. Multiple semi-detached buildings already exist on this very block, with R-C1, R-C2 and R-CG land uses all contributing to the low-density residential context within a one-block radius from the site.

Recognizing that our proposed built form remains far closer to built forms possible under R-C2 than built forms possible under R-CG, we have opted to provide additional development certainty of our proposal by submitting a concurrent Development Permit alongside the Land Use Redesignation. The R-CG District was specifically designed to facilitate sensitive intensification in proximity, or directly adjacent, to low-density residential development. With the subject site occupying a corner parcel with direct laneway access, and located immediately across 19 ST SW from Glenmore Athletic Park, this proposal seeks to sensitively increase density while respecting and complementing the existing built form of the community.

2 VEHICULAR PARKING

WHAT WE HEARD

One (1) stakeholder identified concerns around an increase in density and its implications related to on-street parking.

PROJECT TEAM RESPONSE

The proposed development includes two (2) detached double garages, providing a total of four (4) on-site vehicular parking stalls. These double garages are proposed along the site's laneway, with direct access onto 19 ST SW. Due to the corner location, the subject site enjoys more immediately adjacent on-street parking than any of its non-corner lot neighbours, with on-street parking available directly in front of the property along both 19 ST SW and 51 AV SW. No parking relaxations are currently being sought.

3 TRAFFIC CONGESTION

WHAT WE HEARD

Anticipated traffic activity associated with the proposed development was noted as a concern for one (1) stakeholder.

PROJECT TEAM RESPONSE

A modest increase in density (from one to two dwellings) is expected to have minimal impact to local area traffic. This is further mitigated by the strategic location of this site along a corner lot fronting onto the higher-traffic road of 19 ST SW, half a block from the 50 AV SW corridor. In addition, the site is in close proximity (100-200m) to three (3) local transit route stops, offering 20-minute service frequency on weekdays and 30-minute service frequency on evenings and weekends, allowing new and existing residents to take advantage of active modes of transport.

4 BACKYARD SUITES + DENSITY

WHAT WE HEARD

One (1) stakeholder expressed concern over a semi-detached building with supporting backyard suites and the related increase in density, while one (1) stakeholder shared their enthusiasm for the proposed development and its related backyard suites.

PROJECT TEAM RESPONSE

We understand concerns related to the development of denser built forms. This proposal would increase the density on site from one (1) to two (2) principal dwellings. In total, two (2) backyard suites are proposed for this site – one to support each principal dwelling. Backyard suites are considered part of secondary to a dwelling unit, and provide flexibility and choice for home owners by providing a housing form that can adapt to changing household needs.

North Glenmore Park's population peaked in 1970 at 3,776. In 2016, the date of the last census, the community's population was 2,595, more than 1,000 less than it was originally designed for 50 years ago. With families today having fewer children than in the past, new built forms are required to bolster densities and contribute to the community's continued vibrancy. A semi-detached building with backyard suites provides this needed increase in density in a relatively modest manner.

To provide neighbours with greater transparency around what is being proposed, a concurrent Development Permit has been submitted alongside the Land Use Redesignation. The concurrent process ensures a high-quality detailed design outcome that informs and aligns with the proposed land use change, allowing for the proposed density to be evaluated alongside the land use.

Community Association Letter



NORTH GLENMORE PARK COMMUNITY ASSOCIATION

2231 Longridge Dr. SW Calgary, AB T3E 5N5 403-246-4243 www.ngpca.ca

December 16, 2020

Circulation Control
Planning and Redevelopment
P.O Box 2100 Station M
Calgary, AB IMC 8201

Attention: Derek Pomreinke, File Manager

RE: Application Notice LOC2020-0165

The North Glenmore Park Community Association (NGPCA) and Planning & Area Redevelopment Committee (PARC) would like to communicate our opposition to the City regarding the proposed rezoning pre-application at 2002 51 Avenue SW.

The 2018 NGPCA Planning Guide approved by both the Board and PARC for the neighborhood of North Glenmore Park, advises that the following criteria needs to be in-place prior to any R-CG district rezoning to be considered:

- a) R-C2 zoned
- b) located on busy collector roads
- c) corner lot

Because this site is zoned R-C1, and while 19th Street does have increased traffic at particular times of the day, it cannot be defined as a true collector road. Due to the lot in question not satisfying two of three above-mentioned criteria, the NGPCA cannot support this proposal.

Sincerely,

Jennifer McClure (sent by Amy Babich)
Chair, Planning & Area Redevelopment Committee
North Glenmore Park Community Association

Development Permit (DP2021-0039) Summary

A development permit application was submitted on 4 January 2021 by 5468796 Architecture on behalf of the landowner, Art Wahl Construction Ltd. The application is for a Contextual Semi-Detached Dwelling with two Backyard Suites above the rear garages. The eastern dwelling unit and suite have entrances are oriented toward 19 Street SW while the western unit is oriented toward 51 Avenue SW.

The contextual use rules of Land Use Bylaw 1P2007 require that new buildings have similar height, massing, and setbacks as their surroundings. Further review will determine if the proposed building aligns with the rules and intent of the R-CG District, and assesses the appropriateness of any relaxations.

Figure 1 – Rendering, NW View



Figure 2 – Streetscape

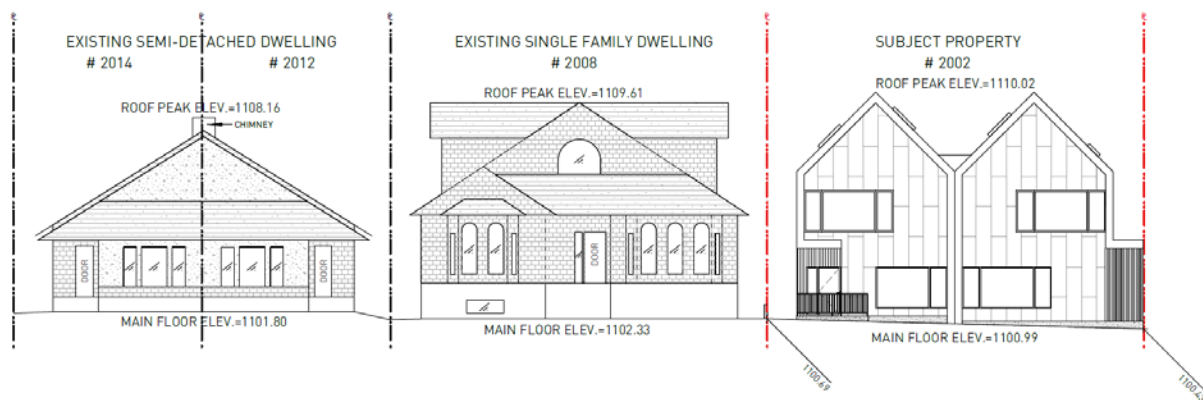
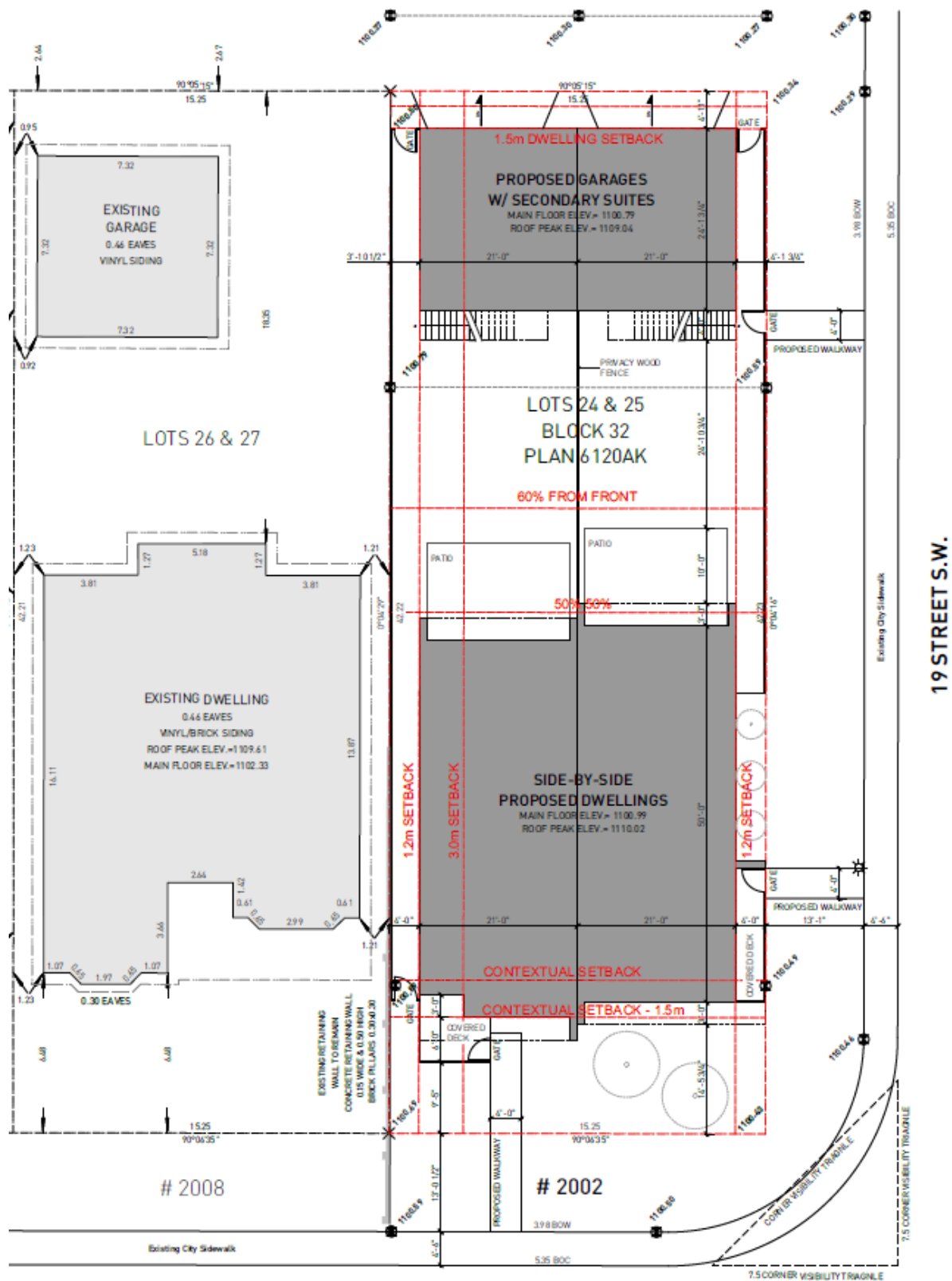


Figure 3 – Site Plan



PROPOSED

CPC2021-0036
ATTACHMENT 6

BYLAW NUMBER 24D2021

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE LAND USE BYLAW 1P2007 (LAND USE AMENDMENT LOC2020-0165/CPC2021-0036)

WHEREAS it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

AND WHEREAS Council has held a public hearing as required by Section 692 of the Municipal Government Act, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and replacing it with that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

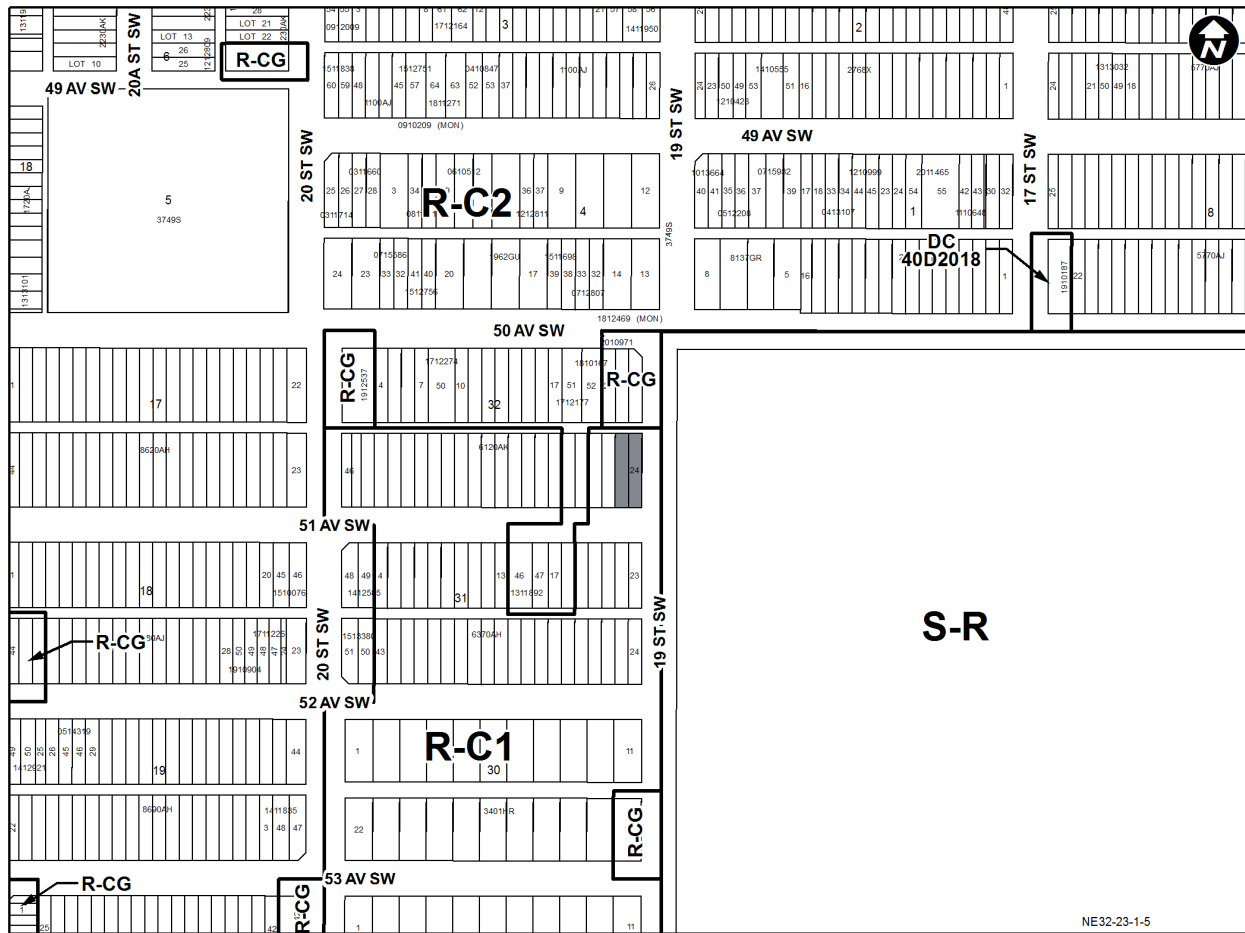
CITY CLERK

SIGNED ON _____

PROPOSED

AMENDMENT LOC2020-0165/CPC2021-0036
BYLAW NUMBER 24D2021

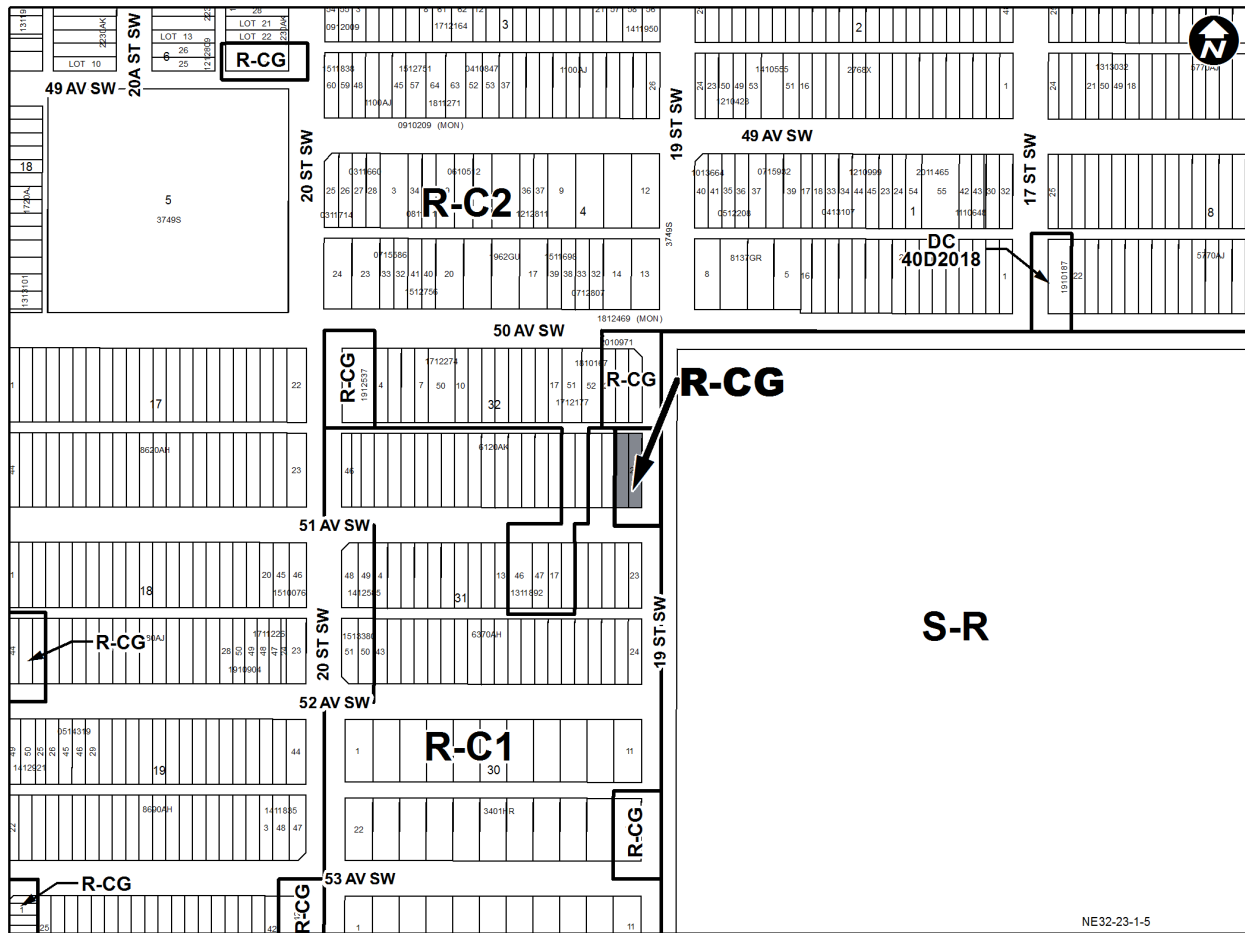
SCHEDULE A



PROPOSED

AMENDMENT LOC2020-0165/CPC2021-0036
BYLAW NUMBER 24D2021

SCHEDULE B





Public Submission

City Clerk's Office

In accordance with sections 43 through 45 of Procedure Bylaw 35M2017, the information provided may be included in the written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Personal information provided in submissions relating to matters before Council or Council Committees is collected under the authority of Bylaw 35M2017 and Section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act of Alberta, and/or the Municipal Government Act (MGA) Section 230 and 636, for the purpose of receiving public participation in municipal decision-making. Your name and comments will be made publicly available in the Council agenda. If you have questions regarding the collection and use of your personal information, please contact City Clerk's Legislative Coordinator at 403-268-5861, or City Clerk's Office, 700 Macleod Trail S.E., P.O. Box 2100, Postal Station 'M' 8007, Calgary, Alberta, T2P 2M5.

- ☒ I have read and understand that my name and comments will be made publicly available in the Council agenda. My email address will not be included in the public record.

First name (required) JUDy

Last name (required) Wong

What do you want to do? (required) Submit a comment

Public hearing item (required - max 75 characters) LOC2020-0165

Date of meeting Mar 4, 2021

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Bylaw 24D2021

Regarding the Concurrent applications for the land at 2002 51 Ave SW.:

I own property within 4 Blocks of the subject property and at no time have I received notice of these applications. It came to my attention on Feb 1, 2021 upon noticing 1 sign only posted by the Company 'Civic Works'. At that time NO City Signs were on the site (see attached photo's)

Civic Works representative Liam Murphy advised me that mailings were done to 150 M (+ -) around the proposed site. That is very limited transparency to other home owners outside of that 150 M area. Only recently do I now see the City has a Sign on this property although the Planner Derek P. stated they were installed last November 2020.

Therefore I would request an extension to the time for filing objections before Council be considered.

North Glenmore has provided a quality lifestyle for myself and my family since 1968 and although changes have been made there needs to be a limit to those changes and respect for those who have contributed to the area over a lifetime.

Photos sent to Liam Murphy, planner, Civic Works.



Public Submission

City Clerk's Office

**Land Use Amendment in West Hillhurst (Ward 7) at 2104 Broadview Road NW,
LOC2020-0162**

RECOMMENDATION:

That the Calgary Planning Commission recommend that Council:

Give three readings to the proposed bylaw for the redesignation of 0.06 hectares \pm (0.14 acres \pm) located at 2104 Broadview Road NW (Plan 5151O, Block 24, Lots 1 and 2) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District.

RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2021 JANUARY 21:

That Council give three readings to **Proposed Bylaw 25D2021** for the redesignation of 0.06 hectares \pm (0.14 acres \pm) located at 2104 Broadview Road NW (Plan 5151O, Block 24, Lots 1 and 2) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District.

HIGHLIGHTS

- The application seeks to redesignate the subject property to allow for low density development with the intent of building a four-unit rowhouse development.
- This application is in alignment with the *Municipal Development Plan* by providing a modest increase in density.
- What does this mean to Calgarians? This application allows for more housing choices and more efficient use of existing infrastructure.
- Why does this matter? By providing more housing choice within existing developed areas, Calgary will have a more diverse population living in close proximity to existing services and amenities.
- There is no previous Council direction in relation to this proposal.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods.

DISCUSSION

This land use amendment application was submitted by Horizon Land Surveys on behalf of the landowners, Dixiao Lu and Jianming Lu, on 2020 October 30. The Applicant Submission (Attachment 2) indicates that the landowner is looking to increase the allowable density from two units to four.

This 0.06 hectare parcel is on the northwest corner of the intersection of 20 Street NW and Broadview Road NW. It is currently developed with a single detached home with a garage in the rear. Although there is lane access, the garage currently accesses 20 Street NW.

No development permit application has been submitted at this time.

A detailed planning evaluation of the application, including location maps and site context, is provided in Attachment 1, Background and Planning Evaluation.

**Land Use Amendment in West Hillhurst (Ward 7) at 2104 Broadview Road NW,
LOC2020-0162**

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☒ Outreach was undertaken by the Applicant
- ☒ Public/Stakeholders were informed by Administration

Applicant-Led Outreach

As part of the review of the proposed land use amendment application, the applicant was encouraged to use the [Applicant Outreach Toolkit](#), to assess which level of outreach with public stakeholders and the Community Association was appropriate.

Prior to submission, the applicant completed door knocking and a postcard drop to residents within a 90-metre radius. They also spoke to the West Hillhurst Planning Committee. A second round of door knocking and post cards was completed after receiving the Detailed Team Review from Administration to help ensure all residents within 90-metres were reached. The Applicant Outreach Summary can be found in Attachment 3.

City-Led Outreach

In keeping with Administration's practices, this application was circulated to stakeholders, notice posted on-site and published [online](#), and notification letters were sent to adjacent landowners.

Administration received five responses in opposition from the public with the following concerns:

- increased parking and traffic demand will make the street unpleasant;
- community character is not being respected (no other 4-unit buildings, height increases);
- loss of downtown view;
- privacy concerns;
- shadowing concerns;
- potential decrease in property value for neighbouring properties; and
- concerns over engagement/outreach.

The West Hillhurst Community Association provided a neutral letter on 2020 November 21 (Attachment 4) with the following comments:

- three units may integrate better with the surrounding neighbourhood;
- impact to surrounding dwellings;
- shadowing; and
- remediation of unused curb cuts.

Administration considered the relevant planning issues specific to the proposed low-density land use redesignation and has determined the proposal to be appropriate. Details regarding the above site-specific concerns can be addressed at the development permit stage.

Following Calgary Planning Commission, notifications for Public Hearing of Council will be posted on-site and mailed out to adjacent landowners. In addition, Commission's recommendation and the date of the Public Hearing will be advertised.

Planning & Development Report to
Calgary Planning Commission
2021 January 21

ISC: UNRESTRICTED
CPC2021-0028
Page 3 of 3

**Land Use Amendment in West Hillhurst (Ward 7) at 2104 Broadview Road NW,
LOC2020-0162**

IMPLICATIONS

Social

The proposed low-density land use allows for a wider range of housing types than the existing R-C2 District, and as such, the proposed change may better accommodate the housing needs of different age groups, lifestyles, and demographics.

Environmental

This application does not include any actions that specifically address objectives of the [Climate Resilience Strategy](#). Further opportunities to align future development on this site with applicable climate resilience strategies will be explored and encouraged at subsequent development approval stages.

Economic

The ability to develop up to four dwelling units will make more efficient use of existing infrastructure and services.

Service and Financial Implications

No anticipated financial impact

RISK

There are no known risks associated with this proposal.

ATTACHMENT(S)

1. Background and Planning Evaluation
2. Applicant Submission
3. Applicant Outreach Summary
4. Community Association Letter
5. **Proposed Bylaw 25D2021**
6. **Public Submissions**

Department Circulation

General Manager	Department	Approve/Consult/Inform

Background and Planning Evaluation

Background and Site Context

The subject site is in the northwest community of West Hillhurst at the northwest corner of the intersection at 20 Street NW and Broadview Road NW. The site is approximately 0.06 hectares in size, and is approximately 15 metres wide by 38 metres deep. The parcel is currently developed with a single detached dwelling with a garage accessed off 20 Street NW. There is rear lane access to the site.

Surrounding development is characterized primarily by a mix of single and semi-detached dwellings designated as Residential – Contextual One / Two Dwelling (R-C2) District. On the southeast corner of the intersection is Broadview Park, which contains a soccer field, field house, and seating for spectators. A block to the south, facing Brownsea Drive NW next to Memorial Drive NW, is the Scouts and Guides Centre. This site is also two blocks, approximately 200 metres, from Kensington Road NW, which is a corridor with a variety of commercial business and transit options.

Community Peak Population Table

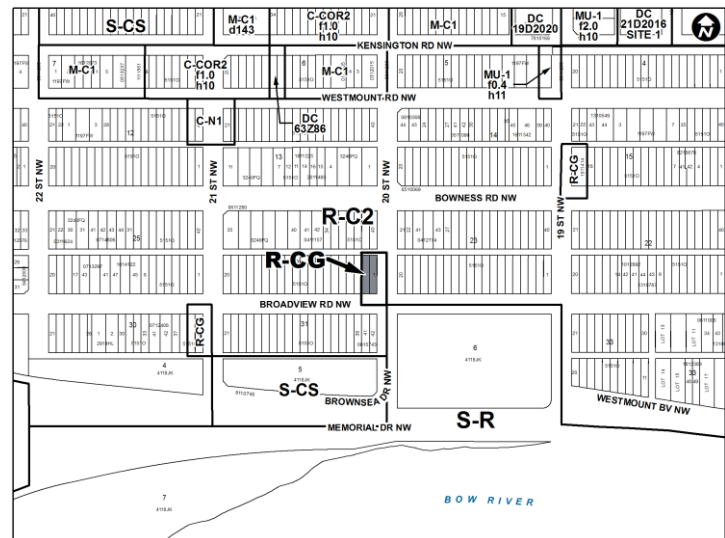
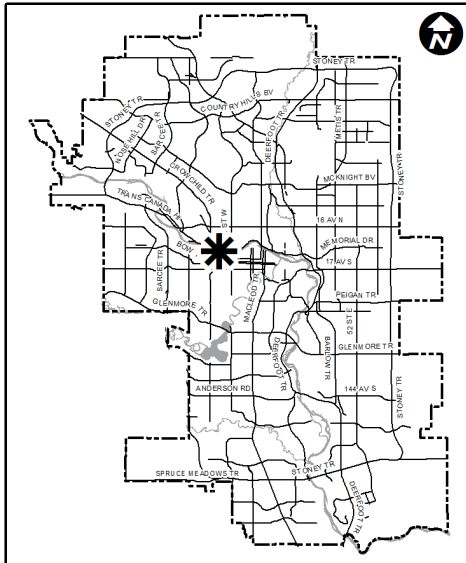
As identified below, the community of West Hillhurst reached its peak population in 1968, and the population has decreased.

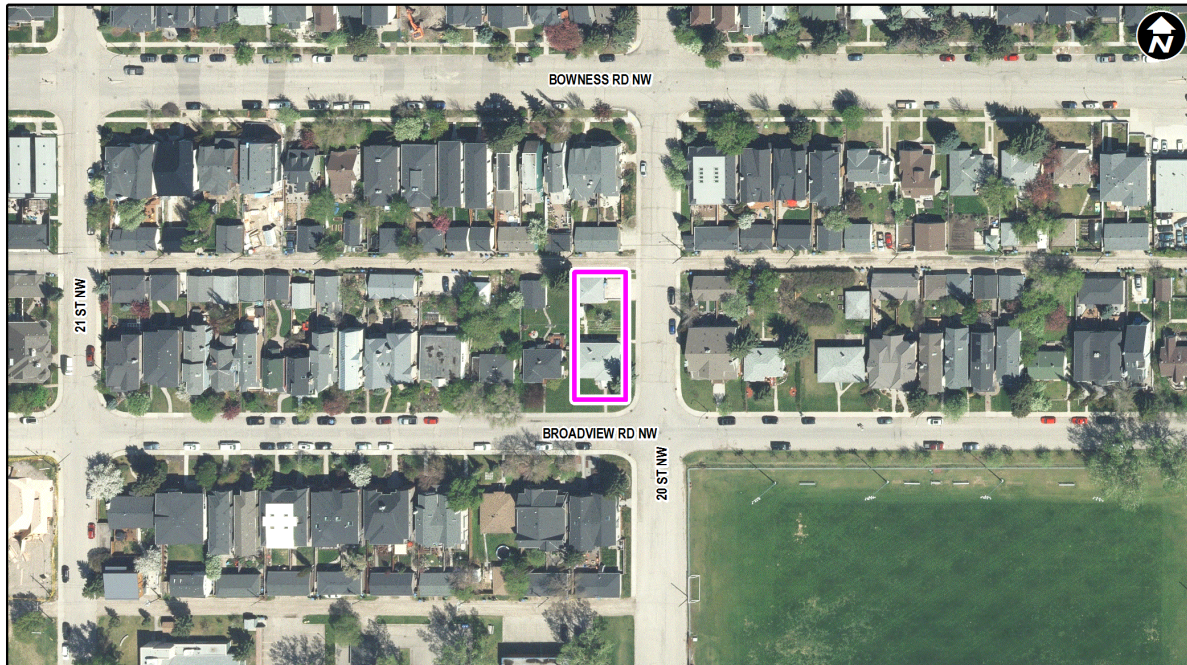
West Hillhurst	
Peak Population Year	1968
Peak Population	6,871
2019 Current Population	6,447
Difference in Population (Number)	- 424
Difference in Population (Percent)	-6.17%

Source: *The City of Calgary 2019 Civic Census*

Additional demographic and socio-economic information may be obtained online through the [West Hillhurst Community Profile](#).

Location Maps





Previous Council Direction

None.

Planning Evaluation

Land Use

The existing R-C2 District is a residential designation applied to developed areas that is primarily for single detached, semi-detached and duplex homes. The R-C2 District allows for a maximum building height of 10 metres and a maximum of two dwelling units.

The proposed R-CG District allows for two to three-storey (11 metres maximum height) rowhouse developments where one façade of each dwelling unit must directly face a public street. The district provides for a maximum density of 75 units per hectare which would enable up to four dwelling units on the subject site. The R-CG District also allows for a range of other low-density housing forms such as single detached, semi-detached, duplex dwellings, and secondary suites.

Development and Site Design

The rules of the proposed R-CG District will provide guidance for future site development including appropriate uses, building massing, height, landscaping and parking. Given the specific context of this corner site, additional items that will be considered through the development permit process include, but are not limited to:

- ensuring an engaging built interface along both the 20 Street NW and Broadview Road NW frontages;
- improving pedestrian connections along 20 Street NW by ensuring vehicle access to the site is off the lane; and
- mitigation of shadowing, overlooking, and privacy concerns.

Transportation

A Transportation Impact Assessment was not required as part of this application. Pedestrian access to the site is available from existing sidewalks along 20 Street NW and Broadview Road NW. Street parking is available on both 20 Street NW and Broadview Road NW. Future direct vehicular access to the parcel is to be from the lane with the removal of the existing driveway access off 20 Street NW.

The site is serviced by Calgary Transit with bus stops located approximately 300 metres away on Kensington Road NW, which is approximately a 2-minute walk. These bus stops are for several routes, including the 305 (BRT route), which is a primary transit route.

Environmental Site Considerations

There are no environmental concerns associated with the site or this proposal. An Environmental Site Assessment was not required.

Utilities and Servicing

Water, sanitary, and storm mains are available and can accommodate potential redevelopment of the subject site without the need for off-site improvements at this time. Details of site servicing, as well as appropriate stormwater management will be considered and reviewed as part of a development permit.

Legislation and Policy

South Saskatchewan Regional Plan (2014)

The recommendation by Administration in this report has considered and is aligned with the policy direction of the [South Saskatchewan Regional Plan](#) which directs population growth in the region to Cities and Towns and promotes the efficient use of land.

Interim Growth Plan (2018)

The recommendation aligns with the policy direction of the Calgary Metropolitan Region Board's [Interim Growth Plan](#) (IGP). The proposed land use amendment builds on the principles of the IGP by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

Municipal Development Plan (Statutory – 2009)

The subject parcel is located within the Residential - Developed - Inner City area as identified on Map 1: Urban Structure in the [Municipal Development Plan](#) (MDP). The applicable MDP policies encourage redevelopment and modest intensification of inner-city communities to make more efficient use of existing infrastructure, public amenities and transit, and delivers small and incremental benefits to climate resilience. Such redevelopment is intended to occur in a form and nature that respects the scale and character of the neighbourhood context.

The proposal is in keeping with relevant MDP policies as the R-CG District is a low-density district that provides for a modest increase in density in a form that is sensitive to existing residential development in terms of height, scale and massing.

Climate Resilience Strategy (2018)

This application does not include any specific actions that address objectives of the [Climate Resilience Strategy](#). Further opportunities to align development of this site with applicable climate resilience strategies will be explored and encouraged at subsequent development approval stages.

Riley Communities Local Area Planning Project

There is no existing local area plan affecting this site. Administration has begun work on the [Riley Communities Local Area Growth Planning project](#) that includes West Hillhurst and surrounding communities. The plan is currently on hold pending completion of the Guidebook for Great Communities. Planning applications will still be accepted for processing during the local growth plan process.

Applicant Submission

2020 October 30

On behalf of the landowner, please accept the application to redesignate a +/- 0.058 hectare site from R-C2 to R-CG to allow for:

- Rowhouses in addition to the uses already allowed (e.g single detached, semi-detached, and duplex homes and suites)
- A maximum building height of 11 metres (an increase from the current maximum of 10 metres)
- A maximum of 4 dwelling units (an increase from the current maximum of 2 dwelling units)

The subject site, 2104 Broadview RD NW is located in the community of West Hillhurst at the corner of 20th Street NW and Broadview RD NW. The predominant land use in this area is Residential – Contextual Two Dwelling (R-C2) District. Surrounding developments consist of a mixture of single and semi-detached dwellings. Broadview Park is right on the other side of the intersection.

The site is approximately 0.058 hectares in size with rear lane existing to the north of the site. The property is currently developed with a one-storey single detached dwelling. Vehicle access to the parcel is available and is currently through curb cut along 20th Street NW. The subject lot is located approximately 300 metres from a transit stop (Kensington BRT 305) located on Kensington RD NW.

Public Engagement

Before undertaking the project, our office completed the 'Community Outreach Assessment'. The project's impact score is '1A'. So we are planning a direct approach to reach out to the community association, local residents within a 90 metre radius and also Ward Councillor's Office.

On October 29th, our staff did post card deliver to residents within a 90 metres radius. During the process, our staff did door knocking and spoke with residents at home. The main concerns our office got are with regards to increase traffic, increase density, height, shadow effects, and safety. We believe those can be properly dealt with at the development permit stage.

In addition, we have also reached out to West Hillhurst Community Association and Councillor Druh Farrell's office for their comments.

Policy Alignment

The subject parcel is located within the Residential-Developed-Inner City area of the Municipal Development Plan. The applicable policies encourage redevelopment of inner-city communities that is similar in scale and built form to existing development, including a mix of housing such as townhouses and row housing. The Municipal Development Plan also calls for a modest intensification of the inner city, an area serviced by existing infrastructure, public amenities and transit. The proposal is in keeping with the relevant policies of the MDP as the rules of the R-CG

provide for development forms that may be sensitive to existing residential development in terms of height, built form and density.

We ask the City to support our application based on the reasons listed above. In addition, it also meets most of the criteria for Multi-Residential Infill including:

- Within 400 metres of a transit stop
- Within 600 metres of an existing or planned Primary Transit stop
- Direct lane access
- Close to existing open space or park or community amenity (Broadview Park on the opposite side of the intersection)
- Along or in close proximity to an existing or planned corridor or activity centres (walking from commercial establishments along Kensington RD and 19 Street)
- On a corner parcel.

Applicant Outreach Summary

Project name: 2104 Broadview RD NW

Did you conduct community outreach on your application? ☒ YES or ☐ NO

If no, please provide your rationale for why you did not conduct outreach.

Outreach Strategy

Provide an overview of your outreach strategy, summary of tactics and techniques you undertook (Include dates, locations, # of participants and any other relevant details)

Before undertaking the project, our office completed the "Community Outreach Assessment". The project's impact score is "1A". So we take a direct approach to reach to community association, local residents within a 90 meters radius and also Ward Councillor Office.

On October 29th, our staff did post card deliver to residents within a 90 meters radius.

On October 30th, we contacted Councillor Druh Farrell office for their comments.

On Nov. 16th, 2020, we took part in planning meeting held by West Hillhurst Community Association.

On Dec. 3rd, 2020, our office completed another round of post card delivery after receiving concerns that some residents may got missed in the first round.

Stakeholders

Who did you connect with in your outreach program? List all stakeholder groups you connected with. (Please do not include individual names)

Immediate neighbour, local residents, community association and ward councillor office

What did you hear?

Provide a summary of main issues and ideas that were raised by participants in your outreach.

The main concerns we heard from local residents and community association are: increased traffic, parking issues, increased density, height, shadow effects, privacy and safety.

Some people also express concerns over property value and crime.

How did stakeholder input influence decisions?

Provide a summary of how the issues and ideas summarized above influenced project decisions. If they did not, provide a response for why.

We believe those concerns can be properly dealt with at the development permit stage.

According to R-CG bylaw, the side setback is increased to 3 meters on the side neighbouring another residential dwelling. Also even though, the maximum height is 1 meter higher, R-CG bylaw require lower height at perimeter.

How did you close the loop with stakeholders?

Provide a summary of how you shared outreach outcomes and final project decisions with the stakeholders that participated in your outreach. (Please include any reports or supplementary materials as attachments)

Continue engage with Councillor office and community association. And better explain to local residents about proposed developments and restrictions under R-CG.

Community Association Letter

From: Karen D <whcaplanningcommittee@gmail.com>

Sent: Saturday, November 21, 2020 1:21 PM

To: CPAG Circ <CPAGCirc@calgary.ca>

Cc: Stengel, Courtney G. <Courtney.Stengel@calgary.ca>; CAWard7 - Dale Calkins <caward7@calgary.ca>

Subject: [EXT] Re: LOC2020-0162 - Circulation Package

Hello Courtney,

The West Hillhurst Planning Committee has reviewed LOC2020-0162 and offers the following comments:

- The applicants' proactive approach to engagement with the Planning Committee is appreciated.
- Three units rather than four would integrate better with the surrounding neighbourhood, and be more appropriate from a public realm perspective at this location.
- When developing the Development Permit application, the applicant is encouraged to consider the impact to surrounding dwellings, shadowing concerns, setbacks, as well as consider how design elements could be utilized to help better integrate the development amongst the neighbouring dwellings.
- All unused curb cuts should be remediated.
- The committee has received a letter in opposition to this land use change. The letter cites opposition to the change for reasons of (i) indiscriminate rezoning of properties within the community to allow for row housing developments, (ii) preference for density to be focused to major roadways, and (iii) the development's lack of positive contributions to the community's public realm

Thank you,

Karen Dahl

Planning Committee Coordinator

West Hillhurst Community Association

planning@westhillhurst.com

PROPOSED

CPC2021-0028
ATTACHMENT 5

BYLAW NUMBER 25D2021

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE LAND USE BYLAW 1P2007 (LAND USE AMENDMENT LOC2020-0162/CPC2021-0028)

WHEREAS it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

AND WHEREAS Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and replacing it with that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

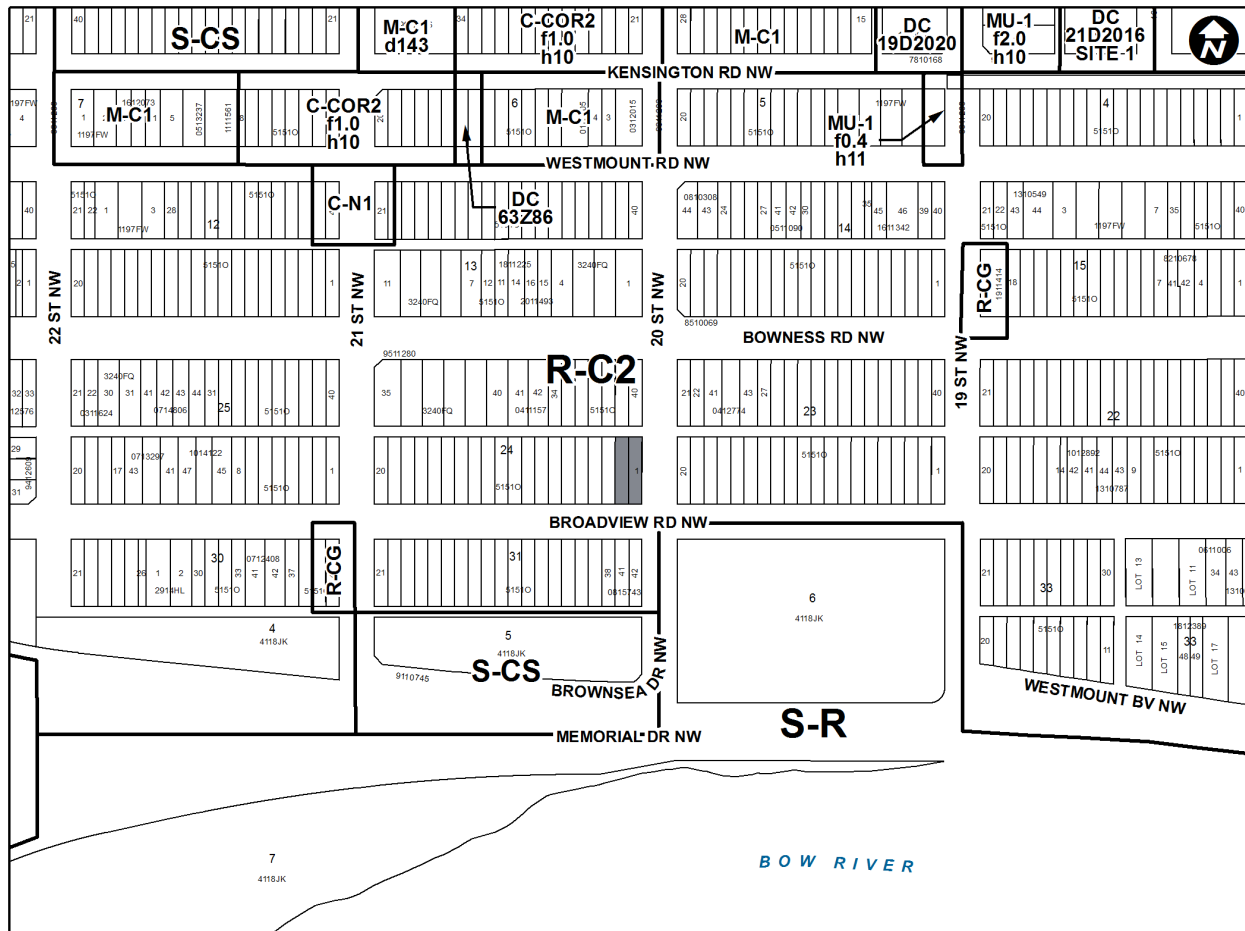
SIGNED ON _____

CITY CLERK

SIGNED ON _____

**AMENDMENT LOC2020-0162/CPC2021-0028
BYLAW NUMBER 25D2021**

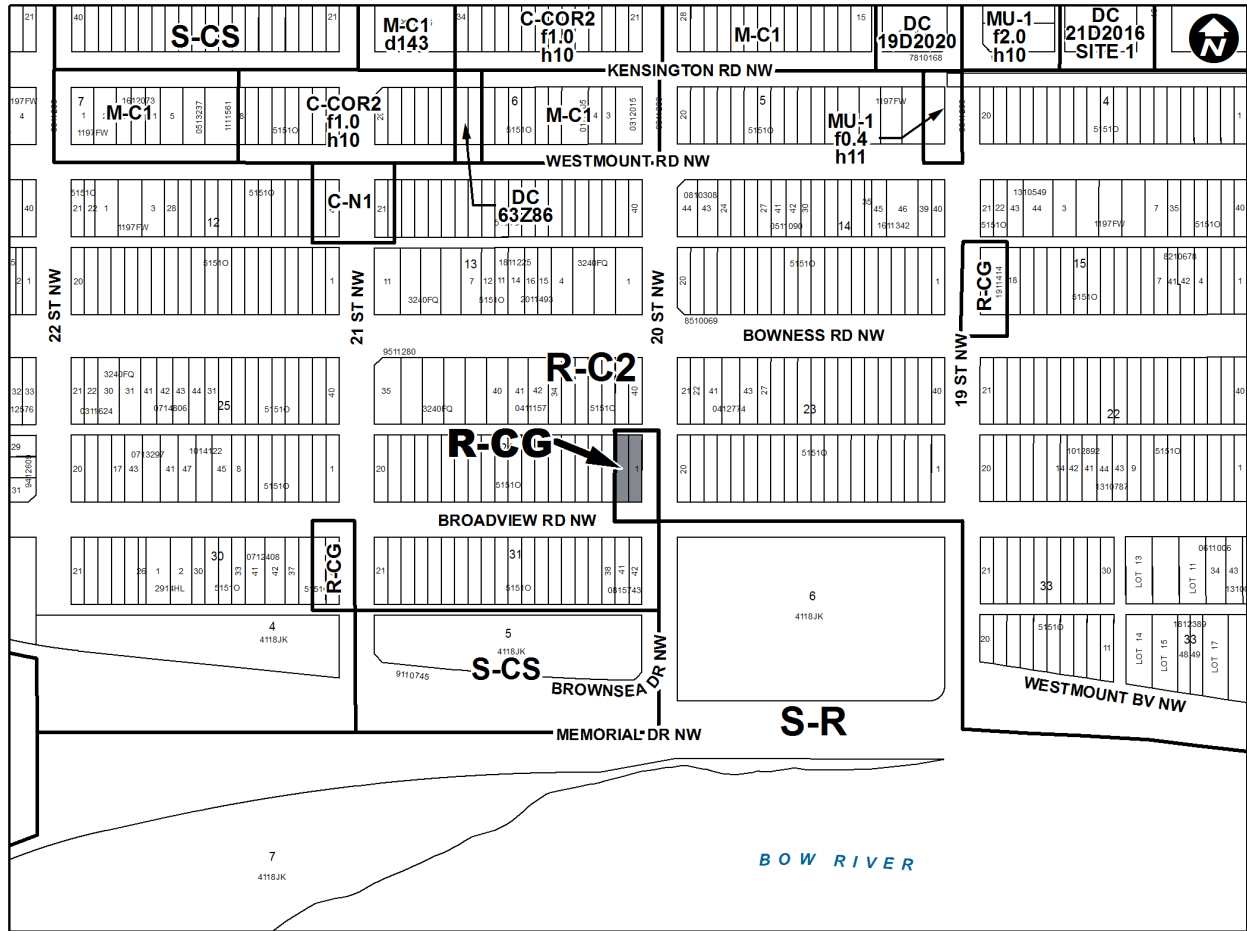
SCHEDULE A



PROPOSED

AMENDMENT LOC2020-0162/CPC2021-0028
BYLAW NUMBER 25D2021

SCHEDULE B



From: dirk@makedovisibles.com
To: [Public Submissions](#)
Subject: [EXT] 2104 BROADVIEW RD NW - LOC2020-0162 - Comment from Development Map - Sun 2/21/2021 5:05:54 PM
Date: Sunday, February 21, 2021 5:06:00 PM

Application: LOC2020-0162

Submitted by: Dirk van Wyk

Contact Information

Address: 2122 Broadview Rd NW

Phone: 4032837665

Email: dirk@makedovisibles.com

Feedback:

I would like the development to visually interesting in that it not be a solid rectangular block acting like a wall to the houses nearby. Some corner developments in our area have achieved this and I hope the design will take note of these examples. I wonder about "affordable" housing. Is that an excuse for looking cheap and boring? I would like to see the drawings before anything is done.

Thank you

**Public Submission**

City Clerk's Office

In accordance with sections 43 through 45 of Procedure Bylaw 35M2017, the information provided may be included in the written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Personal information provided in submissions relating to matters before Council or Council Committees is collected under the authority of Bylaw 35M2017 and Section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act of Alberta, and/or the Municipal Government Act (MGA) Section 230 and 636, for the purpose of receiving public participation in municipal decision-making. Your name and comments will be made publicly available in the Council agenda. If you have questions regarding the collection and use of your personal information, please contact City Clerk's Legislative Coordinator at 403-268-5861, or City Clerk's Office, 700 Macleod Trail S.E., P.O. Box 2100, Postal Station 'M' 8007, Calgary, Alberta, T2P 2M5.

- ✓ I have read and understand that my name and comments will be made publicly available in the Council agenda. My email address will not be included in the public record.

First name (required) Fabiola

Last name (required) Mantilla

What do you want to do? (required) Submit a comment

Public hearing item (required - max 75 characters) West Hillhurst land redesignation bylaw 25D2021 plan 51510 Block 24 lots

Date of meeting Mar 1, 2021

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Calgary, February 19 2021

Acting City Clerk
Jeremy Fraser
West Hillhurst Bylaw 25D2021
Plan 51510, Block 24 lots 1 and 2

With respect to the redesignation of the land use of West Hillhurst bylaw 25D2021 plan 51510, Block 24 lots 1 and 2 from residential to grade oriented infill, we have the following concerns:

1. The height of the proposed dwellings will invariably affect the natural light flow on the neighboring houses (adjacent and homes behind).
2. Due to the inclined plane of the lot, the height of the proposed dwellings is visually too high in relation to what is already built; therefore, I like to suggest the construction be limited to structures of the same height as the existing ones.
3. The proposed development will reduce the existing green space of the lot to a small fraction.
4. In addition, the new units will infringe on the privacy of the properties in the immediate vicinity.
5. The proposed development goes against the esthetic of the street where it is planned, the whole esthetic of Broadview road extending 9 blocks (from 1607 - to 2420) as well as the 9 blocks on Bowness Road, the south facing block of Westmount Rd and the 5 blocks that extend on 20 st NW, which are a mix of single and attached housing comprised of traditional/contemporary homes with facades that are cohesive to all the neighborhood.
6. In addition to the increased vehicles related to this development, the area will have increased traffic due to the repurposing of the former Scout center building into the new Kids Art center, combined with the high number of cars from players and visitors to the soccer field located diagonal to the proposed development....It is important to take into account that we have approximately 18 small kids in close proximity to the development.
7. The population density of West Hillhurst neighborhood is being increased significantly by the ongoing construction of 83 dwelling units on 19th st. (ref Dp 2018-2660) putting more strain on our electric, sewer and water systems that have not been upgraded to support the additional requirements.
8. The value of homes surrounding the project will be negatively impacted as well as the West

Hillhurst community due to higher population density per block, increased rotation of residents, and rupture of the visual esthetics of the block. Not to mention the impact of locating "...affordable housing with attractive urban design" as per Horizon Land Surveys statement, in an area surrounded by dwellings in the upper six figures and higher.

For all of the above reasons I submit to consideration that the project in question be modified even further to two single or attached dwellings, with their main entrance facing Broadview Rd with detached garages entrances facing the back lane...this will give the whole block as well as the adjacent corners a coherent appearance.

Thank you for your consideration to the present,



Fabiola Mantilla
2107 Broadview Rd NW
T2N-3J1



Public Submission

City Clerk's Office

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- ☒ I have read and understand that my name and comments will be made publicly available in the Council agenda. My email address will not be included in the public record.

First name (required) Sharon & Allan

Last name (required) Crozier

What do you want to do? (required) Submit a comment

Public hearing item (required - max 75 characters) Land Use Redesignation West Hillhurst 2107 Broadview Road, NW

Date of meeting Mar 1, 2021

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

We are owners very close to the site in question, 2104 Broadview Road NW. We are completely against the application for increased zoning being applied for this site, for the following reasons:

1. In the 38 years that we have lived in this neighbourhood we have witnessed many changes and know that we are living in one of the first in-fills built in Calgary. This has included a large increase in density that for the most part we do not oppose, particularly as Kensington and 19th street have become major development areas. On the contrary we feel this combination of increased density and businesses on the major roads add to the liveability of the community.
2. Having said this, this section of West Hillhurst is a residential district with single and semi-detached family dwellings (not row housing, except on the outer perimeter that include a major road, such as Kensington Road or 19th street). Adding in 4 houses on one property, that is "within" the neighbourhood with quiet residential streets, will greatly change the make up of the area. This section of West Hillhurst, has maintained the feel of a community while allowing increased density by reducing lot sizes and increasing semi-detached dwellings. We have come to know our neighbours, new and old, as this section is very walk-able with reasonable parking when we have the kind of density there has been to date! This should be maintained.
3. As stated above Parking, is also a major concern! The number of potential cars that would require street parking for 4 row houses is major. Broadview Road, is already

ISC:

1/2

Unrestricted

Feb 21, 2021

2:03:05 PM



Public Submission

City Clerk's Office

seeing a substantial increase in downtown workers parking all day & walking to work. Including the increase of cars for frequent soccer games in three seasons (spring –fall) and for the up-coming National accessArts Centre on the next street over. We do not look forward to the time when we will need to request the “2 hour only” parking signs to go up on this side of 19th street.

4. Shading of surrounding properties is another a major concern. Although our property is not directly adjacent to this site it certainly will give a very different feeling of a “monstrosity” being close by and jamming out the lovely trees, gardens and lawns that most of the homeowners in this section maintain and we enjoy on our daily walks.

5. Lastly, we feel approving this development in this section of West Hillhurst will only open the door for more and more of this type of housing, with the same issues, as stated ab

**Public Submission**

City Clerk's Office

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- ✓ I have read and understand that my name and comments will be made publicly available in the Council agenda. My email address will not be included in the public record.

First name (required) Kelly

Last name (required) Zukowski

What do you want to do? (required) Submit a comment

Public hearing item (required - max 75 characters) LOC2020-0162, CPC2021-0028 Bylaw 25D2021

Date of meeting Mar 1, 2021

Comments - please refrain from providing personal information in this field (maximum 2500 characters) Comments in attached word document

Regarding Item 1, Land Use Amendment in West Hillhurst (Ward 7) at 2104 Broadview Road NW,
LOC2020-0162, CPC2021-0028 Bylaw 25D2021

Dear Council,

I am a neighbor to the proposed land redesignation location and have concerns about this redesignation passing.

The objectives in the MDP for Infill Redevelopment – 2.2.5 state :

The city promotes infilling that is sensitive, compatible and complementary to the existing physical patterns and character of neighborhoods.

This land use amendment application is located in a residential area of predominately R-C2 designation. The application aims to increase density on this parcel by 4 times. This is hardly a “modest increase” in density.

As a neighbor, I am primarily concerned with:

- Increased parking and traffic on two residential roads and a narrow lane
- Community character – proposed development is not compatible or complementary to the existing neighborhood.
- Property value
- Discretionary uses as defined for the R-CG designation (Part 5, Division 11, Section 527.2) include such items as: Addiction Treatment, Assisted Living, Bed and Breakfast, Place of Worship, etc. I am concerned that approval of this proposed redesignation could open the door to these discretionary items in our small neighborhood.

In addition, in reviewing the City’s “Location Criteria for Multi-residential Infill” (PUD2016-0405) it is apparent that the proposed site does not meet several of the identified criteria:

Location Criteria 4:

On a collector of higher standard roadway on at least one frontage. Both frontages of this corner lot are onto small, quiet residential roadways.

Location Criteria 5:

Adjacent to existing of planned non-residential development or multi-unit development. Location does not meet this criteria , it is surrounded by R-C2 designated space. It is not beside or near non-residential or other multi-unit developments.

Location Criteria 6:

Adjacent to or across from an existing or planned open space, park, or community amenity. The applicant submission states that the site is across from Broadview Park. What it does not mention, is that Broadview park is a private soccer facility and is fenced off from the public. Additionally, Building Permit BP2020-16343 was recently issued in late 2020 for demolition of the site. One has to wonder if Broadview Park provides “diverse recreation activities that help attract new residents” as is noted in PUD2016-0405. One also has to wonder if the space will be green in the future given the recently issued building permit. This is not a public park.

Location Criteria 7:

Along or in close proximity to an existing or planned corridor or activity centre. This is debatable, the location is near Kensington, approximately a 1.5 Km walk. This is not adjacent to an existing or planned corridor. Additionally the relationship of this location criteria to the MDP is noted in Section 2.2.1 b)

Creating transitions in development intensity between low density residential areas and more intensive multi-unit residential or commercial areas. This application does not meet this criteria.

For the above reasons, I do not support this application.

Best regards,
Kelly Zukowski & Leah Zukowski
2111 Bowness Road NW
Calgary, AB

Land Use Amendment in Altadore (Ward 8) at 3519 – 14 Street SW, LOC2020-0198

RECOMMENDATION:

That the Calgary Planning Commission recommend that Council:

1. Give three readings to the proposed bylaw for the redesignation of 0.10 hectares \pm (0.25 acres \pm) located at 3519 – 14 Street SW (Plan 2259N, Block A, Lots 8 to 11) from DC Direct Control District to Commercial – Neighbourhood 2 (C-N2) District.

RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2021 JANUARY 21:

That Council give three readings to **Proposed Bylaw 26D2021** for the redesignation of 0.10 hectares \pm (0.25 acres \pm) located at 3519 – 14 Street SW (Plan 2259N, Block A, Lots 8 to 11) from DC Direct Control District to Commercial – Neighbourhood 2 (C-N2) District.

HIGHLIGHTS

- This application seeks to redesignate the subject site to allow for a broader mix of commercial uses within an existing building.
- This application represents no substantial change from the uses currently occurring on the site and is appropriate for the location and context.
- What does this mean to Calgarians? More opportunity for new businesses to locate in a desirable location.
- Why does this matter? By providing for a broader range of economic activity, Calgary's neighbourhoods can support businesses that contribute to community identity and vibrancy.
- There is no previous Council direction in relation to this proposal.
- Strategic Alignment to Council's Citizen Priorities: A prosperous city; A city of inspiring and safe neighbourhoods.

DISCUSSION

This land use redesignation in the southwest community of Altadore was submitted on 2020 December 09 by Innocept Real Estate Outsourcing on behalf of the landowner 3505 Properties Inc. The subject site is part of a neighbourhood commercial cluster at the corner of 14 Street SW and 34 Avenue SW. The site is currently developed with a commercial building with rear lane access. The rest of the commercial cluster is designated C-N2 and is immediately surrounded by low and medium-density residential development.

The current land use district from 1985 allows for only personal service, retail, or office uses. The proposed C-N2 District allows for a broader mix of commercial uses meant to occur close or adjacent to low-density residential development. While the C-N1 District offers similar height and density, the C-N2 District more accurately reflects the existing building form and will require greater setbacks from nearby residences upon redevelopment. Site access constraints mean there is low risk of auto-oriented uses being pursued on this site.

The intent of this redesignation is to support a small confectionary to replace the existing café, which was approved as an ancillary use to a yoga studio. This redesignation would allow for the

Land Use Amendment in Altadore (Ward 8) at 3519 - 14 Street SW, LOC2020-0198

approval of a small stand-alone restaurant or take-out service. Additional information on the redesignation is captured in the Applicant Submission, refer to Attachment 2.

A detailed planning evaluation of the application, including location maps and site context, is provided in Attachment 1, Background and Planning Evaluation.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☒ Outreach was undertaken by the Applicant
- ☒ Public/Stakeholders were informed by Administration

Applicant-Led Outreach

As part of the review of the proposed land use amendment application, the applicant was encouraged to use the [Applicant Outreach Toolkit](#) to assess which level of outreach with public stakeholders and the Community Association was appropriate. The applicant directly contacted affected stakeholders. Additional information can be found in Attachment 3.

City-Led Outreach

In keeping with Administration's practices, this application was circulated to stakeholders, notice posted on-site, published [online](#), and notification letters were sent to adjacent landowners.

No comments were received from either the Marda Loop Community Association or the general public at the time of writing this report.

Administration considered the relevant planning issues specific to the proposed redesignation and has determined the proposal to be appropriate. Site design elements including landscape and parking requirements will be reviewed through a development permit.

Following the Calgary Planning Commission meeting, notifications for Public Hearing of Council will be posted on-site and mailed to adjacent landowners. In addition, Commission's recommendation and the date of the Public Hearing will be advertised.

IMPLICATIONS

Social

The proposed land use allows for additional commercial uses in a neighbourhood commercial plaza, offering an opportunity for new businesses that can help support community and civic identities.

Environmental

This application does not include any actions that specifically meet objectives of the [Climate Resilience Strategy](#). However, opportunities to align any future development of this site with applicable climate resilience strategies will be explored and encouraged at subsequent development approval stages.

Economic

The approval of space for additional commercial uses will support economic activity.

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ISC: UNRESTRICTED
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Page 3 of 3

Land Use Amendment in Altadore (Ward 8) at 3519 - 14 Street SW, LOC2020-0198

Service and Financial Implications

No anticipated financial impact

RISK

There are no known risks associated with this proposal.

ATTACHMENTS

1. Background and Planning Evaluation
2. Applicant Statement
3. Applicant Outreach Summary
4. **Proposed Bylaw 26D2021**

Department Circulation

General Manager (Name)	Department	Approve/Consult/Inform

Background and Planning Evaluation

Background and Site Context

The subject site is located in the community of Altadore on 14 Street SW south of 34 Avenue SW. Approximately **0.10** hectares (**0.25** acres) in size, the site is approximately 26 metres wide by 38 metres deep. Vehicular access comes from both 14 Street SW and the rear lane, allowing vehicles to maneuver throughout the entire commercial complex. The site is currently developed with a two-storey commercial building, one of four stand-alone buildings comprising the commercial area. The commercial area interfaces with low-rise apartment buildings to the west and single detached houses to the south and east.

River Park is one block south, through which the Elbow River and Sandy Beach Park can be accessed. The Marda Loop Community Association, South Calgary Park, and Giuffre Family Library are within 400 metres north of the site. The Marda Loop shopping district is less than a kilometre to the west, and Mount Royal University is approximately three kilometres west of the site across Crowchild Trail. The site is 1.7 kilometres south of 17 Avenue SW.

No development permit application has been submitted at this time, however through pre-application discussions, the applicant identified the intent to pursue a development permit application for a small standalone take-out restaurant or café.

Community Peak Population Table

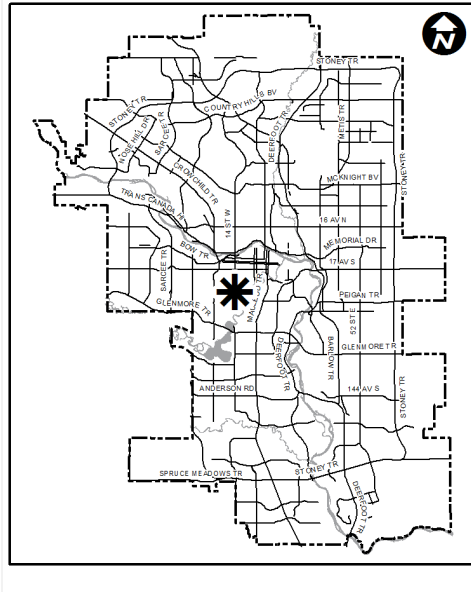
As identified below, the community of Altadore is currently at its peak population as of 2019.

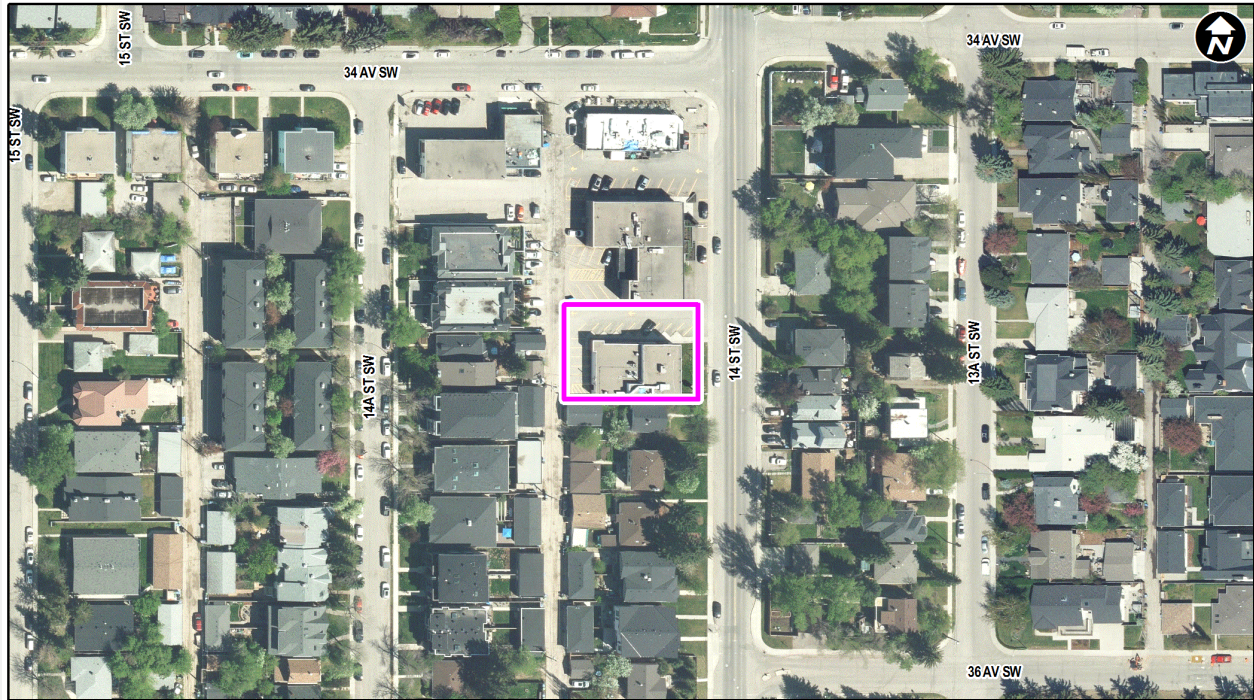
Altadore	
Peak Population Year	2019
Peak Population	6,942
2019 Current Population	6,942
Difference in Population (Number)	0
Difference in Population (Percent)	0%

Source: *The City of Calgary 2019 Civic Census*

Additional demographic and socio-economic information may be obtained online through the [Altadore Community Profile](#).

Location Maps





Previous Council Direction

None.

Planning Evaluation

Land Use

The existing DC Direct Control District from 1985 is based on the C-1 District of Land Use Bylaw 2P80 and restricts the allowable uses in the existing building to offices, retail stores, and personal service businesses. This is a more restrictive set of uses than those allowed in the remainder of the shopping centre, which was also designated C-1. In this location, the C-1 District was translated to C-N2 District when Land Use Bylaw 1P2007 was implemented.

The proposed C-N2 District is designed to support small-scale commercial development accessible by both pedestrians and vehicles and in close proximity to residential areas. A wider range of uses are permitted to support local neighbourhood activity. Floor area is restricted to a floor area ratio of 1.0, and the maximum building height is 10.0 metres.

An alternative land use district to support the intended use would be C-N1. This district offers the same height and density, but prioritizes the pedestrian experience by excluding several auto-oriented uses. It further focuses on the streetscape by including several rules designed to orient commercial buildings toward the street, specifically:

- that the public entrance to a commercial building be oriented toward the street;
- that the façade of the building cover 80 per cent of the property line;
- that all vehicular access is to come from the lane; and
- that smaller setbacks from residential development are acceptable.

While these rules encourage desirable urban design, the existing building is not designed in this manner and cannot comply with these rules. For this reason, the C-N2 District is more appropriate.

A wider range of uses is allowed in C-N2 than in C-N1, including Auto Service – Minor, Catering Service – Minor, Drive Through, Gas Bar, Vehicle Rental – Minor and Veterinary Clinic, many of which are auto-oriented or may incite higher levels of vehicle traffic. However, the limited degree of parking and maneuverability on the site, as well as the constraints of the area's overland drainage requirement, means that a feasible auto-oriented use would be prohibitively difficult to design and operate. For this reason, the risk of the auto-oriented uses being pursued in this location is low.

Administration has determined that the desired development outcome more appropriately conforms to the rules of the C-N2 District and that the C-N2 District is appropriate in this location and context.

Development and Site Design

The development concept will not require any changes to the site or building exterior. A 5.182-metre public realm setback exists along 14 Street SW for future widening, which may affect future plans for landscaping or patio construction.

Transportation

The subject site is easily accessible for pedestrians, drivers, and transit riders. A Route 13 bus stop providing inbound service to Downtown and LRT routes is available within 115 metres (two-minute walk). Outbound service is within 125 metres (two-minute walk), connecting through Altadore to Currie Barracks and on to Westhills. On-street parking is unrestricted. Parking within the commercial plaza is shared, meaning that future redevelopment of the site may necessitate underground parking.

Environmental Site Considerations

No environmental concerns were identified.

Utilities and Servicing

Water and sanitary mains are available and can accommodate the proposed land use redesignation without the need for network upgrades at this time. Stormwater is managed through overland drainage. Any proposed changes to site servicing and stormwater management would be reviewed in detail at the development permit stage and may require an updated Stormwater Management Report. No changes to site layout are proposed at this time.

Legislation and Policy

South Saskatchewan Regional Plan (2014)

The recommendation by Administration in this report has considered and is aligned with the policy direction of the [South Saskatchewan Regional Plan](#) which directs population growth in the region to Cities and Towns and promotes the efficient use of land.

Interim Growth Plan (2018)

The recommendation aligns with the policy direction of the Calgary Metropolitan Region Board's [Interim Growth Plan](#) (IGP). The proposed land use amendment builds on the principles of the IGP by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

Municipal Development Plan (Statutory – 2009)

The subject parcel is located within the Residential – Developed – Inner City area as identified on [Map 1: Urban Structure](#) in the [Municipal Development Plan](#) (MDP). The applicable MDP policies support modest intensification and mixing of uses within inner-city communities to make more efficient use of existing infrastructure, public amenities and transit. The proposal is in keeping with relevant MDP policies as the C-N2 District provides for commercial uses in a form and scale that is sensitive to nearby low-density residential development.

Climate Resilience Strategy (2018)

This application does not include any specific actions that address objectives of the [Climate Resilience Strategy](#). Further opportunities to align development of this site with applicable climate resilience strategies may be explored and encouraged at subsequent development approval stages.

South Calgary/Altadore Area Redevelopment Project (Statutory – 1986)

The [South Calgary/Altadore Area Redevelopment Project](#) (ARP) currently identifies the property as Local Commercial on Map 2: Land Use Policy. The applicable ARP policies focus only on limiting the impact of traffic and parking on surrounding residential areas and on preventing the creation of new commercial areas in the community.

West Elbow Local Area Planning Project

The *South Calgary/Altadore ARP* is under review as Administration is currently working on the [West Elbow Communities Local Area Planning project](#) which includes Altadore and surrounding communities. Planning applications are being accepted for processing during the local growth plan process. The project has been put on hold but is anticipated to be relaunching in 2021.

Applicant Submission

Company Name (if applicable):

Innocept

LOC Number (office use only):

LOC2020-0198

Applicant's Name:

Ben Barrington

Date:

December 10, 2020

The current DC 40Z85 Land Use is very restrictive and makes leasing difficult. This site is part of a commercial corner at 14th Street and 34th Avenue SW that has a number of commercial buildings housing a variety of uses. All the other sites are zoned CN-2 and the owners wish to gain approval for the same zoning.

When the site was zoned DC, the uses were limited to Office and Personal Service Businesses. The intent is unclear, as the South Calgary Community support letter for the Council meeting in 1985 is missing from the clerks office.

Innocept did get an approval for a Yoga studio under this DC and now want to add a Chiropractor and Physiotherapist on the second floor. The key to the Yoga Studio was support from the community and it was deemed to be Personal Service Business with the Cafe being an ancillary use. The second floor use of a Chiropractor /Physiotherapist is considered a medical use. This would be allowed under the permitted uses in CN-2.

In addition, any uses under CN-2 that would be proposed in the building would have to satisfy the City Transportation Department related to parking and traffic, before any approval is granted, so community concerns in that regard can be managed.

Lastly the surround sites on the west side of 14th Street are M-C1, a multi-residential designation that is primarily for 3 to 4 storey apartment buildings and townhouses. This zone allows for higher buildings and will complement the C-N2 proposed zoning on 3519-14th Street. Across 14th Street to the east the zoning is RC-1 and is buffered by the busyness of 14th Street.

Overall we feel the requested change in zoning will have a minimal material effect on the community and will make the corner an even bigger asset for the area being more vibrant and safe.

FOIP DISCLAIMER: The personal information on this form is being collected under the authority of The Freedom of Information and Protection of Privacy (FOIP) Act, Section 33(c). It will be used to provide operating programs, account services and to process payments received for said services. It may also be used to conduct ongoing evaluations of services received from Planning & Development. Please send inquiries by mail to the FOIP Program Administrator, Planning & Development, PO Box 2100, Station M, Calgary, AB T2P 2M5 or contact us by phone at 311.

Applicant Outreach Summary



Community Outreach on Planning & Development Applicant-led Outreach Summary

Please complete this form and include with your application submission.

Project name: 3519-14th Street Land Use

Did you conduct community outreach on your application? ☒ YES or ☒ NO

If no, please provide your rationale for why you did not conduct outreach.

Initially, we had not formally contacted community stakeholders as we wanted to make the application before Christmas. In discussions with the City it was felt that this file should be straight forward and the tenant issues in the building were difficult, so we applied before any formal outreach. This not to say outreach is not important. It is and we want to engage as practical and commensurate with the complexity of the file.

Outreach Strategy

Provide an overview of your outreach strategy, summary of tactics and techniques you undertook (Include dates, locations, # of participants and any other relevant details)

Since our application on December 9, 2020, we have connected with a number of community stakeholders via email (December 15 & 16, 2020) and in some cases follow up phone calls (this was more a case of who was available before Christmas). Due to the restrictions from COVID we have been limited on tactics to connect. Since last year, we have re-connected with the same group.

Stakeholders

Who did you connect with in your outreach program? List all stakeholder groups you connected with. (Please do not include individual names)

We have connected the following groups since the application:

-Ward 8 Councilor.

By email on December 15, 2020 & January 8 2021

-Marda Loop Community Association President and Development Chair.

By email on December 15, 2020 & January 8 2021

-Owner in 3510- 14a Street SW

December 16, 2020 & January 2021

-Owner and Condo Board member in 3516-14a Street SW

By verbal in December & email on January 4, 2021

-Nova Yoga, tenant in 3519-14th Street SW

A number of conversations in December 2020

calgary.ca/planningoutreach



Community Outreach for Planning & Development Applicant-led Outreach Summary

What did you hear?

Provide a summary of main issues and ideas that were raised by participants in your outreach.

So far we have not had any negative feedback written or verbal. We recieved a verbal 'we do not have concerns' from the owner of 3510- 14a Street SW and a letter of support from the owner and Condo Board member in 3516-14a Street SW.

We have not been able to talk directly with the Community Association although we understand they did not provide comments to the City circulation either.

How did stakeholder input influence decisions?

Provide a summary of how the issues and ideas summarized above influenced project decisions. If they did not, provide a response for why.

With the limited feedback we have proceeded with the application. If we had comments we would certainly address them.

How did you close the loop with stakeholders?

Provide a summary of how you shared outreach outcomes and final project decisions with the stakeholders that participated in your outreach. (Please include any reports or supplementary materials as attachments)

We sent two emails and offered to meet over the phone to discuss any issues they had. We have discussed the application with the condo owners on the phone and had requested they take the requests for support to their respective boards. This has not been offered to us.

calgary.ca/planningoutreach

PROPOSED

CPC2021-0065
ATTACHMENT 4

BYLAW NUMBER 26D2021

**BEING A BYLAW OF THE CITY OF CALGARY
TO AMEND THE LAND USE BYLAW 1P2007
(LAND USE AMENDMENT
LOC2020-0198/CPC2021-0065)**

WHEREAS it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

AND WHEREAS Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and replacing it with that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

PROPOSED

AMENDMENT LOC2020-0198/CPC2021-0065
BYLAW NUMBER 26D2021

SCHEDULE A



PROPOSED

AMENDMENT LOC2020-0198/CPC2021-0065
BYLAW NUMBER 26D2021

SCHEDULE B



Land Use Amendment in Sunalta (Ward 8) at 2004 - 10 Avenue SW, LOC2020-0146

RECOMMENDATION(S):

That the Calgary Planning Commission recommend that Council:

Give three readings to the proposed bylaw for the redesignation of 0.05 hectares \pm (0.12 acres \pm) located at 2004 - 10 Avenue SW (Plan 5700AG, Block 231, Lot 13) from DC Direct Control District to DC Direct Control District to accommodate the additional use of Kennel – Urban, with guidelines (Attachment 2).

RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2021 JANUARY 21:

That Council give three readings to **Proposed Bylaw 27D2021** for the redesignation of 0.05 hectares \pm (0.12 acres \pm) located at 2004 - 10 Avenue SW (Plan 5700AG, Block 231, Lot 13) from DC Direct Control District to DC Direct Control District to accommodate the additional use of Kennel – Urban, with guidelines (Attachment 2).

HIGHLIGHTS

- This land use amendment application seeks to redesignate the subject property to allow for the additional use of Kennel – Urban, in addition to the permitted and discretionary uses of the current DC.
- The proposal allows for the use of Kennel – Urban to accommodate overnight stay of pets. It is in keeping with the applicable policies of the use in the *Municipal Development Plan* and the *Sunalta Area Redevelopment Plan*.
- What does this mean to Calgarians? Additional services that are not traditionally offered locally, within the community of Sunalta, and within walking distance to the Sunalta LRT Station.
- Why does this matter? The proposal enables more private investment in Calgary to reflect changing demands within the community of Sunalta.
- No development permit has been submitted at this time, but the applicant has indicated their intention to expand their business to provide kennel services.
- There is no previous Council Direction regarding this proposal.
- Strategic Alignment to Council's Citizen Priorities: A prosperous city.

DISCUSSION

This land use amendment application was submitted on 2020 October 14 by business owner Kim Kilback of Central Bark Doggy Daycare, with consent of the landowner, The City of Calgary. Central Bark Doggy Daycare currently leases this property from the City of Calgary.

The 0.05 hectare midblock site is located on the north side of 10 Avenue SW, and is directly adjacent to Canadian Pacific Railway track in the southwest community of Sunalta. The site is currently functioning as a doggy daycare, with the proposed application seeking to expand the services that can be offered. The proposed DC Direct Control District (Attachment 2) allows for Kennel – Urban as a discretionary use within the existing building. The proposed DC is based on the existing DC which was developed specifically for the community of Sunalta along 10 Avenue SW. No development permit has been submitted at this time, however, as noted in the Applicant's Submission (Attachment 3), the intent is to expand the services offered on-site.

Approval: **S. Lockwood** concurs with this report. Author: **J. Heaven**

City Clerks: **J. Palaschuk**

Land Use Amendment in Sunalta (Ward 8) at 2004 - 10 Avenue SW, LOC2020-0146

A detailed planning evaluation of the application, including location maps and site context, is provided in Attachment 1, Background and Planning Evaluation.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☒ Outreach was undertaken by the Applicant
- ☒ Public/Stakeholders were informed by Administration

Applicant-Led Outreach

As part of the review of this application, the applicant was encouraged to use the [Applicant Outreach Toolkit](#), to assess which level of outreach with public stakeholders and the Sunalta Community Association was appropriate. The applicant met with community stakeholders and did not receive any public comments that needed to be addressed. The applicant did not submit an outreach summary.

City-Led Outreach

In keeping with Administration's practices, this application was circulated to stakeholders, notice posted on-site, published online and notification letters were sent to adjacent landowners.

No public comments were received at the time of writing this report.

The Sunalta Community Association provided a letter of support on 2020 November 12 (Attachment 4).

Following the Calgary Planning Commission meeting, notifications for Public Hearing of Council will be posted on-site and mailed out to adjacent landowners. In addition, Commission's recommendation and the date of the Public Hearing will be advertised.

IMPLICATIONS

Social

The proposed land use allows for a needed service for families (and pets) and contributes to the goal of complete communities.

Environmental

This application does not include any actions that specifically meet objectives of the [Climate Resilience Strategy](#), however, opportunities to align development of this site with applicable climate resilience strategies will be explored and encouraged at subsequent development approval stages.

Economic

The ability to operate kennel services, alongside a doggy daycare, at this location provides a business opportunity within the community of Sunalta. This location is in an economic centre for the community, and the opportunity for a new service supports additional business activity within the community.

Planning & Development Report to
Calgary Planning Commission
2021 January 21

ISC: UNRESTRICTED
CPC2021-0024
Page 3 of 3

Land Use Amendment in Sunalta (Ward 8) at 2004 - 10 Avenue SW, LOC2020-0146

Service and Financial Implications

No anticipated financial impact.

RISK

There are no known risks associated with this application.

ATTACHMENT(S)

1. Background and Planning Evaluation
- 2. Proposed Bylaw 27D2021**
3. Applicant Submission
4. Community Association Letter

Department Circulation

General Manager	Department	Approve/Consult/Inform

Background and Planning Evaluation

Background and Site Context

The subject site is located on a corner parcel in the community of Sunalta on the north side of 10 Avenue SW. This section of 10 Avenue SW has hindered development opportunities as it is located adjacent to Canadian Pacific Railway tracks and located underneath The City of Calgary's Light Railway Train tracks.

As indicated in the Applicant's Submission (Attachment 3), the applicant is intending to offer Kennel services in the existing commercial building currently being used as a dog daycare facility. No development permit has been submitted at this time.

Community Peak Population Table

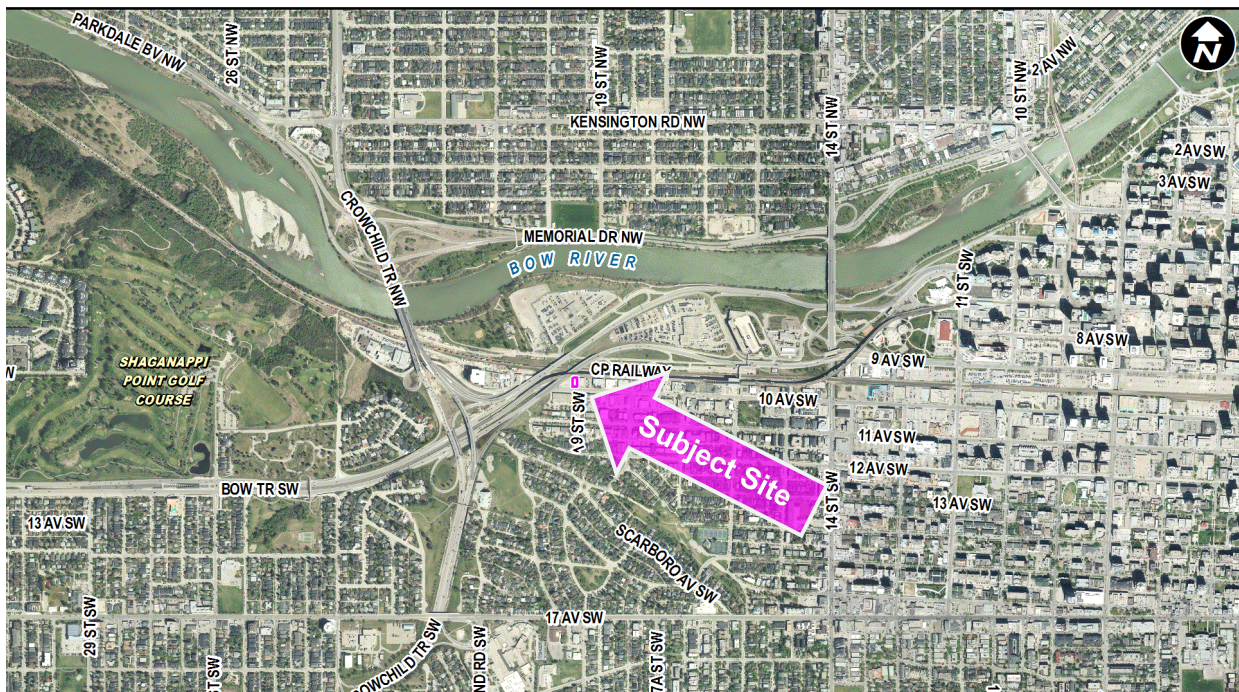
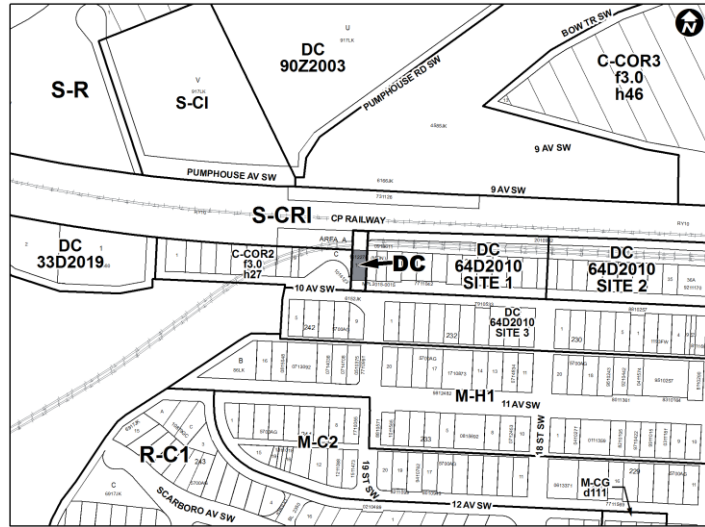
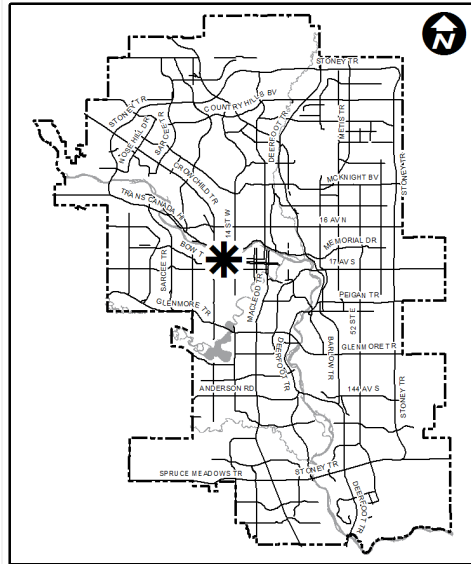
As identified below, the community of Sunalta reached its peak population in 2015, and the population has decreased.

Sunalta	
Peak Population Year	2015
Peak Population	3454
2019 Current Population	3268
Difference in Population (Number)	-186
Difference in Population (Percent)	-5%

Source: *The City of Calgary 2019 Civic Census*

Additional demographic and socio-economic information may be obtained online through the [Sunalta Community Profile](#)

Location Maps





Previous Council Direction

None.

Planning Evaluation

Land Use

The existing Direct Control District ([Bylaw 64D2010](#)) is intended to accommodate commercial development as well as allowing a wide range of institutional and residential uses.

The proposed Direct Control District emulates the rules of the existing DC District but adds the additional use of Kennel – Urban, which will accommodate the boarding of domestic animals (domesticated bird, reptile, amphibian or mammal) for periods greater than 24 hours. The DC District also contains the following guidelines to mitigate potential nuisance concerns and ensure the suitability of the use in the urban context.

Kennel – Urban:

- not have any indoor enclosures, pens, runs or exercise areas located in a room that shares an interior demising wall with an adjacent use.

Development and Site Design

The rules of the proposed DC District will provide basic guidance for any future site redevelopment including appropriate uses, height and building massing, landscaping and parking. The location of this site makes redevelopment difficult.

Transportation

Pedestrian and vehicular access to the site is available from 10 Avenue SW. The area is served by Calgary Transit with the Route 90 bus. Onsite parking adjacent to the site is not regulated by Calgary Parking Authority. The site is approximately 500 metres, walking distance along 10 Avenue, from the Sunalta LRT Station.

Environmental Site Considerations

There are no existing environmental conditions on this residential parcel. An environmental site assessment was not required for this application.

Utilities and Servicing

Water and sanitary mains are available to this site. Site servicing details will be reviewed at the development permit and Development Site Servicing Plan stage.

Legislation and Policy

South Saskatchewan Regional Plan (2014)

The recommendation by Administration in this report has considered and is aligned with the policy direction of the [South Saskatchewan Regional Plan](#) which directs population growth in the region to Cities and Towns and promotes the efficient use of land.

Interim Growth Plan (2018)

The recommendation aligns with the policy direction of the Calgary Metropolitan Region Board's [Interim Growth Plan](#) (IGP). The proposed land use amendment builds on the principles of the IGP by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

Municipal Development Plan (Statutory – 2009)

The subject parcel is located within the Inner City area as identified on Map 1: Urban Structure in the [Municipal Development Plan](#) (MDP). The applicable MDP policies identify the Inner City as the focus of business, employment, cultural, recreation, and retail. Accommodating additional services in the Inner City supports these policies by providing additional services that will attract both resident and businesses.

Climate Resilience Strategy (2018)

The [Climate Resilience Strategy](#) identifies programs and actions intended to reduce Calgary's greenhouse gas emissions and mitigate climate risks. This application does not include any actions that specifically meet objectives of the *Climate Resilience Strategy*, however, opportunities to align development of this site with applicable climate resilience strategies will be explored and encouraged at subsequent development approval stages.

Sunalta Area Redevelopment Plan (Statutory – 1983)

The [Sunalta Area Redevelopment Plan](#) (ARP) currently identifies the property as Mixed Use, which directs administration to review applications according to size and scale during the development permit phase. Accommodating additional services in the Inner City supports these policies by providing additional services that will attract both resident and businesses. An amendment to the ARP is not required to enable the proposed land use district.

Development Next to Freight Rail Corridor Policy (Non-Statutory – 2018)

The use complies with the [*Development Next to Freight Rail Corridor Policy*](#) and no new permanent structure will be built at this location at this time.

PROPOSED

CPC2021-0024
ATTACHMENT 2

BYLAW NUMBER 27D2021

**BEING A BYLAW OF THE CITY OF CALGARY
TO AMEND THE LAND USE BYLAW 1P2007
(LAND USE AMENDMENT
LOC2020-0146/CPC2021-0024)**

WHEREAS it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

AND WHEREAS Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and replacing it with that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

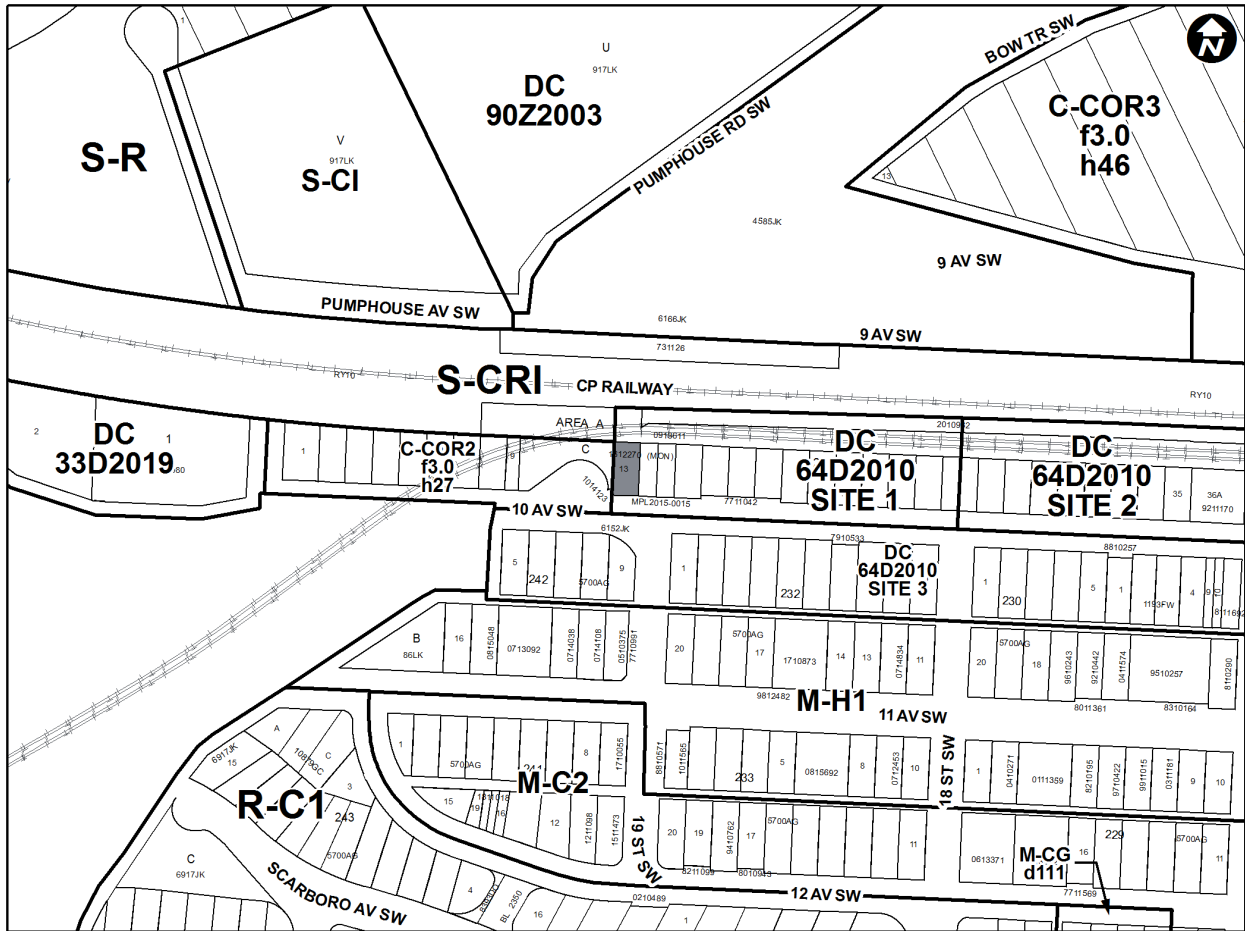
CITY CLERK

SIGNED ON _____

PROPOSED

AMENDMENT LOC2020-0146/CPC2021-0024
BYLAW NUMBER 27D2021

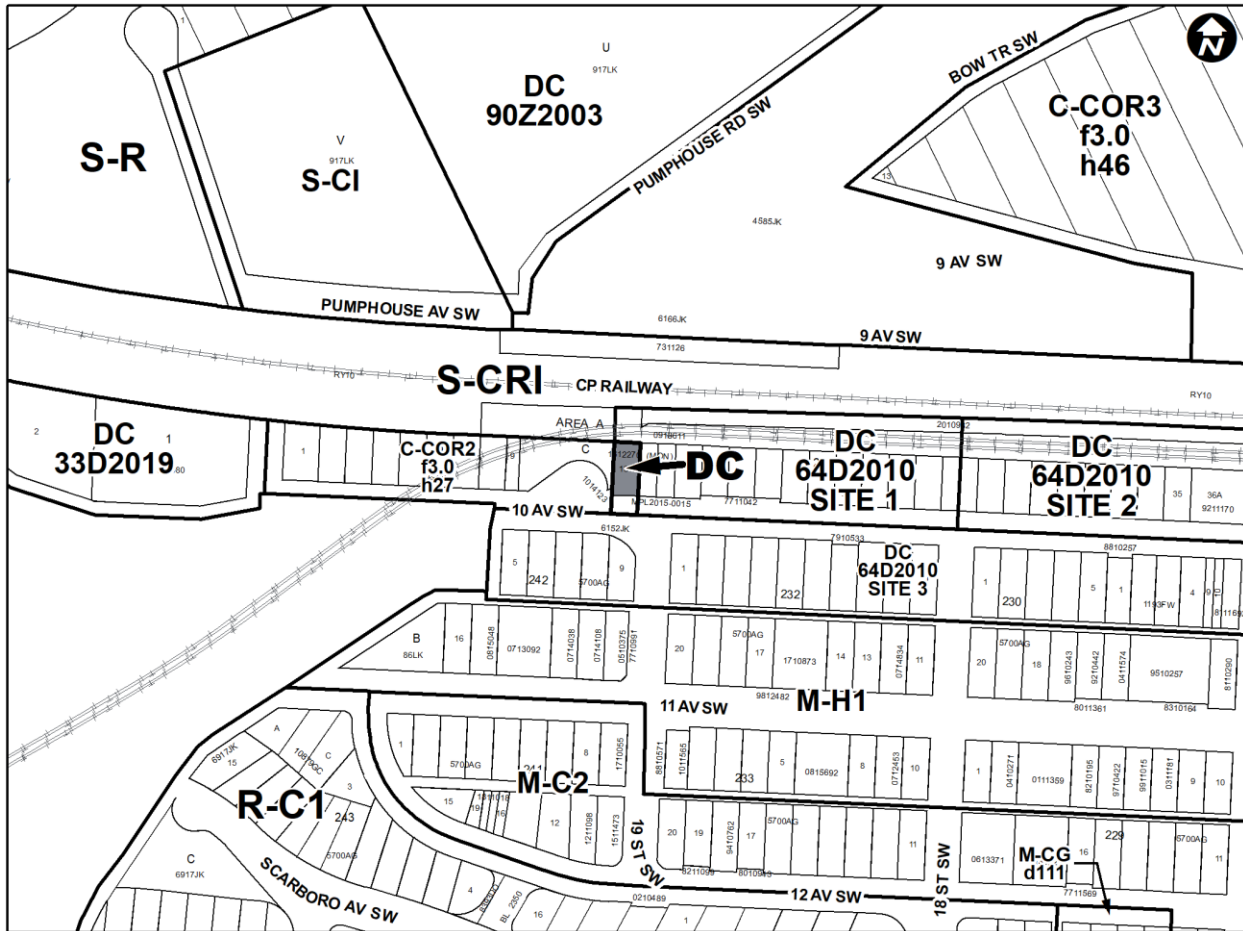
SCHEDULE A



PROPOSED

AMENDMENT LOC2020-0146/CPC2021-0024
BYLAW NUMBER 27D2021

SCHEDULE B



DIRECT CONTROL DISTRICT

Purpose

- 1 This Direct Control District Bylaw is intended to:
- (a) allow for the additional use of Kennel – Urban;
 - (b) provide for a mix of commercial, residential and a limited range of light industrial uses;
 - (c) accommodate mixed-use street-oriented development; and
 - (d) allow for a density bonus over and above base density to achieve public benefit and amenities within the same community.

Compliance with Bylaw 1P2007

- 2 Unless otherwise specified, the rules and provisions of Parts 1, 2, 3 and 4 of Bylaw 1P2007 apply to this Direct Control District Bylaw.

PROPOSED

AMENDMENT LOC2020-0146/CPC2021-0024
BYLAW NUMBER 27D2021

Reference to Bylaw 1P2007

- 3 Within this Direct Control District Bylaw, a reference to a section of Bylaw 1P2007 is deemed to be a reference to the section as amended from time to time.

General Definitions

- 4 In this Direct Control District Bylaw:

- (a) “**average land value**” means the average land value per square metre of buildable floor area for the area, or areas, so approved by **Council** and as amended from time to time;
- (b) “**community investment fund**” means a fund used for projects related to public realm improvements, including but not limited to streetscape design and improvements within **City** rights-of-way, implementation of urban design strategies and public art on public land;
- (c) “**indoor community amenity space**” means floor area provided for community purposes, including, but not limited to, offices, meeting rooms, assembly spaces, recreation facilities, educational facilities, cultural facilities, daycares and other social services, within the **development**, in perpetuity to the **City** and approved by the **Development Authority**; and
- (d) “**publicly accessible private open space**” means outdoor open space located on the **development parcel** that is made available to the public through a registered public access easement agreement, in a location, form, configuration and constructed in a manner approved by the **Development Authority**.

Defined Uses

- 5 In this Direct Control District Bylaw:

- (a) “**Kennel – Urban**” means a **use**:
 - (i) where domestic animals are boarded overnight or for periods greater than 24 hours;
 - (ii) that may provide for the incidental sale of products relating to the services provided by the **use**; and
 - (iii) that includes animal enclosures, pens, runs or exercise areas.

Permitted Uses

- 6 The **permitted uses** of the Centre City Mixed Use District (CC-X) of Bylaw 1P2007 are the **permitted uses** in this Direct Control District.

PROPOSED

AMENDMENT LOC2020-0146/CPC2021-0024 BYLAW NUMBER 27D2021

Discretionary Uses

7 The **discretionary uses** of the Centre City Mixed Use District (CC-X) of Bylaw 1P2007 are the **discretionary uses** in this Direct Control District with the addition of:

- (a) **Kennel – Urban.**

Bylaw 1P2007 District Rules

8 Unless otherwise specified, the rules of the Centre City Mixed Use District (CC-X) of Bylaw 1P2007 apply in this Direct Control District.

Floor Area Ratio

- 9 (1) The minimum **floor area ratio** is 1.0 for new **development**.
- (2) The maximum **floor area ratio** is 5.0.
- (3) The maximum **floor area ratio** specified in subsection (2) may be increased by a maximum of 2.0 **floor area ratio** in accordance with the bonus provisions contained in Section 10 of this Direct Control District Bylaw.

Bonus Floor Area Ratio Earning Items

10 Any of the following items or combination thereof may be used to earn a density bonus up to 2.0 **floor area ratio**:

- (a) provision of “**indoor community amenity space**” within the **development**, where the allowable bonus floor area in square metres is equal to the total construction or restoration cost of the “**indoor community amenity space**”, divided by the “**average land value**” per square metre of buildable floor area multiplied by 0.75, such that:

Allowable bonus floor area = total construction cost / (**average land value** X 0.75);

- (b) provision of “**publicly accessible private open space**” where the allowable bonus floor area in square metres is equal to the total construction cost of the “**publicly accessible private open space**”, divided by the “**average land value**” per square metre of buildable floor area multiplied by 0.75, such that:

Allowable bonus floor area = total construction cost / (average land value X 0.75); and

- (c) contribution to a “**community investment fund**”, as established by **Council**, where the allowable bonus floor area in square metres is equal to the contribution to the “**community investment fund**”, divided by the “**average land value**” per square metre of buildable floor area, such that:

Allowable bonus floor area = contribution / (**average land value**).

Building Height

11 The maximum **building height** is 49 metres.

PROPOSED

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Floor Plate Restrictions

12 Each floor of a **building** located partially or wholly above 36.0 metres above **grade**, and containing:

(a) **Dwelling Units, Hotel or Live Work Units** has a maximum:

(i) **floor plate area** of 930.0 square metres; and

(ii) horizontal dimension of 44.0 metres; and

(b) **Office** has a maximum:

(i) **floor plate area** of 1,300.0 square metres; and

(ii) horizontal dimension of 44.0 metres.

Front Setback Area

13 The **front setback area** must have a minimum depth of 1.0 metre and a maximum depth of 4.0 metres.

Rear Setback Area

14 There is no requirement for a **rear setback area**.

Side Setback Area

15 There is no requirement for a **side setback area** from a **property line** shared with another **parcel**.

Landscaping in Setback Areas

16 Where a **setback area** shares a **property line** with a **street**, the **setback area** must be a **hard surfaced landscaped area** that is level with the **adjacent** sidewalk.

Motor Vehicle Parking Stall Requirements

17 The minimum number of required **motor vehicle parking stalls, visitor parking stalls, bicycle parking stalls – class 1** and **bicycle parking stalls – class 2** is the requirement specified in Sections 1157 and 1159 of Bylaw 1P2007.

Relaxations

18 The **Development Authority** may relax the rules contained in Section 8, 13, 16 and 17 of this Direct Control District Bylaw in accordance with Sections 31 and 36 of Bylaw 1P2007.

Applicant Submission

October 14, 2020

Business Problem

There is a need for over-night boarding in the Sunalta and beltline area. Dog owners who live in the neighborhood are forced to drive across the city to other neighborhoods to receive services for short term overnight care for their dogs.

Our location is currently DC1 Direct Control Land use, which does not allow over night boarding at our facilities. We are looking to expand our services to fill the need for overnight boarding which is being requested by our clients on a day to day basis.

Business Solution

In order to allow over-night kenneling in our establishment the Land use Direct Control (DC - 64D2010) designation will need to be amended to include Kennel (Part 4-Section 220) as a allowed discretionary use.

As an active member of our community, we are reaching out to our neighbours, clients and local councillors to help petition a change in the land use bylaw to allow us to service you all. We are knocking on doors, emailing and getting signed letters to help strengthen our case to the City of Calgary to change their bylaw. We are submitting our business case on September 30, 2020 and hope to gain your support.

Services currently Offered

Service Name	Description	Personnel required	Hours of Operations
Daycare	Currently providing three main areas where the dogs will be cared for. One large play area on main level, one large play area and eight individual kenneled room on the second level.	5	Monday to Friday 6:30am – 6:30pm Weekend by appointment only.
Grooming	One dedicated grooming room allowing up to 3 dogs at one time. Pamper your pooch with a grooming experience like no other. From bathing to hair styling and nail clippings, you can rest assure your furbaby will walk out feeling like a PupStar!	1	Monday to Friday 6:30am – 6:30pm Weekend by appointment only.
Canine Massage Therapy	Massage therapy for canines is beneficial because it aids in the circulation of fluids throughout the body which assists the joints and muscles in flushing toxins from the tissues. The results include reduced pain and stiffness, more flexibility and greater range of motion. Massage also increases blood flow, lowers blood pressure and improves cardiovascular health. Not only that, but your pup will more relaxed than ever.	1	Monday to Friday 6:30am – 6:30pm Weekend by appointment only
Canine Reiki Therapy	Reiki is very beneficial for your pets as sometimes they need some inner healing in their life too. Reiki healing can be used for pain and mobility, anxiety, separation anxiety and some	1	Monday to Friday 6:30am – 6:30pm Weekend by appointment only
	aggressive behavior. With adopted shelter pets it is especially calming as they need extra love and care to overcome their past experiences and to help them settle into their new environment.		
Social Events and Training Meet ups	<ul style="list-style-type: none"> • Single Mingle Doggy Dingle (Speed dating for dog owners) • DOGA (Dog yoga) • Meet up Groups (Social play with dogs) • Canine Massage Intro (Learn massage techniques for your dog) • Paint night with the pooch (Paint with your dog in a social setting) 	2	Various times of the day and weekends.
Retail	We currently sell perishable dog food items and accessories for dogs.		Monday to Friday 6:30am – 6:30pm

Noise compliance

Building Construction:

Central Bark Doggy Daycare is in a two-storey, commercial detached concrete block building, which allows for reduced sound transmission from one building to the exterior of the building.

Canadian Pacific Railway:

The location is at a busy intersection/round about. The location is in front an active railroad line. Canadian Pacific Railway Freight Train passes by up to 27 trains per day and runs 24/7 days a week. Land use governed federally under Industrial.

Bus Routes and Traffic: Location on a main traffic route to Bow Trail West and Crowchild North directed from Downtown. Public Pathways: There is a city bike/walk pathway that runs past our location to the Sunalta Dog off Leash Park and river pathways

Community Growth

Central Bark Doggy Daycare is located the community of Sunalta since 2018. Since then our team of two has grown to a team of 5 canine attendants, 1 Full-Time groomer, a Reiki Therapist and a Canine Massage Therapist.

We were able to grow with the help of Government of Canada providing employee grants. We currently are working with the Canada Summer Work Program which allows us to hire summer students throughout the summer months. This has allowed opportunities for youth to come join our team where we train them on entrepreneurship, marketing and canine behaviour. We currently have two summer student being trained on all these aspects. Central Bark Doggy Daycare is not only a dog daycare. We have hosted events to bring in the community to come and socialize. Additionally we have participated in community events.

- Sunalta Live – Provided a space for a live concert with proceeds donated to Sunalta Community Association.
- Providing a space for Sunalta Community Association to sell items to fundraise for their hall.
- Sunalta Movie in the Park – Participated in the sales of West Jet Raffle tickets.
- Sunalta Stampede Breakfast. Provided Doggy Pancakes for the neighbours and the pooches

Community Association Letter



Attn: Jyde Heaven
RE: **LOC2020-0146**

November 12th, 2020

The Sunalta Community Association is providing this letter in response to the Development Permit Application LOC2020-0146.

The SCA development committee has reviewed the package delivered via email, and is supportive of the amendment to support the additional land use. The community association applauds the applicant's ability to activate and improve their building and brighten that portion of our 10th Avenue Main Street.

We wanted to also mention that we really appreciate the clarity and the business problem laid out by Central Bark Doggy Daycare and for making it easy and clear to support the growth of a local business.

Thank you,

Micheal Jones
Director of Planning and Development

Land Use Amendment in Haysboro (Ward 11) at 9715 Horton Road SW, LOC2020-0121

RECOMMENDATION(S):

That the Calgary Planning Commission recommend that Council:

Give three readings to the proposed bylaw for the redesignation of 0.37 hectares \pm (0.91 acres \pm) located at 9715 Horton Road SW (Plan 5403JK, Block 11, Lot 5) from Industrial – General (I-G) District to Industrial – Commercial (I-C) District.

**RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2021
JANUARY 21:**

That Council give three readings to **Proposed Bylaw 28D2021** for the redesignation of 0.37 hectares \pm (0.91 acres \pm) located at 9715 Horton Road SW (Plan 5403JK, Block 11, Lot 5) from Industrial – General (I-G) District to Industrial – Commercial (I-C) District.

HIGHLIGHTS

- This application seeks to redesignate the subject property to allow greater flexibility of commercial uses not allowed in the current district.
- The proposal allows for a set of uses that are complementary to the neighbouring character of the area and conforms to relevant policies of the *Municipal Development Plan*.
- What does this mean to Calgarians? Increased commercial and light industrial opportunities to promote an efficient use of existing building and infrastructure.
- Why does this matter? The proposal will enable additional commercial and employment opportunities within the existing building.
- There is no previous Council direction regarding this proposal.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods.

DISCUSSION

This land use amendment application in the community of Haysboro was submitted by the Rick Balbi Architect on behalf of the owner, Telsec Property Corporation, on 2020 August 13.

The 0.37 hectare parcel is situated along Horton Road SW immediately west of the Southland Crossing commercial site and approximately 200 metres from Macleod Trail S. The site is located within a mix of commercially and industrially zoned parcels, bounded by the LRT tracks to the west. West of the LRT tracks are single family houses. The site is approximately 250 metres north of the Southland LRT Station. The site has an existing 1974 building partially occupied by Elite Dance Studio.

As indicated in the Applicant Submission (Attachment 2), the proposed land use district is intended to enable a greater range of commercial industrial uses on this parcel that is compatible with surrounding land uses. At this time, the applicant is not considering demolition of the existing building and redevelopment of the site.

Land Use Amendment in Haysboro (Ward 11) at 9715 Horton Road SW, LOC2020-0121

A detailed planning evaluation of the application, including location maps and site context, is provided in Attachment 1, Background and Planning Evaluation.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Outreach was undertaken by the Applicant
- ☒ Public/Stakeholders were informed by Administration

Applicant-Led Outreach

As part of the review of the proposed land use amendment application, the applicant was encouraged to use the [Applicant Outreach Toolkit](#), to assess which level of outreach with public stakeholders and the Community Association was appropriate. They determined that no outreach would be undertaken.

City-Led Outreach

In keeping with Administration's practices, this application was circulated to stakeholders, notice posted on-site, published [online](#) and notification letters were sent to adjacent landowners.

Administration received one call from the public to clarify uses allowed in the proposed land use.

The Haysboro Community Association provided correspondence on 2020 September 18 that they have no comments regarding this application.

Administration considered the relevant planning issues specific to the application and has determined the proposal to be appropriate. The uses, building and site design, and on-site parking will be reviewed and determined at future redevelopment stage.

Following Calgary Planning Commission, notifications for Public Hearing of Council will be posted on-site and mailed to adjacent landowners. In addition, Commission's recommendation and the date of the Public Hearing will be advertised.

IMPLICATIONS

Social

The proposed land use district will provide opportunities for additional commercial uses while maintaining the industrial character and function of the area. The redesignation of the parcel will enable a more efficient use of land and infrastructure, support surrounding uses and amenities while allowing additional amenities for the community and greater area.

Environmental

This application does not include any actions that specifically address objectives of the [Climate Resilience Strategy](#). Further opportunities to align development of this site with applicable climate resilience strategies will be explored and encouraged at the development permit stage.

Planning & Development Report to
Calgary Planning Commission
2021 January 21

ISC: UNRESTRICTED
CPC2021-0076
Page 3 of 3

Land Use Amendment in Haysboro (Ward 11) at 9715 Horton Road SW, LOC2020-0121

Economic

The proposed land use amendment enables flexibility of uses which may better accommodate the economic needs of the current environment.

Service and Financial Implications

No anticipated financial impact.

RISK

There are no known risks associated with this proposal.

ATTACHMENT(S)

1. Background and Planning Evaluation
2. Applicant Submission
3. **Proposed Bylaw 28D2021**

Department Circulation

General Manager (Name)	Department	Approve/Consult/Inform

Background and Planning Evaluation

Background and Site Context

The subject parcel is located in the community of Haysboro, approximately 200 metres west of Macleod Trail S. The site is located within 600 metres north of the Southland LRT Station, and within one kilometre south of the Heritage LRT Station. The site is bounded by the CP Rail track to the west and Horton Road SW to the east, immediately west of Southland Crossing commercial site.

The surrounding lands are designated industrial and commercial districts. The parcel is approximately 108 metres in length and 31 metres wide. The parcel has an existing building that was constructed in 1974.

No development permit application has been submitted at this time, as the owner intends to accommodate additional uses within the existing building.

Community Peak Population Table

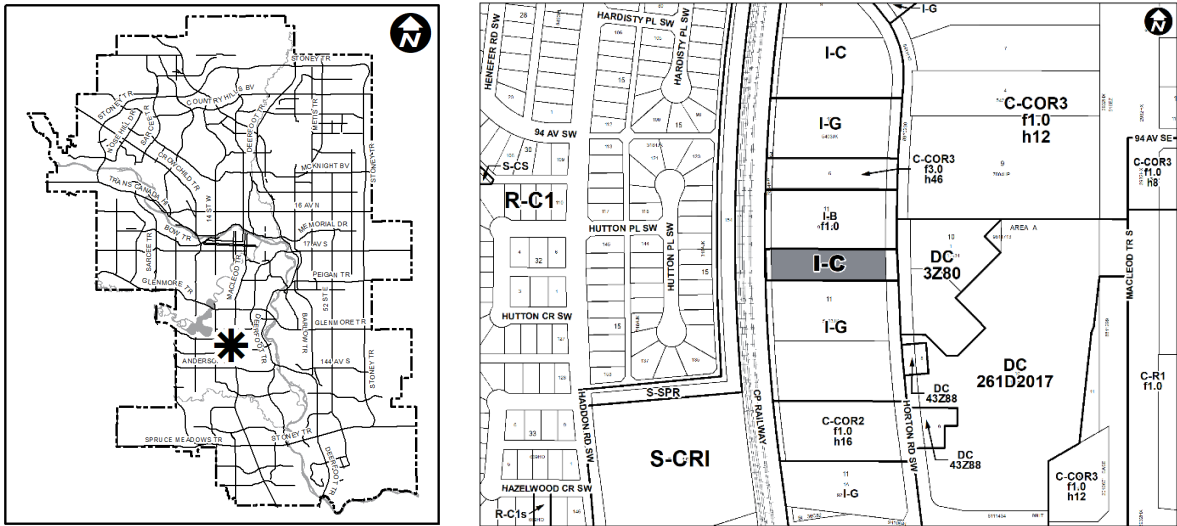
As identified below, the community of Haysboro reached its peak population in 1968, and the population has decreased.

Haysboro	
Peak Population Year	1968
Peak Population	8,044
2019 Current Population	7,080
Difference in Population (Number)	- 964
Difference in Population (Percent)	-12%

Source: *The City of Calgary 2019 Civic Census*

Additional demographic and socio-economic information may be obtained online through the [Haysboro Community Profile](#).

Location Maps





Previous Council Direction

None.

Planning Evaluation

Land Use

This application proposes to redesignate the subject parcel from I-G District to I-C District. The existing I-G District allows for a wide variety of general light and medium industrial uses. Parcels within I-G Districts have limits on sales and office activities to preserve a diverse industrial land base. The I-G District has a maximum floor area ratio of 1.0 and a maximum height of 16.0 metres.

The proposed I-C District allows for light industrial uses that are unlimited in size, as well as small scale support commercial uses that are compatible with and complement light industrial uses. Accordingly, the I-C District contains provisions to ensure that developments provide an appropriate transition between other land use districts and the I-G District. These provisions include setbacks, screening, landscaping and building design controls that are intended to address the aesthetics of more visible locations. The I-C District allows for a maximum floor area ratio of 1.0 and a maximum building height of 12.0 metres.

Beyond maximum building height and a slightly different suite of allowable uses, key differences between the I-C and I-G districts are that the I-C District has no use area restrictions for office; retail and consumer service uses (with maximum use area limits) are allowed. This is in contrast to the I-G District where retail sales activities and office uses are restricted by rules to ensure that these uses may only exist as ancillary components of the principal I-G uses.

The surrounding area has various industrial and commercial land uses with the adjacent land uses being Industrial – Business (I-B) District, Commercial – Corridor 3 f3.0h46 (C-COR3 f3.0h46) District on the north, and Industrial – General (I-G) District, Commercial – Corridor 2 f1.0h16 (C-COR2 f1.0h16) on the south.

The proposed I-C District represents an industrial commercial land use district that allows for a wider range of uses on the parcel. The proposal allows for uses that are compatible with and complement existing light industrial uses and meets the objectives of applicable policies as discussed in the Legislation and Policy section of this report.

Development and Site Design

The applicant is not seeking to change the layout or design of the existing site but is seeking to add additional uses for the site within existing buildings. The rules of the proposed I-C District will provide guidance for future redevelopment plans.

Transportation

A Transportation Impact Assessment or parking study were not required as part of the land use amendment application. With future redevelopment of the site, the applicant may be required to provide an assessment or study to support the development.

Horton Road SW is presently classified as a collector road, with potential for future right of way requirement adjacent to the site. The area is well served by Calgary Transit via Routes 81, 99, 106, and within 600 metres of the Southland LRT Station, and one kilometre of the Heritage LRT Station.

Environmental Site Considerations

No environmental concerns were identified.

Utilities and Servicing

Water, sanitary, and storm services exist to the subject site. Public water, sanitary, and storm deep utilities exist immediately adjacent to the site for development servicing. At the time of development, site servicing will be to the satisfaction of Water Resources.

Legislation and Policy

South Saskatchewan Regional Plan (2014)

The recommendation by Administration in this report has considered and is aligned with the policy direction of the [South Saskatchewan Regional Plan](#) which directs population growth in the region to Cities and Towns and promotes the efficient use of land.

Interim Growth Plan (2018)

The recommendation aligns with the policy direction of the Calgary Metropolitan Region Board's [Interim Growth Plan](#) (IGP). The proposed land use amendment builds on the principles of the IGP by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

Municipal Development Plan (Statutory – 2009)

The subject parcel is located within the Established Areas Typology as per Map 1: Urban Structure in the [Municipal Development Plan](#) (MDP). Although the MDP makes no specific

reference to the parcel, the MDP encourages moderate intensification in a form that respects the scale and character of the neighborhood. These areas are primarily residential communities containing a mix of low and medium density housing with support retail uses in relatively close proximity. The subject parcel is within a block of the Macleod Trail corridor which is identified as an Urban Main Street. An Urban Main Street should contain a broad range of employment, commercial and retail uses to support a diverse range of the population. The proposed land use is in keeping with the existing industrial component of the site and commercial nature of the surroundings, and consistent with relevant MDP policies.

Transit Oriented Development Policy Guidelines (2004)

This parcel is located within the Southland LRT station area, and future development will be subject to the development guidelines in the [Transit Oriented Development Policy Guidelines](#).

Climate Resilience Strategy (2018)

This application does not include any specific actions that address objectives of the [Climate Resilience Strategy](#). Further opportunities to align development of this site with applicable climate resilience strategies will be explored and encouraged at the development permit stage.

The Development Next to Freight Rail Corridor Policy (Non-Statutory – 2018)

This parcel is located in proximity to a freight rail corridor and is subject to the Development Next to [Freight Rail Corridor Policy](#) (Rail Policy). The Rail Policy does not have any implications at the Land Use Amendment stage, but future development will be considered against the policy.

L.R.T. South Corridor Land Use Study

The [L.R.T. South Corridor Land Use Study](#) recommends that the existing Haysboro Industrial Park retain its existing land use designation as a general light industrial district. The proposed recommendation retains the industrial uses at the same time allowing for ancillary commercial uses that complement the surrounding mixed commercial and industrial area.

Heritage Communities Local Area Planning Project

Currently, there is no local area plan for this area, however, the subject site is located within the boundaries of the [Heritage Communities Local Area Planning project](#). Administration is currently working on the *Heritage Communities Local Area Plan* which includes Haysboro and surrounding communities. Planning applications are being accepted for processing during the local growth planning process.

Applicant Submission

August 13, 2020

This application is for a proposed Land Use Redesignation in the Community of Haysboro, from Industrial – General (I-G) to Industrial – Commercial (I-C), to provide increased flexibility of use.

The site, currently partially occupied by Elite Dance Studio, is located at 9715 Horton Road SW and has a total area of approximately 0.91 acres. The site is located in the small stretch of mixed commercial and industrial (Haysboro Industrial) bounded by the LRT tracks to the west and Horton Road SW to the east, immediately west of Southland Crossing and one block away from the Macleod Trail corridor. The parcel is also located within approximately 400m of the Southland LRT station. Immediately across the LRT tracks to the west there is an abrupt transition to the low density homes of Haysboro.

Local area planning is currently underway, and the site is identified within the Municipal Development Plan as within the Established Community, immediately adjacent to the Macleod Trail Urban Corridor and immediately north of the Major Activity Centre that encompasses the commercial around the LRT south to the Southcentre Mall.

The primary intent of this application is to provide increased flexibility of use within the existing building, with no measurable impact to the surrounding properties. The proposed land use redesignation is in keeping with the surrounding context and existing surrounding uses. As such, we would respectfully request your support of this application.

PROPOSED

CPC2021-0076
ATTACHMENT 3

BYLAW NUMBER 28D2021

**BEING A BYLAW OF THE CITY OF CALGARY
TO AMEND THE LAND USE BYLAW 1P2007
(LAND USE AMENDMENT
LOC2020-0121/CPC2021-0076)**

WHEREAS it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

AND WHEREAS Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and replacing it with that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

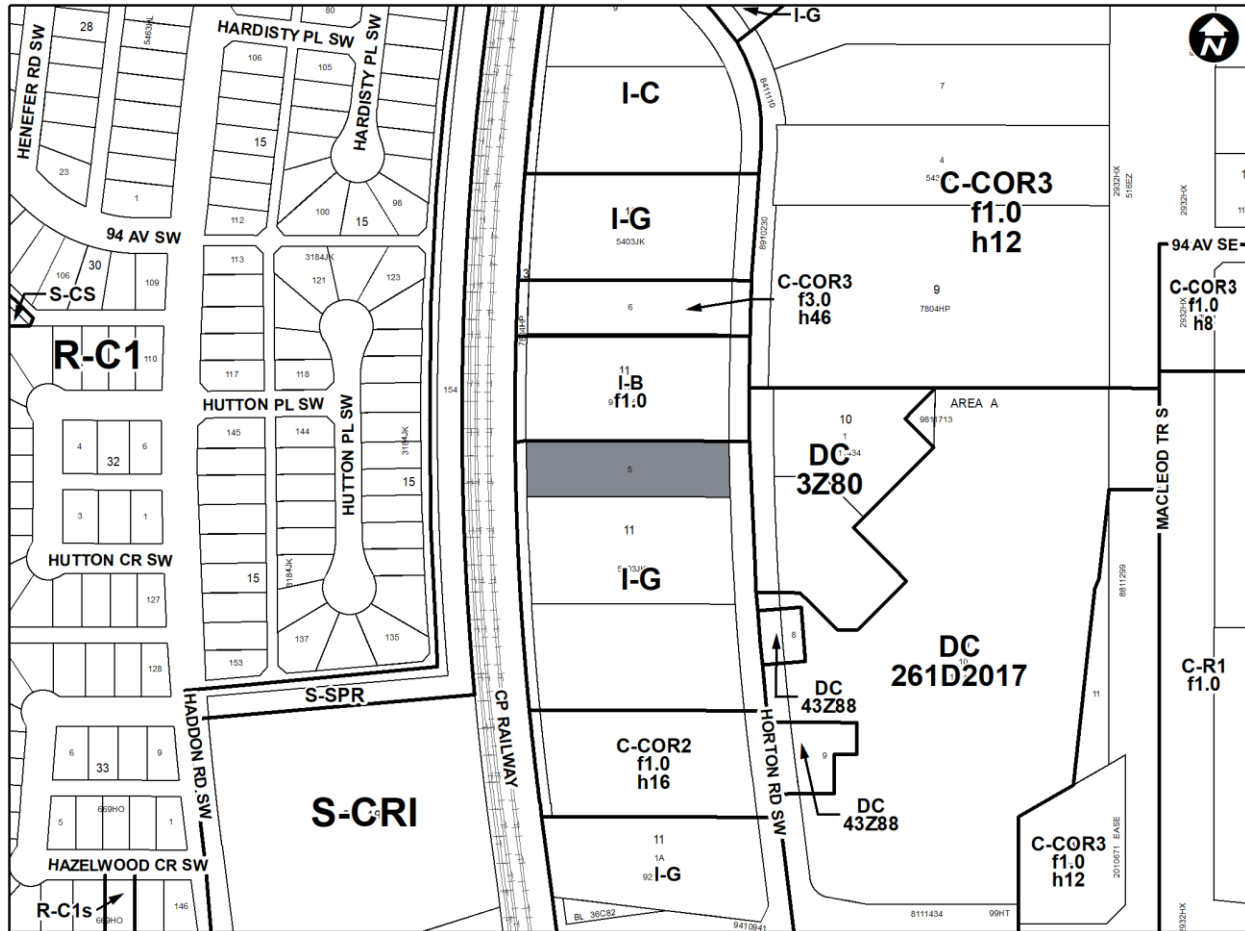
CITY CLERK

SIGNED ON _____

PROPOSED

AMENDMENT LOC2020-0121/CPC2021-0076
BYLAW NUMBER 28D2021

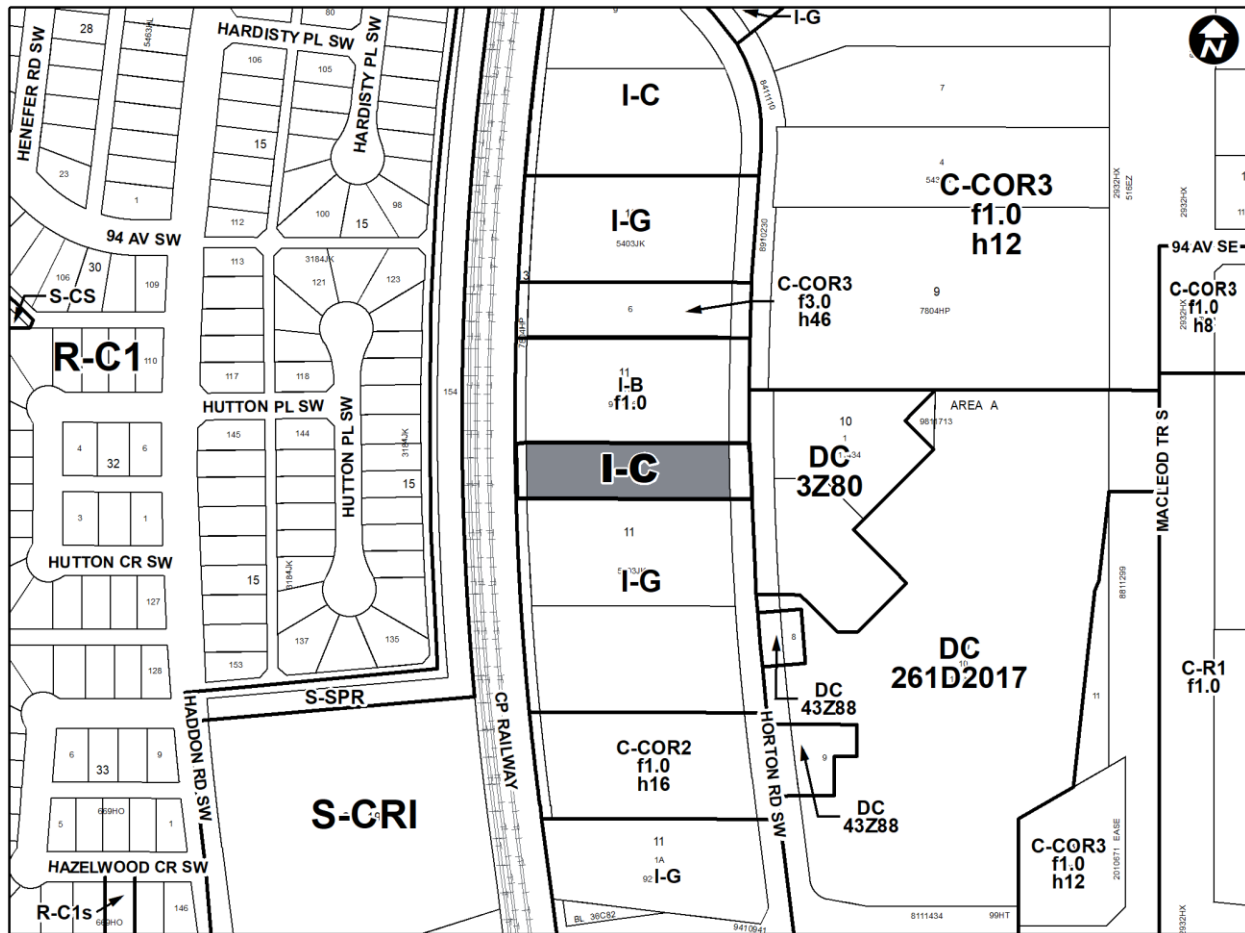
SCHEDULE A



PROPOSED

AMENDMENT LOC2020-0121/CPC2021-0076
BYLAW NUMBER 28D2021

SCHEDULE B



Land Use Amendment in Horizon (Ward 10) at 2622 - 39 Avenue NE, LOC2020-0168

RECOMMENDATION(S):

That Calgary Planning Commission:

1. Forward this report (CPC2021-0153) to the 2021 March 01 Combined Meeting of Council to the Public Hearing portion of the Agenda; and

That Calgary Planning Commission recommend that Council:

2. Give three readings to the proposed bylaw for the redesignation of 1.24 hectares \pm (3.07 acres \pm) located at 2622 - 39 Avenue NE (Plan 0010926, Block 1, Lot 20) from Commercial – Corridor 3 f1.0h30 (C-COR3 f1.0h30) District to DC Direct Control District to accommodate the additional use of Assisted Living, with guidelines (Attachment 2).

RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2021 FEBRUARY 4:

That Council give three readings to **Proposed Bylaw 29D2021** for the redesignation of 1.24 hectares \pm (3.07 acres \pm) located at 2622 - 39 Avenue NE (Plan 0010926, Block 1, Lot 20) from Commercial – Corridor 3 f1.0h30 (C-COR3 f1.0h30) District to DC Direct Control District to accommodate the additional use of Assisted Living, with guidelines (Attachment 2).

HIGHLIGHTS

- This application proposes a redesignation to allow for an additional use of Assisted Living added to an existing site for the purposes of a hotel conversion for Seniors Housing.
- Provincial Ministerial approval was issued on 2021 January 26 for an amendment to the Airport Vicinity Protection Area Regulation to permit the additional use of Assisted Living on the subject site.
- The proposal accommodates the residential use of Assisted Living and introduces a new demographic to the community, which is keeping with the applicable policies of the *Municipal Development Plan*.
- What does this mean to Calgarians? Increased provision of below-market housing and special care facility opportunities for senior aged population to support the Federal Rapid Housing Initiative (RHI) program and increase Calgary's supply of affordable housing.
- Why does this matter? Provides the opportunity to support the delivery of affordable housing and care facilities to senior aged population as they enter different stages of their life. Adaptive reuse of an existing development also helps facilitate increased business and economic resiliency.
- There is no previous Council Direction regarding this site. The City of Calgary's Corporate Affordable Housing Strategy (2016) identified scaling up the non-profit affordable housing sector as an identified objective.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods

Land Use Amendment in Horizon (Ward 10) at 2622 - 39 Avenue NE, LOC2020-0168

DISCUSSION

This land use amendment application was submitted by CivicWorks on behalf of the landowner Silvera Hotel (YYC) Ltd on 2020 November 16. As indicated in the Applicant Submission (Attachment 4), this application is intended to allow for the adaptive re-use of an existing hotel building on the site to an affordable housing complex for older adults.

Silvera for Seniors is a civic partner committed to helping address the need for more affordable housing for senior aged residents in Calgary. The vision for the site is to become a well-connected, retirement community that will include both supportive and independent living arrangements, while providing for communal spaces devoted to social and recreation activities. In the future, Silvera has indicated their intent to potentially add on additional housing to help facilitate this vision.

This hotel conversion would be subsidized through the Federal Government's Rapid Housing Initiative (RHI) program administered by the Canadian Mortgage and Housing Corporation. The City, through a bi-lateral partnership with CMHC, has been approved to receive and distribute funding to housing providers to create new affordable housing opportunities and stimulate the local economy. This was supported by Council through [C2020-1424 on 2020 December 14](#). This application supports The City's goal, as per the Corporate Affordable Housing Strategy (CAHS) to increase the supply of affordable housing and to remove barriers for the non-market housing sector to create new dwelling units.

The subject site is located at 39 Avenue NE along the perimeter of the community of Horizon. The subject site comprises of one property that is 1.24 hectares (3.07 acres) in size and contains an existing hotel building. The site is located within the Calgary International Airport Vicinity Protection Area (AVPA) noise exposure forecast contour area of 30-35, which permits hotel uses but restricts residential uses on this site according to the AVPA Regulation. To accommodate the proposed use, an amendment to the AVPA Regulation was approved by the Province by Ministerial consent on 2021 January 26 to allow for the residential use of assisted living on this site.

A proposed DC Direct Control District, based on the C-COR3 District, is intended to enable a 120-unit independent living facility for seniors within all floors of the existing building. The proposed DC District is required to allow for the additional discretionary use of Assisted Living. A development permit application (DP2020-7178) for Assisted Living, has been submitted and is currently under review by the Administration.

Administration recommended a joint review of the land use amendment and development permit for the DC District in order to provide all stakeholders with a clear understanding of the proposed outcome and enable the amendment to the AVPA Regulations to meet the timeline requirements for the distribution of RHI funding. Administration reviewed the application in context to the outcomes for the future residents in the area and supports the application as presented.

Land Use Amendment in Horizon (Ward 10) at 2622 - 39 Avenue NE, LOC2020-0168

More details about this land use amendment application and surrounding site context is provided in Attachment 1, Background and Planning Evaluation.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☒ Outreach was undertaken by the Applicant
- ☒ Public/Stakeholders were informed by Administration

Applicant-Led Outreach

As part of the review of the proposed land use amendment application, the applicant was encouraged to use the [Applicant Outreach Toolkit](#), to assess which level of outreach with public stakeholders was appropriate. The applicant posted signage on the site and circulated mailers to all surrounding properties located within 300 metres of the site to invite comments. During the Applicant's outreach program, no comments were received. See Attachment 5 for the Applicant Outreach Summary.

City-Led Outreach

In keeping with Administration's practices, this application was circulated to stakeholders, notice posted on site, published [online](#) and notification letters were sent to adjacent landowners.

Administration received no comments from the public on this proposed land use redesignation. No Community Association is established in the community of Horizon.

Administration conducted another outreach program specifically to obtain preliminary commentary from airport stakeholders to assemble the AVPA amendment application. The Province has provided the AVPA amendment to The City on 2021 February 03, as included in Attachment 3.

Following Calgary Planning Commission, notifications for Public Hearing of Council will be posted on-site and mailed to adjacent landowners. In addition, Commission's recommendation and the date of the Public Hearing will be advertised.

IMPLICATIONS

Social

The proposed land use amendment supports the City's efforts to develop and increase the supply of permanent affordable housing and special care facility opportunities. The re-use of the existing building on site will support surrounding commercial uses while allowing for future redevelopment on the property.

Environmental

This application proposes adaptive re-use the existing building on site. This will contribute to achieving the objectives of the [Climate Resilience Strategy](#), Climate Mitigation Action Plan Program 7: Consumption and Waste Reduction.

Planning & Development Report to
Calgary Planning Commission
2021 February 4

ISC: UNRESTRICTED
CPC2021-0153
Page 4 of 4

Land Use Amendment in Horizon (Ward 10) at 2622 - 39 Avenue NE, LOC2020-0168

Economic

The conversion of vacant hotel properties throughout Calgary offers benefits to struggling local commercial and industrial sectors. The intended assisted living facility will increase transit ridership in the area and enhance the viability of the surrounding commercial area. It will also leverage the existing regional pathway system.

Service and Financial Implications

No anticipated financial impact.

RISK

There is a risk if Silvera for Seniors, the senior care provider, is unable to uphold the RHI criteria and timing, that the funding would be lost and the proposal to re-use the existing building to facilitate the proposed assisted living facility would be cancelled.

ATTACHMENT(S)

1. Background and Planning Evaluation
- 2. Proposed Bylaw 29D2021**
3. Amendment to the Calgary International Airport Vicinity Protection Area Regulation and Signed Ministerial Order
4. Applicant Submission
5. Applicant Outreach Summary

Department Circulation

General Manager (Name)	Department	Approve/Consult/Inform

Background and Planning Evaluation

Background and Site Context

The subject site is located on the northwest corner of 39 Avenue NE and 26 Street NE intersection along the south perimeter of the Horizon Industrial Area. The subject land is approximately 1.24 hectares (3.07 acres) in size, measuring approximately 125 metres wide by 55 metres in depth. The parcel is currently developed and contains a four-storey hotel building, Lakeview Signature Inn. There are two driveway access points along 26 Street NE, which is the eastern boundary of the parcel. The driveway access towards the northeast corner is a shared access with the abutting north parcel.

The subject site is located along 39 Avenue NE which is a major industrial trucking route. Surrounding developments mainly are characterized by a mixture of commercial developments towards the west, institutional uses including a place of worship and private school building directly to the south and light industrial uses towards the north and east. The Walmart Logistic distribution centre is located east of the subject site along 39 Avenue NE. There is a regional pathway that runs along the entire south boundary of the parcel. The structure, building condition and size of the existing building on site is suitable to accommodate the proposed assisted living use.

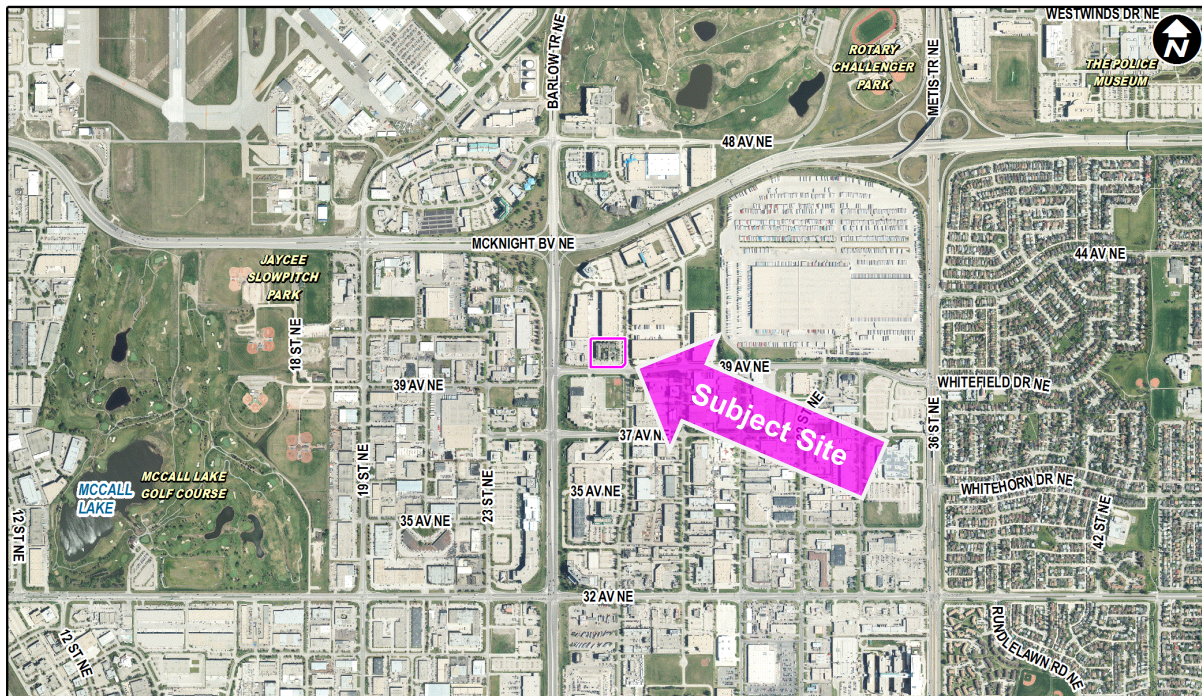
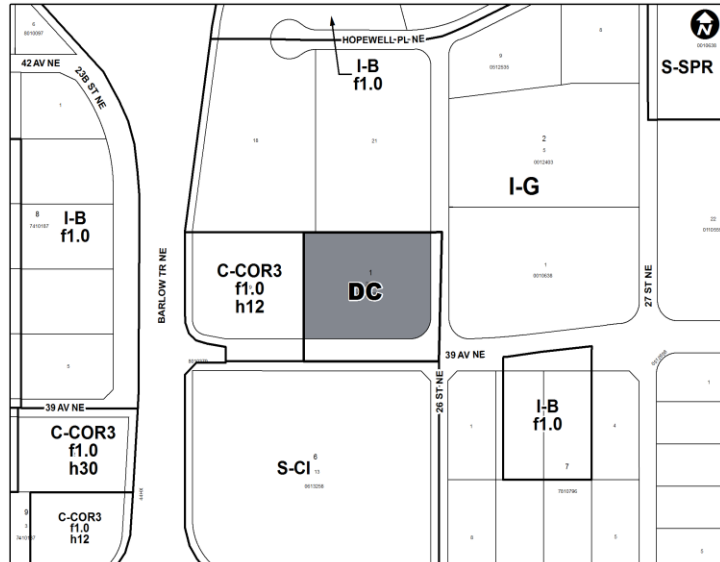
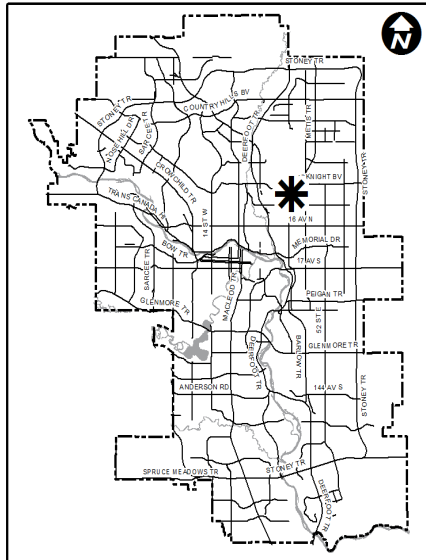
There are a number of adjacent restaurants and retail stores towards the west and northwest of the site located along Barlow Trail NE. The associated development permit (DP2020-7178) proposes a third shared driveway access point at the southwest portion of the site along 39 Avenue NE that provides a pedestrian and bicycle connection towards Barlow Trail NE towards the west and 36 Street NE to the east.

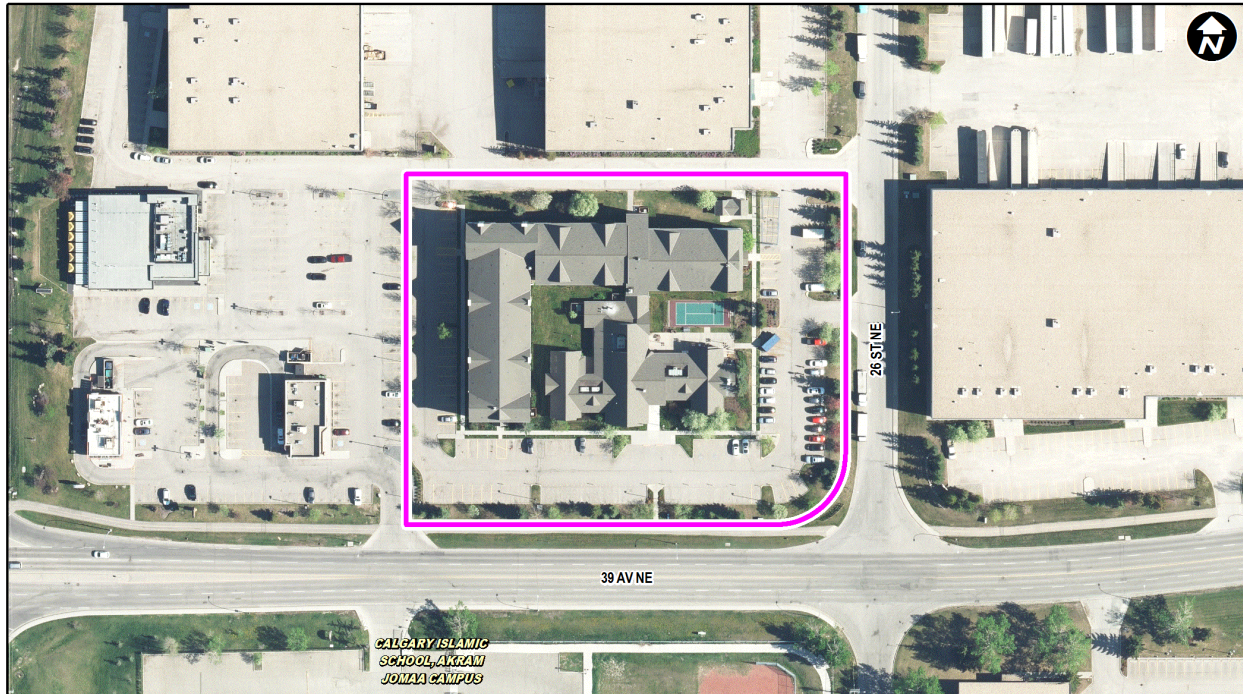
The subject site is entirely located within the 30-35 Noise Emission Forecast (NEF) contour area of the Airport Vicinity Protection Area (AVPA). **The AVPA Regulation was amended by the Provincial Ministry of Municipal Affairs, by Ministerial Order on 2021 January 26, to permit affordable housing on the subject site.**

Community Peak Population Table

The Horizon Industrial Area is solely a commercial/industrial area and has no residential population, therefore there is no demographic or socio-economic information currently available for the area at this time. If Council approves this land use redesignation, the subject development would introduce a residential population of 120 persons.

Location Maps





Previous Council Direction

None.

Planning Evaluation

Land Use

The existing C-CO3 f1.0h30 District is a commercial designation that is primarily intended to accommodate for mid-scale and large retail, food and drinking establishments while providing direct access for motor vehicles from roads. The site contains landscaping along the east and south perimeter that separates the existing development from 26 Street and 39 Avenue NE roadways.

The proposed DC District is based on the C-COR3 District and allows for the discretionary use of Assisted Living. The DC District allows for a maximum FAR of 1.4 and a height modifier of 30 metres. The main purpose of the DC District is to allow for the proposed assisted living facility with no allowance for any other type of residential use on the site. Initially, this land use redesignation application proposed the stock district C-COR2, however, it allows for the discretionary use of Dwelling Unit which a typical multi-residential or mixed use development which would not be supported on this site due to anticipated higher traffic generation in the immediate area.

The proposed DC District includes a rule that allows the Development Authority to relax Section 6 of the DC. Section 6 incorporates the rules of the base district in Bylaw 1P2007 where the DC does not provide for specific regulation. In a standard district, many of these rules can be relaxed if they meet the test for relaxation of Bylaw 1P2007. The intent of this DC rule is to ensure that rules regulating aspects of development that are not specifically regulated by the DC can also be relaxed in the same way that they would be in a standard district.

Development and Site Design

If the land use redesignation is approved by Council, the rules of the proposed DC District will allow for the proposed Assisted Living facility use in addition to the general permitted and discretionary uses of the C-COR3 District. The proposed DC District will provide an FAR modifier of 1.4 and maximum building height modifier of 30 metres that currently exists on the parcel.

Transportation

The subject site is located at 2622 – 39 Avenue NE. The nearest transit zone is located approximately 220 metres south of the site, on 37 Avenue and 26 Street NE (bus Route 57 Monterey Park / McCall Way). The Whitehorn LRT Station is located approximately 1.3 kilometres to the east, on 36 Street at 37 Avenue NE. Route 57 connects 26 Street NE to the Whitehorn LRT Station.

A Transportation Impact Assessment was submitted in support of the proposal. Through this analysis, a recommendation was made to improve pedestrian access to Transit by either rerouting the existing transit in the area or upgrading the existing network: namely to construct a City standard sidewalk on 26 Street from 39 Avenue to 37 Avenue NE. At this time, rerouting the existing transit will require additional work on service impacts and costs associated with moving the bus stop. This option will continue to be explored by Administration. It was felt that the installation of a sidewalk was the best option for this site. Following negotiations and some of the restrictions on initial funding for the affordable housing on site, a subsequent agreement was made between the Administration and the applicant for the developer to construct this sidewalk through a future development permit or by 2023, whichever comes first. In the interim, the operator will be looking at other arrangements, including local partnerships with the adjacent school and place of worship to provide supports to the residents on the site.

Environmental Site Considerations

No environmental concerns were identified.

Utilities and Servicing

Water, sanitary and storm sewer mains are available and can accommodate the proposed land use redesignation without the need for network upgrades at this time. Through the review of the associated development permit (DP2020-7178), a site sanitary servicing report was necessary and is being reviewed.

Legislation and Policy

South Saskatchewan Regional Plan (2014)

The recommendation by Administration in this report has considered and is aligned with the policy direction of the [South Saskatchewan Regional Plan](#) which directs population growth in the region to Cities and Towns and promotes the efficient use of land.

Interim Growth Plan (2018)

The recommendation aligns with the policy direction of the Calgary Metropolitan Region Board's [Interim Growth Plan](#) (IGP). The proposed land use amendment builds on the principles of the IGP by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

Calgary International Airport Vicinity Protection Area (2009)

The subject site is located within the AVPA NEF 30-35 contour area and required an amendment to the AVPA Regulation to facilitate the use of Assisted Living. **Administration**

notified all airport stakeholders of a potential amendment to the AVPA Regulation and sought preliminary commentary on the proposed amendment to the AVPA Regulations. Given the priority of the provision of affordable housing, Administration received the AVPA amendment from the Minister on 2021 February 03.

Municipal Development Plan (Statutory – 2009)

The subject site is located within the Standard Industrial area as identified on Map 1: Urban Structure in the *Municipal Development Plan* (MDP).

The MDP in Section 2.3.1: Housing, encourages a wide variety and choice of housing forms, tenures and affordability throughout our City to accommodate the needs of current and future Calgarians. Accommodating special care facilities such as assisted living, meet a diverse array of city-wide and community level needs, including nursing homes, adult group homes, youth care facilities, rehabilitative homes and transitional facilities. The MDP encourages the presence of both affordable housing and special care facilities as an integral part of what contributes to the fabric of Calgary.

According to the land use policies of 3.7.1 Standard Industrial Area, cites portions of the Standard Industrial Areas may be appropriate for redevelopment as non-industrial areas, given their proximity to existing communities and the Primary Transit Network. The subject site is the first of a series of hotel conversions throughout Calgary, spurred by high vacancies due to the COVID-19 pandemic and the lack of travelling. Most of the proposed conversions are located in the Standard Industrial/ Commercial business areas. Administration reviewed and considered the site suitability and the future outcomes of the residents during the review of this application. It was seen that this location is appropriate for assisted living given the additional supports that are built into the operation of the facility, including onsite activities, amenities and commercial services within the immediate area. It is also located approximately 220 metres from the nearest Transit Route 57 along 37 Avenue NE and 1.1 kilometres to the nearest LRT platform, Rundle LRT Station.

As this development site is located within the AVPA NEF 30-35 noise contour area, the MDP 4.3.3: AVPA instructs The City to enforce the land use, development and building regulations within municipal areas impacted by airport operations and to notify the Calgary International Airport of development applications proposed on lands within the AVPA. To date, all parties have been supportive of the amendment to these regulations,, given the priority of the provision of affordable housing, the economic value of adaptive reuse of the site and that it was previously constructed with the existing noise regulations in place for a hotel use.

The proposed development aligns with the MDP and the corporate strategy to build a stronger, more resilient Calgary to make citizens' lives better. The provision of affordable housing and special care facilities will provide increased supply of affordable housing in Calgary, which is currently significantly lower than the national average.

Planning Principles for Location of Care Facilities and Shelters (2011)

Although, the subject site does not meet all the site location criteria listed in the policy document, the re-use of the existing building structure to convert existing hotel rooms into individual dwelling units that would contain washrooms, bedrooms and sitting areas to accommodates the future residents. Shared Laundry facilities would be provided on all four floors.

The associated development permit (DP2020-7178) proposes both indoor and outdoor communal amenity space and landscaping that is sufficient to meet the specific needs of the future residents.

Climate Resilience Strategy (2018)

This application proposes adaptive re-use the existing building on site. This will both reduce the materials required to construct a new building and reduce the waste generated from the demolition and replacement of the existing building for another use. This will contribute to achieving the objectives of the [Climate Resilience Strategy](#), Climate Mitigation Action Plan Program 7: Consumption and Waste Reduction.

PROPOSED

CPC2021-0153
ATTACHMENT 2

BYLAW NUMBER 29D2021

**BEING A BYLAW OF THE CITY OF CALGARY
TO AMEND THE LAND USE BYLAW 1P2007
(LAND USE AMENDMENT
LOC2020-0168/CPC2021-0153)**

WHEREAS it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

AND WHEREAS Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and replacing it with that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

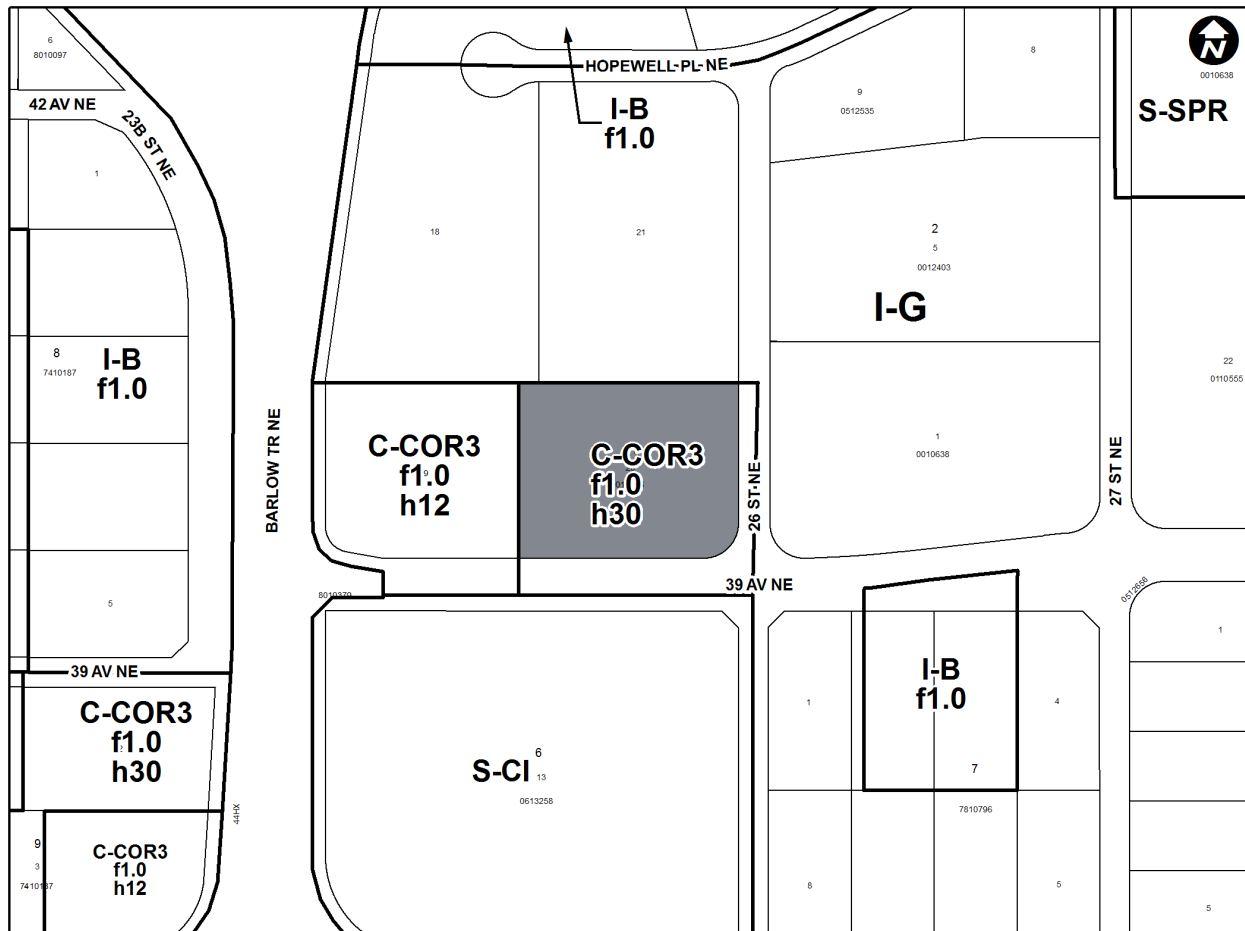
CITY CLERK

SIGNED ON _____

PROPOSED

AMENDMENT LOC2020-0168/CPC2021-0153
BYLAW NUMBER 29D2021

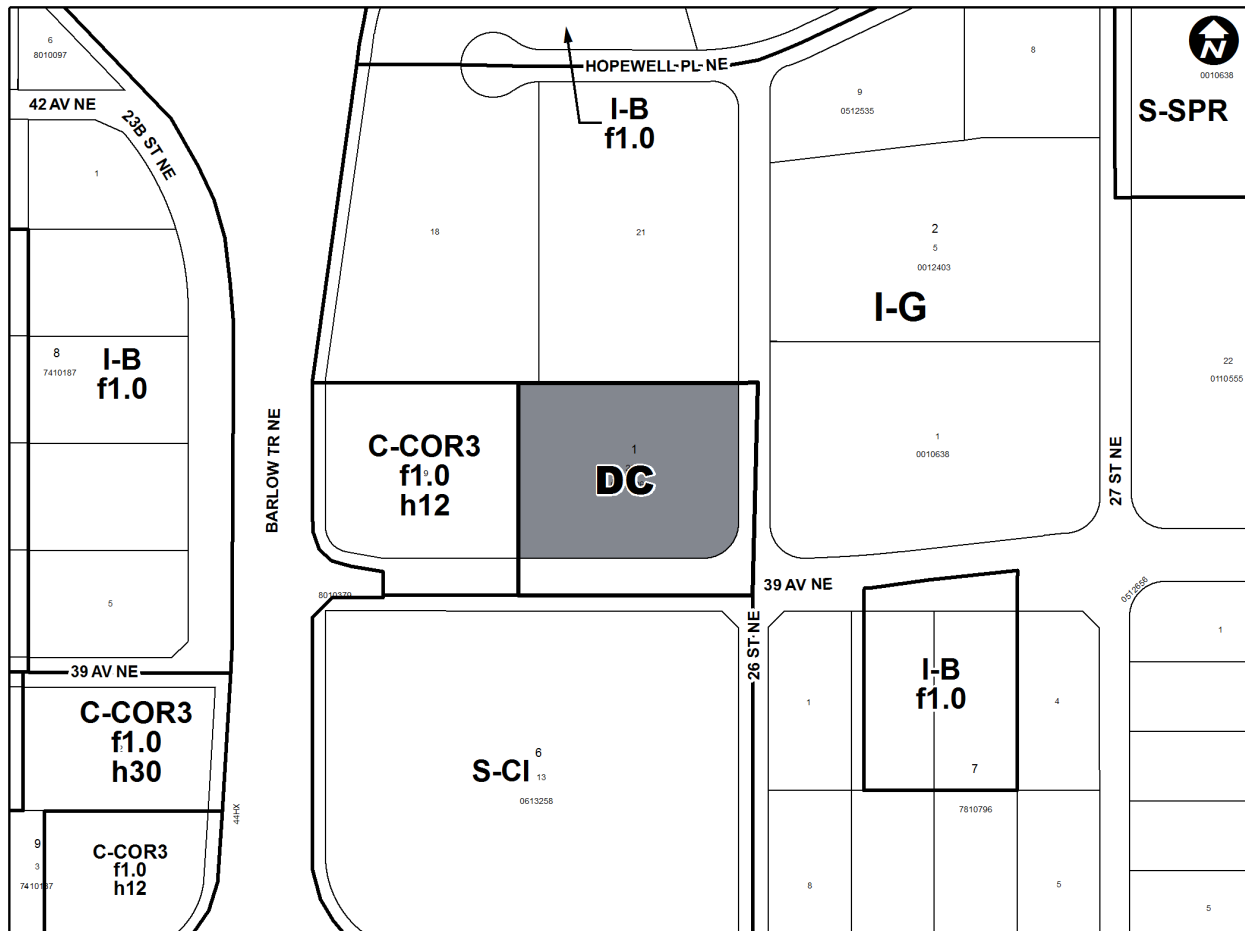
SCHEDULE A



PROPOSED

AMENDMENT LOC2020-0168/CPC2021-0153
BYLAW NUMBER 29D2021

SCHEDULE B



DIRECT CONTROL DISTRICT

Purpose

- 1 This Direct Control District Bylaw is intended to allow for the additional use of assisted living.

Compliance with Bylaw 1P2007

- 2 Unless otherwise specified, the rules and provisions of Parts 1, 2, 3 and 4 of Bylaw 1P2007 apply to this Direct Control District Bylaw.

Reference to Bylaw 1P2007

- 3 Within this Direct Control District Bylaw, a reference to a section of Bylaw 1P2007 is deemed to be a reference to the section as amended from time to time.

Permitted Uses

- 4 The **permitted uses** of the Commercial – Corridor 3 (C-COR3) District of Bylaw 1P2007 are the **permitted uses** in this Direct Control District.

PROPOSED

AMENDMENT LOC2020-0168/CPC2021-0153
BYLAW NUMBER 29D2021

Discretionary Uses

5 The ***discretionary uses*** of the Commercial – Corridor 3 (C-COR3) District of Bylaw 1P2007 are the ***discretionary uses*** in this Direct Control District with the addition of:

(a) **Assisted Living.**

Bylaw 1P2007 District Rules

6 Unless otherwise specified, the rules of the Commercial – Corridor 3 (C-COR3) District of Bylaw 1P2007 apply in this Direct Control District.

Floor Area Ratio

7 The maximum ***floor area ratio*** is 1.4.

Building Height

8 The maximum ***building height*** is 30 metres.

Relaxations

9 The ***Development Authority*** may relax the rules contained in Section 6 of this Direct Control District Bylaw in accordance with Sections 31 and 36 of Bylaw 1P2007.

Amendment to the Calgary International Airport Vicinity Protection Area Regulation and Signed Ministerial Order

APPENDIX

Municipal Government Act

CALGARY INTERNATIONAL AIRPORT VICINITY PROTECTION AREA AMENDMENT REGULATION

1 The *Calgary International Airport Vicinity Protection Area Regulation* (AR 177/2009) is amended by this Regulation.

2 Schedule 3 is amended by adding the following after section 2.2:

Residential affordable housing a permitted use

2.3 Despite any other provision of this Regulation, conversion of an existing hotel for residential affordable housing is permitted with respect to the following land, subject to compliance with the acoustical requirements set out in the Alberta Building Code:

<u>Plan</u>	<u>Block</u>	<u>Lot</u>
0010926	1	20



ALBERTA
MUNICIPAL AFFAIRS
*Office of the Minister
Deputy Government House Leader
MLA, Calgary-Hays*

MINISTERIAL ORDER NO. MSD:003/21

I, Ric McIver, Minister of Municipal Affairs, pursuant to Section 693 of the *Municipal Government Act*, make the Calgary International Airport Vicinity Protection Area Amendment Regulation as set out in the attached Appendix.

Dated at Edmonton, Alberta, this 26 day of January, 2021.


Ric McIver
Minister of Municipal Affairs

Applicant Submission



460 – 5119 Elbow Drive SW P 403 201 5305
Calgary, Alberta T2V 1H2 F 403 201 5344

08.12.2020

Planning & Development
The City of Calgary
PO Box 2100, Station M
800 Macleod Trail SE
Calgary, Alberta T2P 2M5

RE:

Land Use Redesignation: from C-COR3f1.0h30 to Direct Control
Site: 2622 39 AV NE | Lot 20, Block 1, Plan 0010926 | 1.24 ha
LOC Number: 2020-0168

APPLICANT STATEMENT

The subject site is located in the community of Horizon and comprises of one parcel measuring approximately 1.24 ha (3.07 ac) of privately owned land. The property is occupied by an existing 4-storey, 119 unit hotel, Lakeview Signature Inn. As a result of low occupancies attributed to the downturn in the economy and exacerbated by COVID-19 pandemic, an investigation of the conversion of Lakeview Signature Inn into alternative uses has been undertaken. In response to COVID-19, the hotel has most recently been used to accommodate low-income individuals that have tested positive for COVID-19 that are unable to maintain physical distancing in their homes. This program is nearing completion and the hotel will be reverted back to its original short-term rental lodging service.

Our client, Silvera for Seniors in partnership with The City and Province has a history of providing affordable seniors housing. Their proposal for the subject lands is to convert the Lakeview Signature Hotel into an affordable (below market) Senior's Supportive Residence with ancillary private commercial uses to respond to a need in the housing continuum. Given the current configuration and suite-style units, the hotel lends itself well to this type of residential conversion. The proposed development vision includes interior renovations (suite and common space reconfiguration and improvements) in addition to outdoor activity area/landscaping improvements. The building proposes a total number of 120 units. A concurrent Development Permit application has been submitted by project architect, MTA outlining details of the conversion and improvements.

In Calgary, the number of seniors aged 65 years and older is expected to more than double by 2034. As a result of this aging demographic trend, municipalities are faced with both challenges and opportunities as they try to accommodate the shifting needs of their older citizens. This site location provides convenient/walkable access to services and amenities. In addition to housing new senior residents, this project would also accommodate the relocation of low-income seniors from other existing sites with sub-standard housing. This proposal is consistent with The City and Province's policy support and funding initiatives to convert existing hotel inventory into affordable housing.

PLANNING + TRANSPORTATION CONSIDERATIONS

The subject site is located in a commercial context with a variety of restaurants, hotels, shops and services in close proximity. It is designated as C-COR3f1.0h30 under Bylaw 1P2007 which is primarily intended for auto-oriented commercial uses along major roadways, and does not allow residential uses. An amendment to a Direct Control District, based on the existing C-COR3f1.0h30 District is proposed to include use(s) that allows for a continuum of senior's residential care, including independent living.



The site is also located near the Calgary International Airport and falls within the Airport Vicinity Protection Area (AVPA). The AVPA is currently under reform led by The City which proposes new NEF contour areas and classification. This is in its final stages of review/approval with the Province. The proposed amendments identify the subject site to fall within both the Noise Exposure Forecast (NEF) 25-30 and NEF 30-35 areas. The NEF 30-35 area, however, does not allow residences, schools, medical care facilities and campgrounds. In addition to appropriate land use amendment to support the proposed vision, an exemption to the AVPA Regulations, as discussed with Administration, is required.

As requested by administration, a Transportation Impact Assessment (TIA) focused on active transportation modes has been prepared and submitted by Watt Consulting Group.

STAKEHOLDER OUTREACH

As part of our commitment to a clear and transparent stakeholder outreach process, the project team will undertake a best practice stakeholder outreach process in support of this application. Following the submission of the LOC application and to coincide with the City's circulation timeline, the project team will install on-site signage, paired with hand-delivered postcard mailers (to properties within a $\pm 200\text{m}$ radius) containing the same information to ensure that adjacent property owners are directly aware of the proposed details. Both on-site signage and postcards direct interested parties to get in touch with the project team via a dedicated phone line and email inbox. All inquiries, questions, and comments are received, compiled, and responded to by the project team in a timely manner.

CONCLUSION

The proposed land use redesignation is in keeping with the city-wide goals of The City and will facilitate a development vision that will introduce much needed affordable seniors housing options. For the reasons outlined above, we respectfully request that Administration, Calgary Planning Commission and Council support this application.

Should you have any questions regarding this application, please contact me at darlene@civicworks.ca or 403-688-6887.

Sincerely,

Darlene Paranaque | Urban Planner
BES, MSc, RPP, MCIP, PMP

Applicant Outreach Summary



460 – 5119 Elbow Drive SW
Calgary, Alberta T2V 1H2

P 403 201 5305
F 403 201 5344

Applicant-Led Stakeholder Outreach



HAND DELIVERED MAILERS

Hand delivered mailers were delivered to ~~neighbours~~ within a $\pm 300\text{m}$ radius (1+ block in each direction) of the site (18.12.2020) provided project information and project team contact information.



NOTICE LETTER

A notice letter to the Ward ~~Councillor's~~ Office was sent to provide project information and welcome any questions and continued dialogue.



PROJECT PHONE LINE & VOICEMAIL

A project phone line was shared with stakeholders to provide an alternative communication channel to reach the project team.



ON-SITE SIGNAGE

In addition to the City required notice posting, a large sign was installed on site (23.12.2020) to notify the surrounding community of the application and share project team contact information.

What We Heard + Team Response

Outreach Process

Our best practice outreach process was designed to share information on the development vision and provide communication channels for stakeholders to share their thoughts early in the process — all with the intent of maintaining a respectful and transparent conversation.

▲ Stakeholder Feedback + What We Heard

There have been no stakeholder submissions or inquiries to date.



Our Commitment

Since no single design solution can satisfy all stakeholder groups completely, the project team cannot integrate everything suggested by our ~~neighbours~~ and the community at-large. Our promise, however, is that we are transparent about how we reach our conclusions, making the following commitments to all who participate in our process:

- We will provide you with quality information about the project.
- We will ask for your thoughts on key areas of the project.
- We will share what we have heard and our team's response to it.

Community Boundary Change in Silverado (Ward 13), SN2020-0008

RECOMMENDATION:

That the Calgary Planning Commission recommend that Council:

Adopt, by resolution, the proposed community boundary change from the existing Silverado Community boundary to extend to the remaining Residual Sub - Area 13L.

RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2021 JANUARY 21:

That Council adopt, by resolution, the proposed community boundary change from the existing Silverado Community boundary to extend to the remaining Residual Sub - Area 13L.

HIGHLIGHTS

- This application proposes a community boundary change for the Silverado Community.
- Administration recommends approval of the proposal as it complies with the *Municipal Naming Sponsorship and Naming Rights Policy* and the *Southwest Community 'A' and Employment Centre/Mixed-Use Area Structure Plan (Section 2.1)*.
- What does this mean to Calgarians? Municipal naming of communities and streets plays an important role in simple and unambiguous identification for location and navigation within Calgary. This boundary change provides greater clarity for Calgarian's in this area.
- Why does this matter? The proposal will assist citizens and emergency services operators with navigation to and within this area. This is adjacent to the other developing communities of Belmont, Pinecreek and Yorkville.
- This application is associated with the approved land use and outline plan applications LOC2009-0109 and LOC2018-0115.
- Council initially adopted the community name Silverado on 2005 September 19.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods.

DISCUSSION

The application was submitted by B&A Planning Group on behalf of the landowner, Cardel West MacLeod, on 2020 September 09.

This application is associated with land use and outline plan applications LOC2009-0109 approved on 2013 May 15 and LOC2018-0115 approved on 2019 February 04 by Council.

The subject application is approximately 53 hectares of land located south of the community of Silverado. The parcel is defined by a mix of low and medium density residential and undeveloped land. The development area is located in the *Southwest Community 'A' and Employment Centre/Mixed-Use Area Structure Plan*.

The community of Silverado is located north of 194 Avenue SW, east of Spruce Meadows Way SW, south of Spruce Meadows Trail SW and west of MacLeod Trail SW. The development

Community Boundary Change in Silverado (Ward 13), SN2020-0008

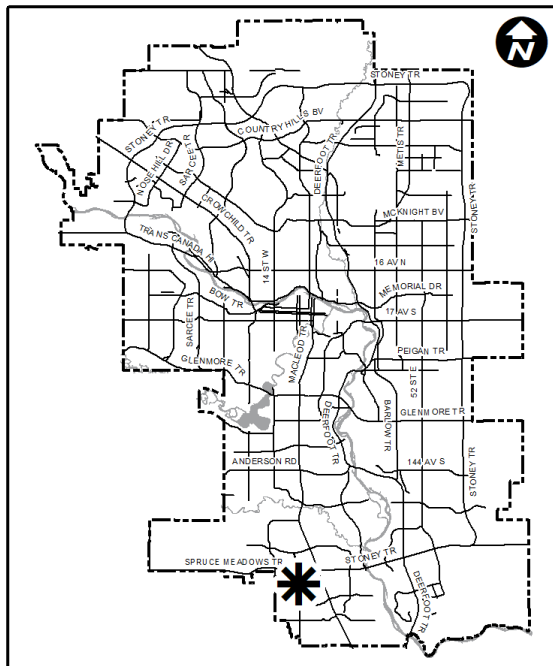
area, south of Silverado boundary is bounded by 194 Avenue SW to the south and MacLeod Trail SW to the East.

The proposed community boundary extension of Silverado was selected by the developer to complement and support the existing Silverado community. A summary of the applicant's proposal can be found in their submission (Attachment 1). The boundary extension follows the northern boundary of 194 Avenue SW and will realign Residual Sub - Area 13L into the Silverado boundary.

In addition to the applicant's proposed boundary adjustment, Administration has also included the easterly City owned properties between the CP Railway and MacLeod Trail SW to align with the new southern and eastern community boundaries.

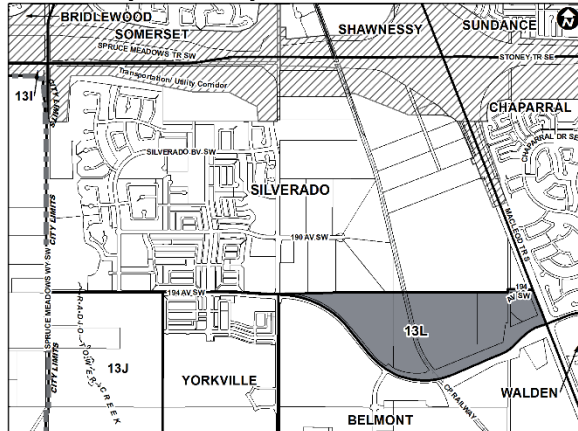
Administration has considered the relevant planning issues and stakeholder feedback specific to the application and has determined the proposal to be appropriate.

Location Maps

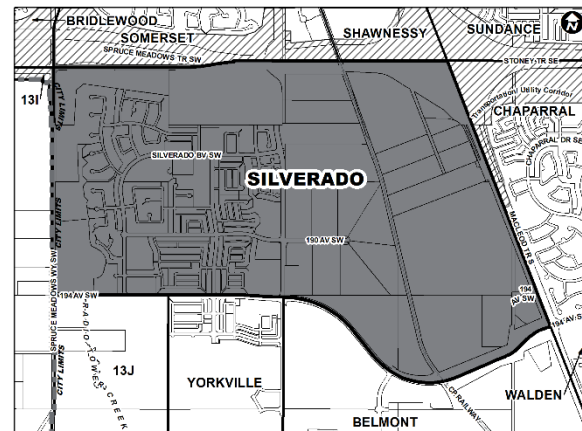


Community Boundary Change in Silverado (Ward 13), SN2020-0008

Lands to be added to the Silverado
Community Boundary



Proposed Silverado Community Boundary



STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Outreach was undertaken by the Applicant
☒ Public/Stakeholders were informed by Administration

Applicant-Led Outreach

Applicant-led outreach was concurrently done with LOC2018-0115. The applicant did not provide the outreach summary.

City-Led Outreach

In keeping with Administration's practices, this application was circulated to stakeholders and affected landowners. No public comments were received at the time of writing this report.

The proposed boundary extension was circulated to various City of Calgary business units, related agencies, Rocky View County, Foothills County and affected owners. No objections to the proposed boundary extension were received.

Following Calgary Planning Commission, this application will be forwarded for decision at a future meeting of Council.

IMPLICATIONS

Social

As per the *Municipal Naming, Sponsorship and Naming Rights Policy*, municipal naming plays an important role in simple and unambiguous identification of location and navigation in the city of Calgary.

Environmental

There are no concerns associated with this application.

Planning & Development Report to
Calgary Planning Commission
2021 January 21

ISC: UNRESTRICTED
CPC2021-0013
Page 4 of 4

Community Boundary Change in Silverado (Ward 13), SN2020-0008

Economic

This application provides a strong sense of community and supports the existing community of Silverado.

Service and Financial Implications

No anticipated financial impact

RISK

There are no known risks associated with this application.

ATTACHMENTS

1. Applicant Submission

Department Circulation

General Manager	Department	Approve/Consult/Inform

Applicant Submission

To: Miguela M. Jacinto, Senior Planning Technician, Subdivision Services

From: Cardel West McLeod Ltd

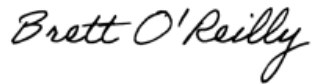
Date: September 8, 2020

RE: PE2020-00492 – Silverado Community Name

Please be advised that Cardel West McLeod submits this request to rename a portion of its lands from Residual "Sub Area 13L" to "Silverado". The purpose for the extension of the community name boundary is to align with Cardel's previously approved Outline Plan in this area to ensure community name consistency.

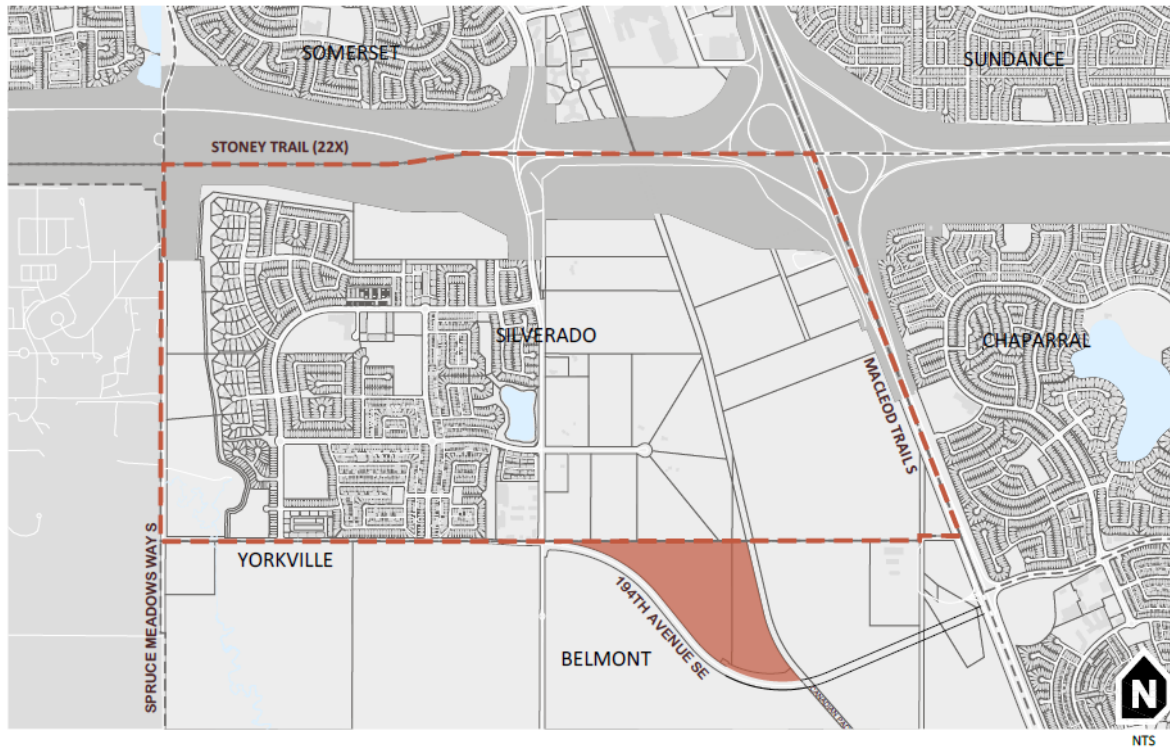
Please see Attachment 1 that depicts the portion of the lands to be included in the Community of Silverado.

Sincerely,



Brett O'Reilly rep.

Cardel West McLeod Ltd



Sep 08, 2020 - 10:55am W:\C2148 Silverton Station South - 2018\Jan17\5.0 Technical\5.1 Technical Production\5.1.1 AutoCAD\C2148 Location Map.dwg



— Subject Lands
--- Community Boundary

Silverado Community
Additional land

September 2020

**Supplementary Report to CPC2020-1111 – Land Use Amendment in Chaparral,
Bylaw 159D2020**

RECOMMENDATION(S):

That Council:

1. Amend Proposed Bylaw 159D2020, prior to second reading, by replacing the existing Schedule B with a new Schedule B, as contained in Attachment 4; and
2. Give second and third reading to Proposed Bylaw 159D2020 as amended.

HIGHLIGHTS

- Administration is recommending approval of Bylaw 159D2020, as amended. Administration completed further consultation as directed by Council, and in response, the Bylaw has been amended to require a publicly accessible park to be developed in the multi-residential site.
- What does this mean to Calgarians? The proposed bylaw, as amended, will provide an additional park space in the community of Chaparral.
- Why does this matter? The park will provide additional recreation opportunities to the residents of Chaparral, which supports healthy living.
- The Municipal Reserve dedication for this site has already been met, however, the Direct Control (DC) District's rules will result in a playground site with both active and passive recreation opportunities.
- Administration considered a number of options developed through consultation with the applicant and Chaparral Community Association. The recommendation was developed based on relevant planning issues specific to this application's scope.
- At the 2020 December 14 Combined Meeting of Council, Council gave first reading to Bylaw 159D2020 and directed Administration to consult with the applicant and Chaparral Community Association regarding opportunities for a play and/or recreational amenities, including location, size, and configuration and discuss issues of water as well as issues of access and community integration. The initial report which provides background information (CPC2020-1111) is included as Attachment 1 and Previous Council Direction is included as Attachment 2.
- Strategic Alignment to Council's Citizen Priorities: A healthy and green city.

DISCUSSION

At the 2020 December 14 Combined Meeting of Council, Council gave three readings to Bylaw 53P2020, an amendment to the Chaparral Area Structure Plan to change the subject site on Map 1: Land Use/Transportation Plan subject site from 'Private Recreational Facility (Golf Course)' to 'Residential'.

Council also voted to give first reading to Bylaw 159D2020, a land use amendment in the community of Chaparral. Council then withheld second and third readings to allow for further consultation with the applicant, developer and representatives of the Chaparral Community Association regarding opportunities for a play and/or recreational amenities, including location, size, and configuration and discuss issues of water as well as issues of access and community integration related to the Chaparral Meadows land use amendment application (Council minutes provided in Attachment 2).

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**Supplementary Report to CPC2020-1111 - Land Use Amendment in Chaparral,
Bylaw 159D2020**

Administration met with the applicant, the Councillor and members from the Chaparral Community Association and Chaparral Valley residents to consult on the above items.

Play and/or recreational amenities

Administration considered five options for play and/or recreational amenities. These options were all discussed with the applicant and community representatives at the meeting on 2021 January 20:

1. *provision of a park/playground space within the multi-residential site;*
2. *provision of a park/playground space on a separate lot;*
3. *provision of play stations located along the public utility lot between Chaparral Valley and Chaparral Meadows;*
4. *provision of a park/playground space at the north end of the subject site, close to the stormwater pond; and*
5. *recreational opportunities in the dry pond.*

Administration is recommending a Direct Control (DC) District for the Multi-Residential – At Grade Housing (M-G) District (option 1). The DC District will provide the park that Chaparral Valley residents requested. The publicly accessible park space will be in close proximity to Chaparral Valley, while not requiring the applicant to donate further land.

The DC District will require a park space with a minimum contiguous area of 1,400 square metres, a minimum dimension of no less than 15 metres, accessible to the public at all times. The park must incorporate a playground area with both passive and active recreation opportunities that includes play equipment and seating and must be located adjacent to the public street.

The location of the park within the multi-residential site will provide additional ‘eyes on the street’ to the park and will be integrated into the site design at the time of development permit. Further opportunities for engagement on the specific elements in the park space could occur at the time of development permit.

The analysis of the other four options that Administration considered but are not moving forward with are found in Attachment 5.

Community Integration

Administration considered three options for community integration which were all discussed with the applicant and community representatives at the meeting on 2021 January 20:

1. *placing an easement on an existing home in Chaparral Meadows with a utility right-of-way and constructing a pathway connection in Chaparral Valley;*
2. *purchasing a single-detached dwelling and removing the home to provide a pathway connection in Chaparral Valley; and*
3. *adding a pathway connection in Chaparral Meadows between homes on the west side of the subject site to provide an additional connection to the future pathway in the PUL.*

Administration supports the addition of a pathway connection in Chaparral Meadows (option 3). Both Administration and the applicant are supportive of the addition of a three metre pathway connection within the subject site to connect the PUL pathway and the public street in Chaparral Meadows. This will reduce the time required for residents to access the PUL pathway.

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The analysis of the other two options that Administration considered but are not moving forward with are found in Attachment 5.

Water

Water concerns were raised and discussed at the 2021 January 20 meeting with the applicant and the Chaparral Community Association. A summary of analysis conducted prior to Administration's recommendation is found in Attachment 1 (CPC2020-1111).

Groundwater and drainage

As part of the outline plan/land use amendment application, The City received two geotechnical reports that reviewed groundwater conditions in the vicinity of Chaparral Valley and the subject site. The reports comply with The City's geotechnical guidelines and The Staged Master Drainage Plan has been approved by Water Resources. Based on the findings of those reports, development on the subject site should not create adverse groundwater impacts to existing residents in Chaparral Valley.

The Chaparral Community Association also submitted a report in 2020 February that offered observations on frost heave issues experienced by residents in Chaparral Valley. The report did not indicate adverse impacts to existing residents in Chaparral Valley should the subject lands be developed.

Flooding

The subject site is located within the flood fringe of the Bow River. The flood fringe is considered developable, as the risk of damages from river flooding is mitigated/reduced through building regulations and the Environmental Reserve setback. Primary living spaces are not constructed below the 1:100 river flood elevation.

At the subdivision design stage, The City will require the developer to provide engineering details on how flood mitigation will be addressed in a manner that complies with all City flood mitigation requirements. Since the 2013 flood, citywide flood mitigation efforts have been underway and proposals like the Springbank off-stream reservoir will offer greater flood mitigation impact to the entire city.

Administration's review of water and stormwater management resulted in support of the proposal as it aligns with City standards and no further changes are proposed.

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

A summary of engagement undertaken prior to the 2020 December 14 Combined Meeting of Council can be found in Attachment 1.

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**Supplementary Report to CPC2020-1111 - Land Use Amendment in Chaparral,
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Following the Combined Meeting of Council, Administration hosted a meeting with the applicant, representatives from the Chaparral Community Association, residents of Chaparral Valley and the ward Councillor and his staff on 2021 January 20.

The intent of the meeting was to consult with the applicant, developer and representatives of the Chaparral Community Association regarding opportunities for a play and/or recreational amenities, including location, size, and configuration and discuss issues of water as well as issues of access and community integration, as outlined in Council's direction.

Concerns from the residents and Community Association included:

- lack of support for the application in its entirety;
- concern that a park or playground was not provided in Chaparral Meadows;
- lack of connectivity from Chaparral Valley to Chaparral Meadows;
- concerns with the potential distance of play stations in the public utility lot (PUL) from existing homes in Chaparral Valley;
- concerns with the length of the PUL pathway; and
- concerns related to water and flooding.

The consultation resulted in a number of ideas that The City and applicant considered and investigated further, before finalizing a plan forward. Meeting attendees were provided with an update of next steps following the meeting and an overview of changes being pursued and next steps for the 2021 March 01 Combined Meeting of Council.

All parties are not in agreement with the proposed application, nor the options Administration is recommending; however, Administration carefully reviewed all options given the subject site's location and the application scope, considered the relevant planning issues specific to the application and has determined the proposal to be appropriate. The recommended addition of a Direct Control (DC) District will provide a recreational amenity space for residents to enjoy while the additional pathway connection will provide additional access the PUL pathway.

IMPLICATIONS

Social, Environmental and Economic.

Bylaw 159D2020, as amended, which will provide a publicly accessible park within the multi-residential site by way of a Direct Control (DC) District at the time of development permit, with passive and active recreation elements for residents in both Chaparral Meadows and Chaparral Valley to enjoy.

Service and Financial Implications

No anticipated financial impact.

RISK

There are no significant risks associated with Council granting second and third readings of Bylaw 159D2020, as amended.

ATTACHMENT(S)

1. Policy and Land Use Amendment in Chaparral CPC2020-1111

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Bylaw 159D2020**

2. Council Minutes 2020 December 14
3. Original Bylaw 159D2020
4. Amended Schedule B
5. Additional Options Considered
6. Community Association Response

Department Circulation

General Manager	Department	Approve/Consult/Inform
Stuart Dalglish	Planning and Development	Approve

Policy and Land Use Amendment in Chaparral CPC2020-1111

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Planning & Development Report to
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ISC: UNRESTRICTED
CPC2020-1111

Policy Amendment and Land Use Amendment in Chaparral (Ward 14) at 2100 - 194 Avenue SE, LOC2018-0256

EXECUTIVE SUMMARY

This land use redesignation and policy amendment application was submitted by B&A Planning Group on behalf of the landowner SFGL CORP, managed by WestCreek Developments on 2018 November 20. The application proposes to redesignate approximately 15.69 hectares (38.55 acres) of land in the southeast community of Chaparral, which has been proposed to be called the neighbourhood of Chaparral Meadows. Specifically, the application provides for:

- approximately 1.58 hectares (3.90 acres) for single detached dwellings that can accommodate secondary suites (R-1s);
- approximately 6.69 hectares (16.53 acres) for an anticipated mix of single detached and semi-detached dwellings (R-G and R-Gm);
- approximately 3.23 hectares (7.98 acres) for an anticipated multi-residential development (M-G) which will provide for approximately 126 units in an at-grade multi-residential built form of up to 13.0 metres in height and a maximum density of 80 units per hectare (198 units per acre); and
- approximately 4.19 hectares (10.35 acres) of Special Purpose – City and Regional Infrastructure (S-CRI).

An amendment to the *Chaparral Area Structure Plan* (ASP) is required to accommodate the proposed residential uses in this location. The proposal supports applicable policies of the *Municipal Development Plan* (MDP).

This application is accompanied by an outline plan application (CPC2020-1105) to provide the future subdivision layout for the site's development. Conditions have been incorporated in the outline plan to effectively address the site's development.

Approval(s): K. Froese concurs with this report. Author: B. Harder and C. Chan
City Clerks: A. Degrood

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**Policy Amendment and Land Use Amendment in Chaparral (Ward 14) at 2100 -
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ADMINISTRATION RECOMMENDATION:

That Calgary Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed amendment to the Chaparral Area Structure Plan (Attachment 3); and
2. Give three readings to the proposed bylaw.
3. **ADOPT**, by bylaw, the proposed redesignation of 15.69 hectares \pm (38.55 acres \pm) located at 2100 – 194 Avenue SE (Portion of Plan 1112999, Block 1, Lot 4) Special Purpose – Recreation (S-R) District **to** Residential – One Dwelling (R-1s) District, Residential – Low Density Mixed Housing (R-G) District, Residential – Low Density Mixed Housing (R-Gm) District, Multi-Residential – At Grade Housing (M-G) District and Special Purpose – City and Regional Infrastructure (S-CRI) District ; and
4. Give three readings to the proposed bylaw.

RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2020 OCTOBER 15:

That Council hold a Public Hearing; and

1. Adopt, by bylaw, the proposed amendment to the Chaparral Area Structure Plan (Attachment 3); and
2. Give three readings to **Proposed Bylaw 53P2020**.
3. Adopt, by bylaw, the proposed redesignation of 15.69 hectares \pm (38.55 acres \pm) located at 2100 – 194 Avenue SE (Portion of Plan 1112999, Block 1, Lot 4) Special Purpose – Recreation (S-R) District to Residential – One Dwelling (R-1s) District, Residential – Low Density Mixed Housing (R-G) District, Residential – Low Density Mixed Housing (R-Gm) District, Multi-Residential – At Grade Housing (M-G) District and Special Purpose – City and Regional Infrastructure (S-CRI) District ; and
4. Give three readings to **Proposed Bylaw 159D2020**.

PREVIOUS COUNCIL DIRECTION / POLICY

None.

BACKGROUND

On 2018 November 20, B&A Planning Group submitted the application on behalf of the landowner SFGL CORP, managed by WestCreek Development. The Applicant's Submission can be found in Attachment 1.

The community of Chaparral consists of two neighbourhoods: Chaparral and Chaparral Valley, located to the east of Chaparral. This application and the concurrent outline plan (CPC2020-

Approval(s): K. Froese concurs with this report. Authors: B. Harder and C. Chan
City Clerks: A. Degrood

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1105) proposes a new neighbourhood, to the east of Chaparral Valley and to the west of the Blue Devil Golf Course, tentatively called Chaparral Meadows.

In 2002 at the time of subdivision of The Blue Devil Golf Course, The City agreed to defer dedication of Municipal Reserve as long as the golf course was accessible to the public. In 2009, when the golf course began to operate as a private course, the cash-in-lieu was paid to address the outstanding reserve commitment.

As such, the Municipal Reserve requirement for this application has already been met, therefore no additional land dedication is required.

Approval(s): K. Froese concurs with this report. Authors: B. Harder and C. Chan
City Clerks: A. Degrood

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Location Maps



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Site Context

The subject site is located in the community of Chaparral, south of Stoney Trail SE and east of Macleod Trail SE. The site consists of one undeveloped triangular parcel located north of 194 Avenue SE and east of Chaparral Valley Drive SE and is approximately 15.69 hectares (38.55 acres) in size. The site has a five metres elevation difference with the high point situated in the southwestern portion of the site.

Surrounding development primarily consists of single detached dwellings and townhouse development. Chaparral Valley, a neighbourhood in the community of Chaparral, is located to the west of the plan area. An existing Public Utility Lot, approximately 10 metres wide, is located along the eastern boundary of Chaparral Valley and will be expanded by an additional 15 metres as part of this proposal, creating an approximately 25 metre wide utility corridor between the proposed neighbourhood of Chaparral Meadows and the existing neighbourhood of Chaparral Valley. The utility corridor will accommodate a pathway that connects to the existing regional pathway system.

The Blue Devil Golf Club is located to the northeast with the Bow River and Fish Creek Provincial Park beyond the golf course to the north and east, respectively. The developing community of Wolf Willow is located to the south, across 194 Avenue SE. An access road for the Blue Devil Golf Club is located along the eastern boundary of the subject site and will be upgraded to continue to provide access to the golf course. Vehicular access to the subject site will be via 194 Avenue SE.

Approval(s): K. Froese concurs with this report. Authors: B. Harder and C. Chan
City Clerks: A. Degrood

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The former BFI Landfill is located to the southeast of the subject site; however, the subject site is located outside of the landfill setback.

As identified in *Figure 1*, the community of Chaparral reached its peak population in 2016.

Figure 1: Community Peak Population

Chaparral	
Peak Population Year	2016
Peak Population	13,013
2018 Current Population	12,654
Difference in Population (Number)	-359
Difference in Population (Percent)	-2.76%

Source: The City of Calgary 2019 Civic Census

Additional demographic and socio-economic information may be obtained online through the [Chaparral](#) community profile.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The proposed land use redesignation and policy amendment, along with the associated outline plan (Attachment 2) will enable a range of low-density residential development along with multi-residential development with at-grade unit access.

Land Use

The existing Special Purpose – Recreation (S-R) District is intended to accommodate a range of indoor and outdoor uses.

This application proposes to redesignate the subject site from Special Purpose – Recreation (S-R) District to:

Land Use	Hectares	Acres
Residential – One Dwelling (R-1s)	1.58	3.90
Residential – Low Density Mixed Housing (R-G and R-Gm)	6.69	16.53
Multi-Residential – At Grade Housing (M-G) District	3.14	7.76
Special Purpose – City and Regional Infrastructure (S-CRI) District	4.19	10.35

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City Clerks: A. Degrood

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The R-1s, R-G and R-Gm Districts will accommodate a range of low-density residential development in the form of single detached, semi-detached, duplex and rowhouse development. Single-detached development is anticipated in the R-1s and R-G Districts.

The R-1s District will be located on the western edge of the site, to provide a similar interface of single-detached dwellings to that of the existing single detached dwellings located to the west of the site in Chaparral Valley. Multi-residential development in the form of the M-G District which provides all units with direct pedestrian access at-grade and provides outdoor space for social interaction will be located at the southwest corner of the site.

The R-Gm District is anticipated to be developed as rowhouses and will provide a transition between R-G development and M-G development.

While not part of this application, the proposed land use map captures an administrative housekeeping correction that will eliminate an existing sliver of Special Future Urban Development (S-FUD) land use from within the 194 Avenue SE road right-of-way.

Subdivision Design

As the subject area is constrained from the north, west and east, there are limited street configurations that could be considered as part of this development.

Development will be accessed from 194 Avenue SE and generally follows a modified grid street pattern with both laned and non-laned low density residential. A dry stormpond is located at the southeast corner of the site while the larger stormpond is located at the north tip of the site. Locating the stormpond at the northern tip of the site limits the number of houses in Chaparral Valley that will back on to the new residential development to approximately 13 houses.

A walking path will be located along the Public Utility Line on the western boundary of the subdivision and will connect to Wolf Willow to the south and the greater regional pathway network.

Municipal Reserve

In 2002 at the time of subdivision of The Blue Devil Golf Course, The City agreed to defer dedication of Municipal Reserve as long as the golf course was accessible to the public. In 2009, when the golf course began to operate as a private course, the cash-in-lieu was paid to address the outstanding reserve commitment.

As such, the Municipal Reserve requirement has already been met, therefore no additional land dedication is required.

Administration encouraged the applicant to provide additional Municipal Reserve dedication in the form of centrally-located open space as part of their submission, which the applicant declined to provide. The applicant instead proposed an open space at the northern tip of the

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City Clerks: A. Degrood

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development, which Administration could not support due to access and area standards for parks and open spaces.

Density

The plan anticipates 308 new residential dwelling units to accommodate approximately 873 new residents.

The *Chaparral Area Structure Plan* anticipated an overall residential density in Chaparral between 12 and 17 units per hectare (five to seven units per acre) with consideration for ranges above or below that intensity at the discretion of the Approving Authority. While the corresponding outline plan anticipates a density of only 20.5 units per gross developable hectare (8.3 units per acre), overall, Chaparral's residential density is anticipated to increase from 10.7 units per hectare (4.3 units per acre) to 11.6 units per hectare (4.7 units per acre), which aligns with the ASP.

Table 1: Density Requirements

	Units per Hectare	Units per Acre
MDP minimum residential density	20	8
ASP Requirement: Residential density	12-17	5.7
Outline plan density	20.5	8.3
Current Chaparral residential density excluding outline plan	10.7	4.3
Chaparral residential density including outline plan	11.6	4.7

Intensity

The plan anticipates an intensity of 61 people and job per developable hectare (150 people and jobs per developable acre).

Environmental Site Considerations

No significant concerns were identified through the Environmental Site Assessment from the previous uses on a portion of the site relating to a railroad right-of-way and a sand/gravel operation. Minor remediation associated with those previous uses, as may be required, will be addressed through the normal processes with Alberta Environmental and Parks (AEP). The water table is considered relatively shallow at this site and in the Chaparral Valley Lands. The addition of fill material and the increased imperviousness with this proposed development is expected to reduce infiltration rates and limit recharge across the site which will reduce the existing shallow groundwater flow. The impact to groundwater flow on adjacent lands both down

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gradient (Wolf Willow and the Blue Devil Golf Course) and up gradient (Chaparral Valley Lands to the west) is expected to be negligible.

This development is within the flood fringe of the Bow River. The flood fringe is considered developable, as the risk of damages from river flooding is mitigated/reduced through building regulations and the Environmental Reserve setback. Primary living spaces are not constructed below the 1:100 river flood elevation.

Transportation

Access to the plan area is available from 194 Avenue SE which is classified as an Arterial Street, via the future signalized intersection at the new Meadows Gate SE. An emergency access is proposed to Chaparral Valley Boulevard SE, this will also provide active mode connection. There is an existing private golf course road along the east boundary of the plan area, direct access to the golf course road from the plan area is prohibited.

A Transportation Impact Assessment was received in support of the land use application. The Transportation Impact Assessment identified the proposed density can be supported by the surrounding road network.

The plan area is currently serviced by Calgary Transit Route 444 Chaparral Valley / Walden with service every 20 minutes in the peak hours. The nearest bus stop is directly west of the plan area on Chaparral Valley Boulevard SE. A future bus stop is planned directly adjacent to the site on 194 Avenue SE. There is an existing 3.0m Regional Pathway along 194 Avenue SE that provides cycling connections to Fish Creek Park and the Rotary Mattamy Greenway.

Utilities and Servicing

Water Infrastructure

Water servicing is proposed to be provided through connections to the existing water main located adjacent to the site to the south along 194 Avenue SE which is adequately sized to support the proposed development.

Sanitary Infrastructure

Sanitary servicing is proposed to be provided through a connection to the existing trunk sewer that runs along the west boundary of the site. Capacity is available within the existing system for the proposed development.

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Storm Infrastructure

Storm servicing is proposed within their Staged Master Drainage Plan to be provided through the construction of on-site stormwater management ponds with controlled discharge to the existing storm sewer main located adjacent to the site in 194 Avenue SE. In addition to capturing all surface drainage from within the plan boundaries, the system is also designed to accept and manage the existing surface and pipe drainage that is being discharged to this site from the existing Chaparral Valley community that is adjacent to the west.

Drainage

The Staged Master Drainage Plan has been approved by Water Resources. A hydrogeological report was submitted by WestCreek Developments in October 2019 by Waterline Resources Inc. and was peer reviewed by EXP as a third party due diligence review. The result of the study was that the addition of fill material, imperviousness and management of on-site surface rainwater runoff with the proposed development will reduce infiltration rates and recharge reducing the existing groundwater flow through the shallow groundwater system. EXP's review agreed with the findings that no negative impact on groundwater conditions is expected for the adjacent Chaparral Valley lands located to the west with the addition of this development.

Climate Resilience

The applicant has not identified any climate resilience measures as part of this outline plan. Further opportunities to align future development on this site with applicable climate resilience strategies may be explored and encouraged at the development permit stage.

Stakeholder Engagement, Research and Communication

In keeping with Administration's standard practices, this application was circulated to relevant stakeholders and noticed posted on-site. Notification letters were sent to adjacent landowners and the application was advertised online.

The Chaparral Community Association was circulated as part of this application and responded with a letter of opposition on 2019 January 28 (Attachment 4). An updated letter from the Community Association was not provided.

Administration received 56 letters of opposition from area residents. Planning-related concerns were primarily focused around traffic congestion in the area, the high-water table, flooding from river and snow melting; and lack of open spaces and schools.

Administration considered the relevant planning issues and deemed the proposal appropriate.

The applicant conducted community consultation as part of the application which included hosting three open houses on 2018 June 26, 2019 February 28, and 2019 September 03.

Approval(s): K. Froese concurs with this report. Authors: B. Harder and C. Chan
City Clerks: A. Degrood

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The applicant also provided a postcard drop to nearby residents, project updates to the Chaparral Community Association, Chaparral Lake Residents Association, and subscribed citizens via email. An Engagement Summary submitted by the applicant provides an overview of engagement conducted throughout the project (Attachment 5).

Based on feedback from early engagement with residents, the applicant moved the stormwater pond to the north portion of the site, which reduced the number of existing Chaparral Valley residences that will back onto new residences in Chaparral Meadows.

The applicant also changed their proposed multi-residential development site from Multi-Residential – Low Profile (M-1) District, which allows for apartment style development, to Multi-Residential – At Grade District, based on Chaparral Valley resident's concerns about the built form that were heard during public engagement.

Following Calgary Planning Commission, notifications for the Public Hearing of Council will be posted on-site and mailed out to adjacent landowners. In addition, Commission's recommendation and the date of the Public Hearing will be advertised.

Strategic Alignment

South Saskatchewan Regional Plan (2014)

The recommendation by Administration in this report has considered and is aligned with the policy directions of the [South Saskatchewan Regional Plan](#) which directs population growth in the region to Cities and Towns and promotes the efficient use of land.

Interim Growth Plan (2018)

The recommendation aligns with the policy direction of the [Interim Growth Plan](#). The proposed application builds on the principles of the *Interim Growth Plan* by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

Intermunicipal Development Plan for the Municipal District of Foothills and the Calgary (2017)

The site is subject to the [Intermunicipal Development Plan for the Municipal District of Foothills and the Calgary](#) (IDP) and as such the application was circulated to the Municipal District of Foothills for comment in accordance with the requirements of the IDP. A response was received on 2019 March 01 indicating no objections with the application.

Approval(s): K. Froese concurs with this report. Authors: B. Harder and C. Chan
City Clerks: A. Degrood

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Municipal Development Plan (Statutory – 2009)

The subject site is identified as Planned Greenfield with Area Structure Plan Area on [Map 1: Urban Structure](#) in the [MDP](#). The MDP identifies that specific policies will be identified through the local area plan. This application provides opportunities for a range of housing that takes advantage of existing infrastructure and amenities in Chaparral and the surrounding areas, supporting MDP objective 2.2: shaping a more compact urban form.

Climate Resilience Strategy (2018)

The [Climate Resilience Strategy](#) identifies programs and actions intended to reduce Calgary's greenhouse gas emissions and mitigate climate risks. This application does not include any specific actions that address objectives of this plan. Further opportunities to align development of this site with applicable climate resilience strategies may be explored and encouraged at subsequent development approval stages.

Chaparral Area Structure Plan (Statutory – 1988)

The subject site is located within the Private Recreational Facility (Golf Course) Area on Map 1: Land Use / Transportation of the [Chaparral Area Structure Plan](#) (ASP). An amendment to the ASP to change the land use category of the subject site from Private Recreational Facility (Golf Course) to Residential Area is required to accommodate the proposal (Attachment 4).

The Residential Area is intended for residential development with an overall residential density in Chaparral between 12 and 17 units per hectare (five to seven units per acre). The proposed amendment would increase Chaparral's overall residential density from 10.7 units per hectare (4.3 units per acre) to 11.6 units per hectare (4.7 units per acre).

Social, Environmental, Economic (External)

The recommended land uses allow for a range of residential housing types with at-grade entrances to accommodate the housing needs of different age groups, lifestyles and demographics.

Financial Capacity

Current and Future Operating Budget

There is currently no impact to the current operating budget. As development proceeds, the provision of City services such as roads, transit, and parks maintenance would have an operating budget impact at such time as they are provided. The projected operating costs for this development during 2019-2022 have been included in the One Calgary 2019-2022 Service Plans and Budgets.

Approval(s): K. Froese concurs with this report. Authors: B. Harder and C. Chan
City Clerks: A. Degrood

Planning & Development Report to
Calgary Planning Commission
2020 October 15

ISC: UNRESTRICTED
CPC2020-1111

**Policy Amendment and Land Use Amendment in Chaparral (Ward 14) at 2100 -
194 Avenue SE, LOC2018-0256**

Current and Future Capital Budget

There is no impact to the current capital budget as a result of this report. The capital investment required to construct and upgrade the required local infrastructure will be funded by the developer.

Risk Assessment

There are no significant risks associated with this proposal.

REASON(S) FOR RECOMMENDATION(S):

The proposal is in keeping with applicable policies of the *Municipal Development Plan* and the *Chaparral Area Structure Plan*, as amended, and will allow for additional residential development in the form of single detached, semi-detached, rowhouses and low profile multi-residential in the community of Chaparral.

ATTACHMENT(S)

1. Applicant's Submission
2. Proposed Outline Plan
3. **Proposed Bylaw 53P2020**
4. Community Association Letter
5. Engagement Summary
6. **Proposed Bylaw 159D2020**
7. **Calgary Planning Commission Member Comments**
8. **Public Submissions**

Approval(s): K. Froese concurs with this report. Authors: B. Harder and C. Chan
City Clerks: A. Degrood

Applicant's Statement



Applicant Statement – October 2020

B&A Planning Group prepared this application, with a team of technical experts, on behalf of WestCreek Developments in support of the Chaparral Meadows Outline Plan (OP) and associated Land Use Redesignation for approximately 15 hectares (37.07 acres) of land (hereafter known as the "plan area").

Chaparral Meadows is master-planned as a residential neighbourhood with a contextual built-form that complements the existing neighbourhoods of Chaparral Valley and Wolf Willow, located immediately west and south of the Plan Area, respectively. This Outline Plan is also adjacent to the Blue Devil Golf Course, which is within close proximity to the Fish Creek Park trail system and open space network found in the community of Wolf Willow. The design leverages the Plan Area's unique shape to create a quiet and contextual neighbourhood that balances lower density residential housing units with the appropriate mix of single detached, semi-detached, townhouse homes, all while maintaining the existing character of adjacent neighbourhoods.

The Plan Area does not owe Municipal Reserve, as it was previously paid to the City through a cash-in-lieu payment in 2002 as part of the original subdivision plan. In addition, the existing utility corridor on the west boundary provides a significant buffer between existing and future homes and acts as a north south connection, containing a gravel pathway. This pathway connects to the regional pathway network, Fish Creek Park, Lafarge Meadows; and existing amenities found in the community of Chaparral, and the future community of Wolf Willow. Chaparral Meadows also proposes a storm water system that will accommodate existing storm water flow from Chaparral Valley. As such, the allocation of open space land for storm ponds is significantly greater than a typical neighbourhood, thereby increasing the amount of passive recreation space.

Public Engagement has been a critical component of the application process and directly impacted changes to the plan itself. Between June 2018 and October 2020, WestCreek Developments undertook a robust communications and engagement program to share project information and updates, and to collect feedback from adjacent neighbours, the Chaparral Community Association and the public at-large throughout key phases of the project process.

Community members were kept up to date and informed of engagement activities through a variety of communication methods including letters and hand-delivered postcards to Chaparral Valley residents, road signs throughout the community and regular email updates to the Community Association and 142 project email subscribers.

WestCreek held three public engagement events throughout the project to inform, collect information, listen, and solicit feedback from community members. Feedback received throughout these events, alongside feedback provided through individual phone calls and email communication between residents and the project team, has largely influenced the final design of the Plan Area to minimize offsite impact to adjacent residents. Significant changes resulting from the public engagement program include:

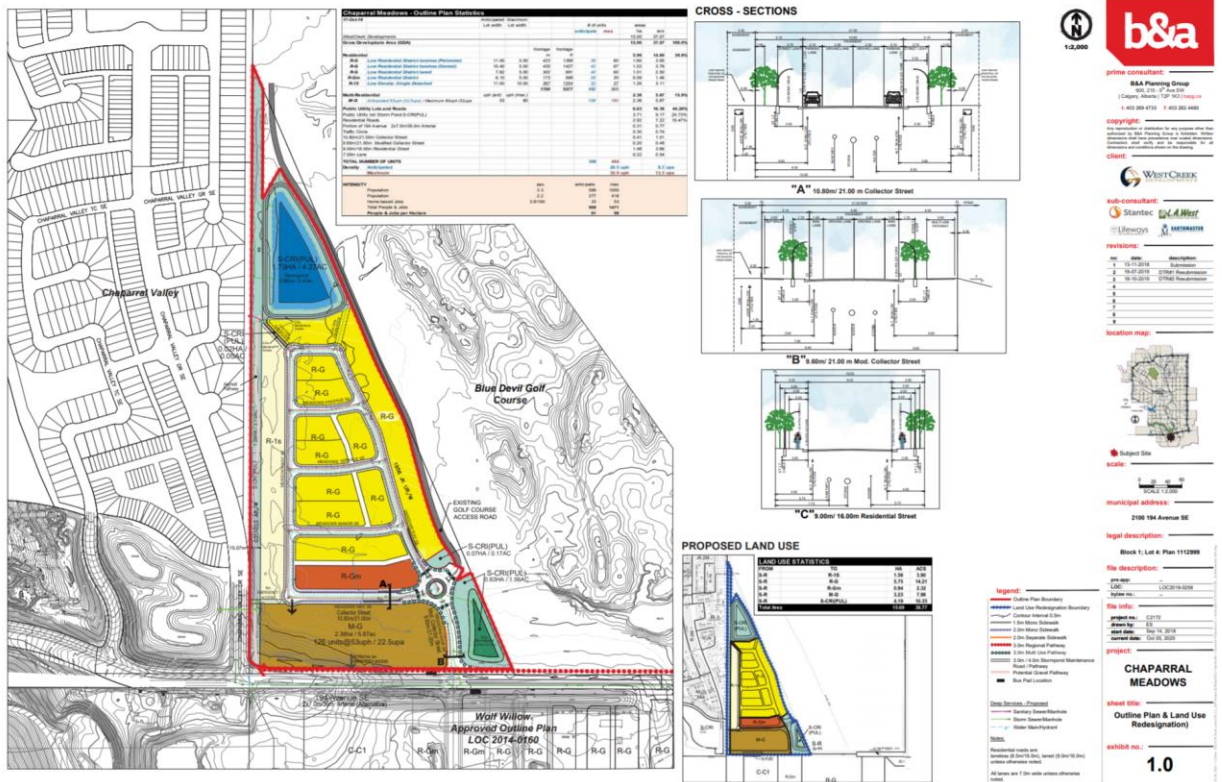
- Completed additional technical analysis which resulted in relocating the storm pond to the north portion of the site to mitigate impacts for adjacent landowners, providing functional pathways and open space around the pond;
- Revising land uses to ensure the homes along the west boundary contextually align with the built form of adjacent homes in Chaparral Valley (From R-G to R-1s);
- Changing the neighbourhood name based on feedback received directly from adjacent residents; and
- Decreasing the overall density based on resident concerns while still remaining in alignment with the MDP;
- Lowering the density of the multi-residential site (M-1 to M-G Zoning), proposing townhomes rather than apartments, to address concerns raised directly from adjacent residents and the local Councillor.

Applicant's Statement



Incorporating this feedback, the revised Outline Plan proposes single-detached, semi-detached, and townhouse dwellings, in alignment with the intent of higher order statutory plans. The plan locates denser product (M-G land use district) in the south portion to provide an appropriate interface to commercial uses located to the south. The Outline Plan anticipates a density of 8.3 units per acre (20.5 units per hectare) based on the uses proposed, exceeding City's minimum density requirements. Chaparral Meadows anticipates approximately 876 people and 33 home-based jobs. This calculates to an intensity of 61 people and jobs per hectare.

Proposed Outline Plan



BYLAW NUMBER 53P2020

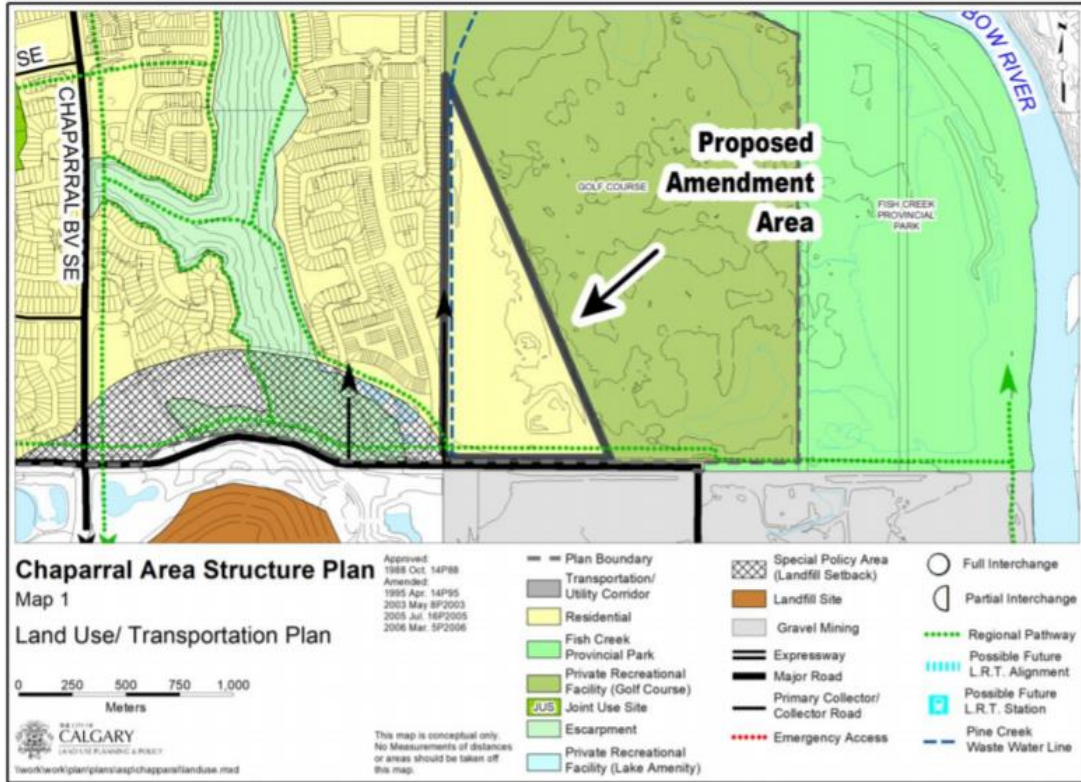
**BEING A BYLAW OF THE CITY OF CALGARY
TO AMEND THE CHAPARRAL AREA
STRUCTURE PLAN BYLAW 14P88
(LOC2018-0256/CPC2020-1111)**

WHEREAS it is desirable to amend the Chaparral Area Structure Plan Bylaw 14P88, as amended;

AND WHEREAS Council has held a public hearing as required by Section 692 of the Municipal Government Act, R.S.A. 2000, c.M-26, as amended:

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

1. The Chaparral Area Structure Plan attached to and forming part of Bylaw 14P88, as amended, is hereby further amended as follows:
 - (a) Amend Map 1 entitled 'Land Use/ Transportation Plan', by changing 16.07 hectares \pm (39.72 acres \pm) located at 2100 – 194 Avenue SE (Plan 1112999, Block 1, Lot 4) from 'Private Recreational Facility (Golf Course)' to 'Residential' as generally illustrated in the sketch below:



2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON

CITY CLERK

SIGNED ON

Community Association Letter

The City of Calgary
Planning & Development Department
Community Planning
800 Macleod Trail SE
T2P 2M5
File Managers: Breanne Harder and Calvin Chan

January 28, 2019
Via e-mail

RE: Letter of Objection to LOC2018-0256 Proposed Osprey Meadows application

Dear Breanne and Calvin,

Thank you for circulating LOC2018-0256 to the Chaparral Community Association (CCA). Community residents and the Board appreciate the extension that was granted to submit formal comments on the circulation. As submitted, the CCA has serious concerns with the application seeking to develop a remnant parcel in Chaparral that was once recognized and considered to be part of the Blue Devil Golf Course. The undeveloped parcel is zoned Special Purpose – Recreation (S-R) district, and presently functions as passive open/green space with very limited day use by hikers, dog walkers and others because it is widely known to be signed as private property. The parcel falls within the overall community of Chaparral as defined by our Community Association bylaws registered with Service Alberta. The CCA objects to any residential development on the parcel that does not reference “Chaparral” within the proposed name.

The CCA considers the Chaparral Area Structure Plan (ASP) amendment and Land Use/Outline Plan application to be premature, lacking details, incomplete in certain aspects, and failing to address a number of crucial factors that should have been addressed based on the feedback area residents provided at the developer-led engagement prior to the submission. As a result, the CCA is firmly opposed to the proposed ASP amendment and Land Use/Outline Plan submission.

The CCA’s chief concerns and reasons for opposition are summarized below:

1. Provisions for Municipal Reserves (MR) towards suitable community parks and open spaces
2. Layout of the Outline Plan prompts safety concerns due to access/egress points, and the failure to integrate into the existing community based on design, density targets and land uses are missed opportunities
3. Hydrological, storm servicing and drainage concerns that are not well-studied or understood
4. Ineffective community engagement and consultation

Provisions for MR and suitable community parks and open spaces

The CCA and area residents are not satisfied by the responses provided by the applicant, developer and city staff on the matter of Cash-In Lieu for MR dedication. Decision(s) affecting Chaparral’s green/open space were made without any consultation with the community. There are broader issues surrounding good governance, transparency, fairness effective decision-making that will need to be addressed as part of the application review. Further, decisions of the past were made on certain assumptions, failing to consider the ability of Chaparral Valley residents to access MR lands in Chaparral Lake or Ridge due to topography, grades and distances that area residents need to travel to access parks and open spaces. The CCA believes that as a community that is home to many young families, all Chaparral residents should have short, direct and convenient walkable access to parks, playgrounds and open spaces. Our

Community Association Letter

recent experience in working with Calgary Parks inform us that programmable open spaces in Chaparral Valley are lacking, and the utilization rate is high.

In reviewing the applicant's submission, the CCA is disappointed that the minimum requirement of 10 percent MR dedication has not been met. The incorporation of the green space, as designed, is neither programmable nor of value to future residents of the proposed neighbourhood. It is poorly planned and puts as many residential homes as possible into the space with lack of foresight and lack of thought about how these people will live in a vibrant community space. The CCA demands that the developer integrate a meaningful, centralized and accessible open/green space to serve as future amenity for all area residents and provide a landscaped pathway system that connects and beautifies the utility corridor. As part of a re-design of the Outline Plan layout, the minimum requirement of 10 percent MR or 4 acres must be met.

Outline Plan layout, land use, and density targets

The applicant and developer need to initiate a re-design based on the CCA's review of the initial submission. A number of area residents have identified that due to the proximity of the Bow River, and limited number of egress points, safety concerns as part of emergency evacuation have not been understood or addressed in the proposal. As designed, the single access/egress point into the 40 acre parcel travels north-south in a perpendicular manner that intersects the proposed storm pond. During a flood event, future residents may find themselves trapped should water levels within the storm ponds exceed capacity and restrict vehicles from making use of the roadway. Similar concerns were raised in part due to the 2013 Floods.

The unsympathetic and incompatible design layout, as proposed within the Outline Plan, is also problematic in that it fails to address the basic principles of community planning. Connectivity within the neighbourhood and to the adjacent neighbourhood of Chaparral Valley is entirely missing. Walkability, permeability and integration of a new neighbourhood into the overall community of Chaparral through pathways and pedestrian links is also an oversight. The design is auto-oriented and not focused on community building and integration. The design scheme is based on a plan for an "island" that fails to account or integrate with the existing developed portions of the community.

Density targets outlined in the applicant's submission refer to the Municipal Development Plan (MDP), and specifically those captured in the New Community Planning Guidebook (NCPG) Volume 2, Part 1 of the MDP. However, the submission has not taken into consideration that the Chaparral ASP predates the MDP, and the section of the MDP that outline minimum density targets also requires ASPs to explicitly note that the NCPG applies to the ASP. The NCPG is largely meant for new communities that are still developing. The CCA is unclear on why MDP density policies of 2013 are being retroactively applied in Chaparral when all of the community has already been built-out. The CCA expects The City's Administration to raise this matter with the applicant, and as part of the resubmission align with the existing density framework and targets of the Chaparral ASP. Furthermore, Section 1.4.4 of the MDP states that "ARPs and ASPs in existence prior to approval of the MDP are recognized by the MDP as policies providing specific direction relative to the local context", and as such the changes proposed at this stage of the community development cycle are presumptuous - given that context and expectations have been established and built-out.

Community Association Letter

The applicant's submission does not include sufficient information on grades, but based on the requirement to flood proof and meet design flood elevation, area residents are rightfully concerned that the new development will be sitting much higher relative to the existing homes and will pose issues from building heights relative to sunlight access and privacy/over-looking matters. Furthermore, to achieve higher density the outline plan proposes a significant percentage of R-G and R-GM residential housing which does not align with adjacent homes and does not support the developers stated goal of a development that will compliment Chaparral Valley. Homeowners directly adjacent to the proposed development were sold golf course lots at a premium price and as such have invested in upgraded features and adhere to restrictive covenants to maintain a premium appearance. As part of a re-design of the Outline Plan layout, the development must provide R-1 housing adjacent to Chaparral Valley.

Hydrological, storm servicing and drainage concerns

The submission is lacking relevant analysis on the pre-existing hydrology and drainage concerns within Chaparral Valley and the broader Bow Valley river system as well as future development within areas designated as flood fringe of the Bow River Valley. Since the soils adjacent to the Bow River are frost susceptible, foundations need to be protected from frost penetration below the footings during home constructions. Otherwise, frost heaving and movement in the structure can result. Surface concrete, at-grade patios, and sidewalks within the new neighbourhood will be exposed to frost heave movements causing long term maintenance and costs implications for The City. Many area residents have been experiencing similar issues for several years at significant expense. It is unclear what the impact of new development will have on existing issues

Given the above concerns, the CCA expected that the developer would have included a comprehensive Storm Water and Storm Drainage analysis as part of the submissions. Storm water and the overall drainage in the area is a very serious concern in Chaparral Valley as channeled by many area residents. It appears that the Outline Plan/Land Use application may have been prematurely submitted without the necessary due-diligence completed on critical servicing solutions. The CCA respectfully requests the review of all technical documents pertaining to hydrology, storm servicing and drainage prior to any formal recommendation by staff to Planning Commission or Council.

Ineffective community engagement and consultation

The CCA is troubled by the ineffective community engagement that was haphazardly announced and organized by the developer. No request to attend or present to the community association was attempted. Tactics used leading up to and at the information session in June, 2018 suggested it was a "check-box exercise." At the information session, critical information was being guarded, which demonstrates insincerity on the part of the applicant and developer. For example, when asked of the developer if they had developed an overall Outline Plan and Land Use plan – the answers provided were repeatedly "No." This has turned out to be simply untrue as the Phase 1 Environmental Site Assessment prepared and submitted by the applicant is dated May, 2018 and contains a detailed Outline Plan map with Land Uses on page 12 of the document.

Section 2.3.7 of the MDP contains text that speaks to "fostering community dialogue and participation in community planning." The CCA demands that the applicant/developer and city staff offer meaningful opportunities to carry out a dialogue on shaping the future of the community. Effective community consultation and participation should be carried out in a responsible manner that is transparent and allows for all voices to be heard. It is our sincere hope that future consultation opportunities will be

Community Association Letter

managed in a manner that produces not just a "What We Heard Report" but a "What We Did Report" that respects the concerns of residents.

On behalf of the CCA Board, resident members and affected land owners, I respectfully request that you take into consideration this correspondence as part of any formal direction and recommendation that may be provided to the applicant and developer as part of DTR comments. Further, I urge the applicant and developer to address the concerns outlined within and a full re-circulation commence upon resubmission.

Sincerely,

Lynette Javaheri, President
Chaparral Community Association

CC: Councillor Peter Demong
CCA Board members

Engagement Summary



**ENGAGEMENT
SUMMARY**

SEPTEMBER 2020



Engagement Summary



ENGAGEMENT SUMMARY

WESTCREEK DEVELOPMENTS | SEPTEMBER 2020



Engagement Summary

CONTENTS

1	Introduction	1
2	Project Timeline	2
3	Engagement Snapshot	3
4	How Engagement Shaped our Project	5

Engagement Summary



WestCreek Developments' vision is to develop a mixed-form residential neighbourhood that maintains the integrity of the existing built-form within the Chaparral Valley community, while considering adjacent homeowners, community members and future developments in the area.

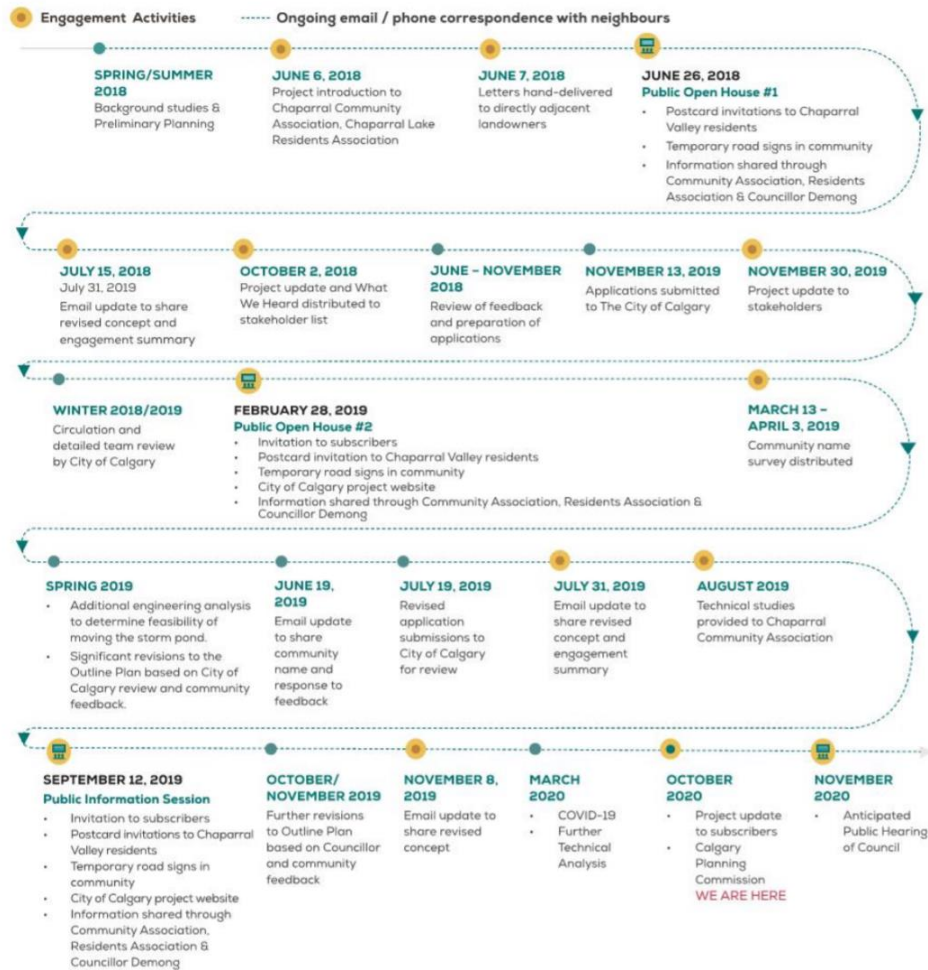
Between June 2018 and September 2019, WestCreek facilitated a stakeholder and public engagement campaign to share project information and collect feedback from adjacent neighbours, the Chaparral Community Association and the public at-large. Feedback received throughout the engagement program significantly influenced the final design of the Plan Area to minimize offsite impacts to adjacent residents. The following is a list of the most significant changes made to the plans as a result of the engagement program:

- **Relocated the storm pond** to the north portion of the site to mitigate impacts for adjacent landowners, providing functional pathways and open space around the pond;
- **Revised the land uses** to ensure homes along the west boundary contextually align with the built form of adjacent homes in Chaparral Valley;
- **Changed the neighbourhood name** based on feedback received directly from adjacent residents; and
- **Lowered the density** of the multi-residential site (M-1 to M-G), proposing townhomes rather than apartments.

The following summary provides a complete overview of the engagement program and illustrates how feedback from the community influenced the evolution of the concept plan for the site.



Engagement Summary



*Timeline subject to change based on City of Calgary Review Process

SEPTEMBER 2020 | CHAPARRAL MEADOWS

2

Engagement Summary



OPEN HOUSE #1

**June 26, 2018 |
Chaparral Lake
Residents Association**

Purpose: Introduce the project to surrounding communities, share a high-level vision for the subject lands, answer questions and collect feedback.



OPEN HOUSE #2

**February 28, 2019 |
Cardel Rec South**

Purpose: Present an overview of the submitted Area Structure Plan (ASP) Amendment, Outline Plan and Land Use Redesignation applications. Collect additional feedback to be considered alongside The City of Calgary's detailed review process along with feedback provided by the Chaparral Community Association and the community at-large.



INFORMATION SESSION

**September 12, 2019
| Southview Alliance
Church**

Purpose: Provide an update and share revisions made to the Chaparral Meadows Concept Plan based on comments provided by The City of Calgary and concerns identified by the community throughout the project.



Engagement Summary



Postcard Invitation



WHO PARTICIPATED?

- Chaparral Community Association
- Chaparral Valley residents
- Chaparral residents
- Peter Demong, Ward 14 Councillor



142
EMAIL SUBSCRIBERS
TO-DATE



12
PROJECT UPDATES
TO SUBSCRIBERS

Engagement Summary

4 HOW ENGAGEMENT SHAPED OUR PROJECT

Open House #1 - Sharing the Initial Vision



Revised Concept Presented at Open House #2



WHAT WAS HEARD

Desire to change the community name from Osprey Meadows to include "Chaparral"

Concerns about impacts to adjacent landowners

Concerns about the multi-residential / townhome component

Storm water / flooding concerns

Transportation / traffic concerns

Concern for reduced green space and request for a park

WHAT WE DID

Allowed residents to choose a preferred community name that includes "Chaparral".

- Ensured:
- A 25-metre (~82 foot) buffer would exist between the Chaparral Valley community boundary and Chaparral Meadows; and
 - A contextual built-form, complementary to the existing neighbourhood.

Ensured the Low Profile (M-1) was limited to 3-4 storeys and was strategically placed along 194 Avenue, not adjacent to any homes in Chaparral Valley.

Completed extensive technical work to develop a customized drainage concept to mitigate storm water and flood concerns.

Submitted a Transportation Impact Assessment (TIA) as per City of Calgary standards and shared results with the CA. Traffic lights at 194 Avenue S.E. / Chaparral Valley Drive S.E. and 194 Avenue S.E. / Wolf Creek Drive S.E. were required with the Wolf Willow development. Chaparral Meadows successfully utilizes the capacity created with the installation of the aforementioned traffic lights.

Proposed a 0.5-acre public park in the north portion of the Plan Area, along with pathway connections to existing regional pathways and amenities found in Chaparral and the future community of Wolf Willow.

Engagement Summary



Open House #2 - Shaping the Plan with Community Feedback



Responding to the Community



WHAT WAS HEARD

Suggestion to move the storm pond to the north and provide additional park space

Concern for impacts to adjacent landowners

Residents voted on a preferred community name that included "Chaparral"

Concern for the amount of grading / fill required

Drainage/flooding concerns

Concerns about the cul-de-sac

Parking

WHAT WE DID

Extensive technical work was completed. The storm pond was moved to the north portion of the site to mitigate impacts for adjacent landowners and to provide usable green space.

WestCreek is looking to include walkouts along the west side of the boundary adjacent to Chaparral Meadows to compliment the adjacent houses in Chaparral Valley.

Submitted "Chaparral Meadows" to the City of Calgary as the proposed community name, as this was the preferred choice of area residents.

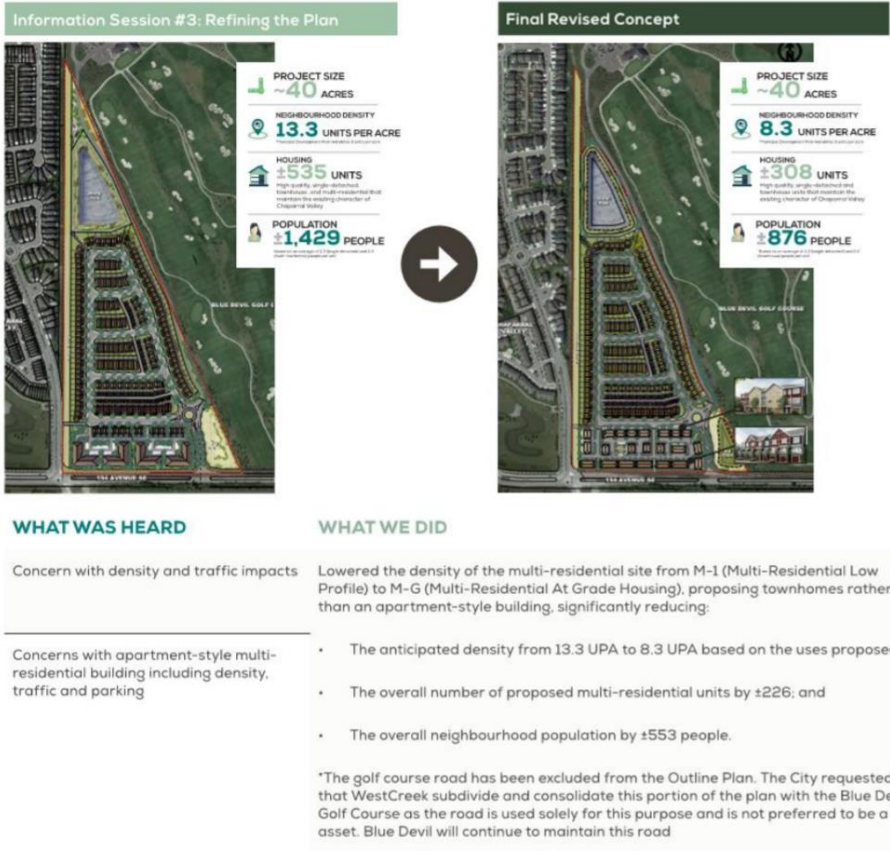
Conducted preliminary grading work to determine fill requirements and shared cross sections at information session.

Ensured the Chaparral Meadows concept plan accommodates overland drainage from Chaparral Valley.

Removed the cul-de-sac from the plans.

WestCreek will provide an appropriate amount of parking in accordance with The City of Calgary's Land Use Bylaw.

Engagement Summary



Detailed What We Heard reports from Public Open House #1 and #2 are available upon request.

Engagement Summary



CONTACT INFORMATION

TAMILLE BEYNON

tbeynon@bapg.ca | 403-692-5234



Engagement Summary



BYLAW NUMBER 159D2020
BEING A BYLAW OF THE CITY OF CALGARY
TO AMEND THE LAND USE BYLAW 1P2007
(LAND USE AMENDMENT
LOC2018-0256/CPC2020-1111)

WHEREAS it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

AND WHEREAS Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and substituting therefore that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

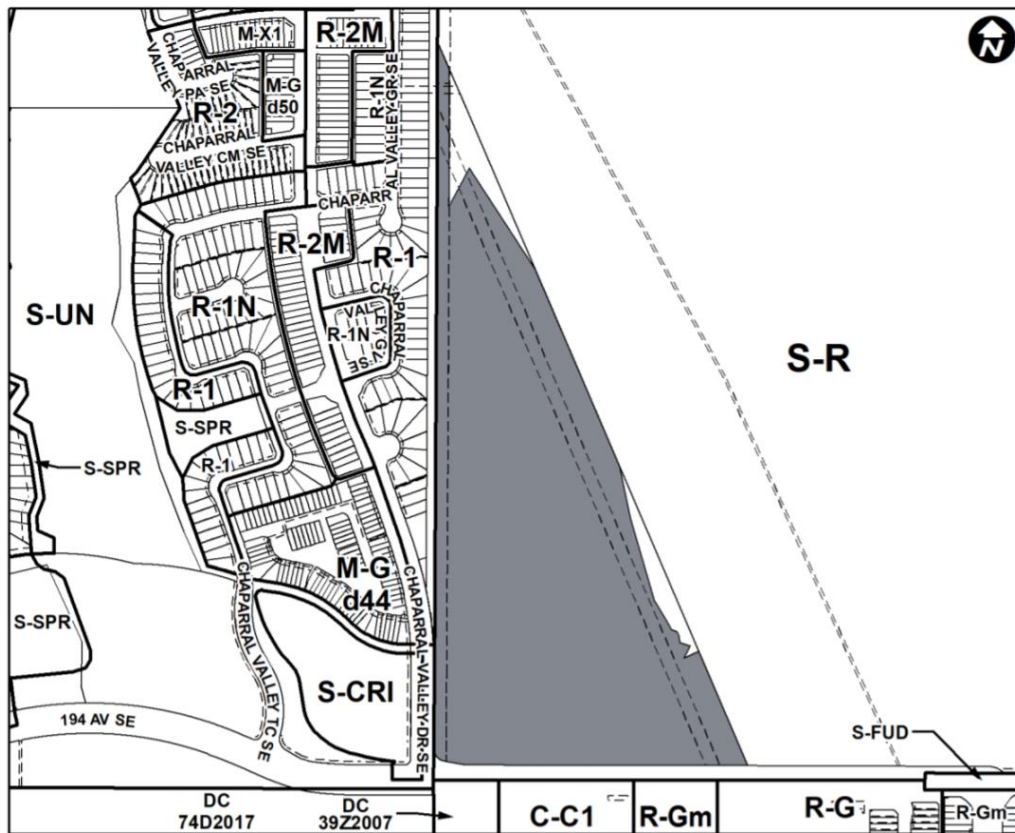
MAYOR

SIGNED ON _____

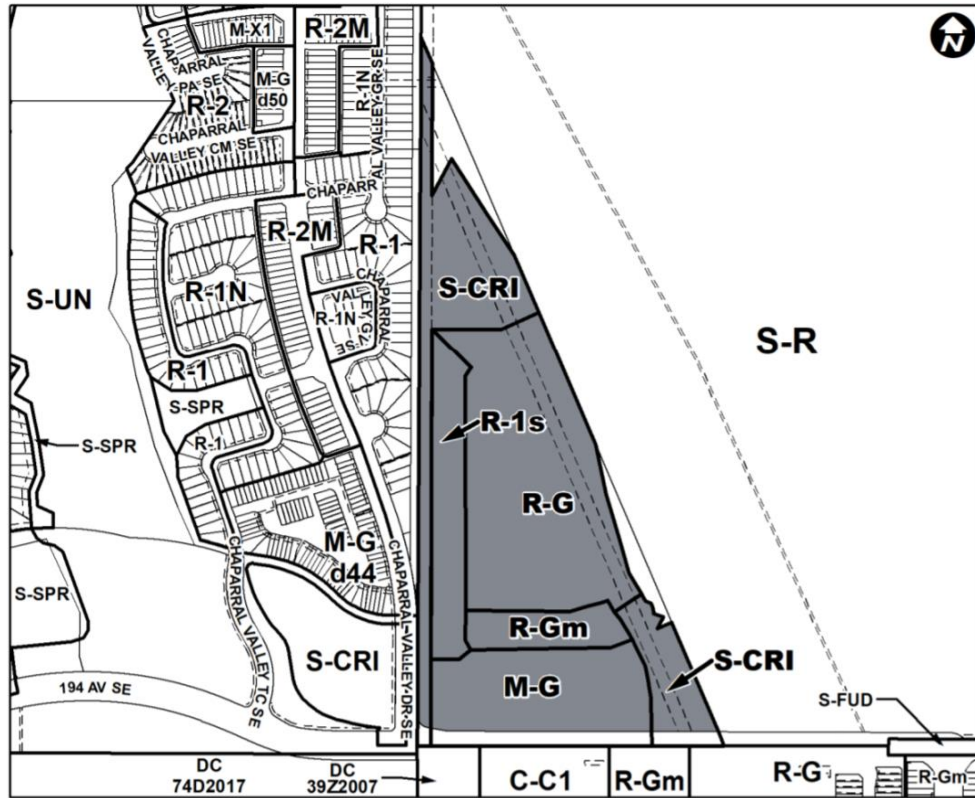
CITY CLERK

SIGNED ON _____

SCHEDULE A



SCHEDULE B



Calgary Planning Commission Member Comments



For LOC2018-0256 / CPC2020-1111
heard at Calgary Planning Commission
Meeting 2020 October 15



Member	Reasons for Decision or Comments
Commissioner Scott	<p>Reasons for Approval</p> <ul style="list-style-type: none"> Although the proposed redesignation does represent a significant change to the interface condition and informal use of the lands by neighbouring residents, I support this application for the following reasons: <ul style="list-style-type: none"> The proposed outline plan design does an excellent job of minimizing impacts at the interface of the existing community by locating the R-1 zone adjacent similar R-1 lotting to the west, locating the multifamily site away from existing homes, and adds a stormpond and open space area at the north end of the outline plan area. These design solutions respond very well to concerns raised by stakeholders. The applicant has chosen to reduce the density and built form of the proposed multifamily site to accommodate a ground-oriented product in response to community concerns. The design incorporates an open space network that responds well to the localized community need to access the regional open space network which was otherwise occurring informally, and voluntarily provides public open space opportunities within the outline plan area. The proposed linear buffer zone placed adjacent to the existing community further improves the interface condition and provides access to lots backing onto this zone. Overall, this is a very good example of the repurposing of otherwise underutilized land in a new community context to achieve an outcome that is supported by higher level City policy. The applicant is to be commended for a thorough and highly responsive community and stakeholder engagement process, which was evidently extremely comprehensive and has clearly resulted in design revisions to the outline plan that improve interface design conditions and accessibility in response to concerns raised.

Palaschuk, Jordan

From: TATEUM PETA <Tateum_Peta@msn.com>
Sent: Friday, December 04, 2020 1:30 PM
To: Public Submissions; Demong, Peter
Subject: [EXT] Issues to be considered for the West Creek Development - (Chapparral Meadows) Public Hearing Meeting on December 14, 2020

Follow Up Flag: Follow up
Flag Status: Completed

Categories: e-mail sent

My family lives at 50 Chaparral Valley Grove SE and we love our Community. Our home is backing onto the proposed application location and we are opposed to the proposal of a major amendment to the Chaparral ASP, the land use and site plan application on the subject property due to the following reasons below:

1. The proposed density is higher than the entire existing communities up to 5-7 upa. The City should not allow spot densification for the last remnant 40 acre parcel in this Chaparral ASP area that doesn't have the proper infrastructure in place to support the increase in density. We request that the City keep the density for the ASP as close to 5-7 upa to keep in line with the entire existing community of Chaparral and keep this site with the originally intended S-R land uses.

Please have the developer conduct an absorption rate / feasibility study for this area before approving anymore application in this area. I feel the current market will not support another community in this current location, at this time. This application is premature and the market will not be able to support this proposed development. This would fall in line with how the council voted against approving the 11 new communities at the beginning of November of this year.

2. Stormwater/water table level is a huge concern in the Valley and this application has not submitted any documentation to show how it would handle the already failing stormwater problems in Chaparral Valley. The application has not addressed the flooding of our streets the proposed lands and what would occur once the lands are brought up to grade with the changes to the water table. Chaparral Valley homes have had numerous problems with stormwater flooding existing streets, the water table, back decks failing off, landscaping/ rear yards being wet all the time as the entire site was designed with sheet drainage to drain to the east. In fact, I just had to trip my sump pump even today to drain excess water in the trap. Our door and window frames are knocked out of alignment during the winter months due to excessive heaving. I have to replace 3 windows in my house because of the heaving. This, as well as deck repairs, are a very common issue in the valley and will also be an issue for the new development. We are worried this would create increased issues due to the fact the land will have to be raised behind us, creating a sell between us. The proposed site is normally very wet and wildlife uses the ponds that form on this site. Numerous residents have photos should you like to see evidence.

3. The proposed land use are not compatible and not in line with the adjacent community or with the existing residential uses should the application continue we would only expect similar product of housing adjacent to our R-1 walk out housing types. We request that the R-1s be rezoned to R-1 to make a smooth transition between the communities. Every existing house has a walkout lot with chain link fencing with a gate onto the PUL property. Should this application continue, please ensure the product type is compatible to the existing product as we all purchased lots at much higher value backing onto the golf course. We all understand markets change and we have all lost a lot of money in the housing market which in turn has made this application even harder to accept. I know

normally planning application does not take the market into consideration but please keep this on top of your mind as the removal of the proposed golf course (which is the reason we built in this neighborhood) and the proposed downgrading of the housing product) does not only affect the developer but also has a large negative impact on the home owners backing on to the proposed development.

The developer has also chosen a name not consistent with the existing names within the Chaparral ASP. We are all proud residents of Chaparral and take great pride in having all areas with the Chaparral ASP have the name of Chaparral used in the community names. This application has chosen to exclude the name hence not using great place making concepts in their design of this application. **This has been addressed**

In addition, the developer has not shown the residents how the grades will work between our houses and the proposed development.

4. The proposed application has one access into the property and one egress. The proposed access is over a storm pond. Should there be an extreme flood this would not be an option of accessing/egressing the site. The proposed emergency access spills onto the main access/egress of Chaparral Valley and could cause more problems if both communities need to evacuate at the same time. The proposed access/egress is not acceptable in regards to EMS and Fire Safety. We were all evacuated in Chaparral Valley at 2 am during the floods. Should there be a more serious evacuation the outcome would have not been favourable.

5. The only access of 194th Ave into the Chaparral Valley is not sufficient to accommodate the existing Chaparral Valley development, the approved Wolf Willow Development under construction and this proposed development. This application is premature due to the existing infrastructure that is in place. 210th Ave must be built and functioning prior to any approval on this site. Wolf Willow was approved with a cap of density prior to 210th Ave beginning built, no additional development should be approved until this infrastructure is operational. And proper studies can be done to ensure the functionality and operations are sufficient to accommodate the approved traffic volumes.

6. The ASP was approved with this site as a golf course and at that time the City accepted cash in lieu for MR with the subdivision application. The site should not be allowed to be changed without the minimum of 10% MR being allowed. Should this application go forward the City should either reimburse the developer of the cash in lieu or use the cash in lieu to purchase a minimum 4 acre site within the property to allow useable/programmable open space site on the subject property. Please do the calculations of usable/ programmable MR allocated in the valley. Please note: some of the reports have incorrect information on their maps as to where amenities space is with the communities of Chaparral, Walden and Chaparral Valley.

The proposed pathway is on PUL lands that lead to nowhere - please remove from the proposed location and have the developer relocated to a more useable and accessible location. The proposed location of token MR are in location that are not usable and are on remanent location within the proposed site. Where are children to play within this community? Are they required to drive to the closest park? This is not consistent with any other communities within a 10 kilometer range.

We would also like to request that a round about be considered for the entrance into Chapparral Valley off 194th Avenue to keep traffic flowing in the case of an emergency.

7. City council had a motion to look into the numerous requests from developers changing golf course sites into residential housing developments. Please allow administration to look into this prior to processing this application as the news has reported issues on the Highland Golf Course stormwater issues, Hampton issues and the Country Hills Golf Course issues and the Shawnee Slopes location has not developed as planned.

In conclusion, this application is premature due to the current economic conditions, lack of stormwater and transportation infrastructure in place and the lack of place making and planning that has been taken into consideration in building great communities.

Please take my concerns very seriously when doing your review of this application.

Should you have any questions, please contact me at anytime.

Thanks in advance,

Ps - Residents are very confused on where to email their concerns. The application land use sign is confusing for the general public as there is only a phone number listed. If we are seriously interested in hearing the concerns of the residents then we should make it easy for the residents to voice their concerns and provide an email with address to facilitate this process.

Regards,

Tateum Peta, CA, CFA and family

Claye Hopkins
254 Chaparral Valley Drive SE
Calgary
T2X0M3

Office of the City Clerk
The City of Calgary
700 Macleod Trail SE
P.O Box 2100
Station M
Calgary, Alberta
T2P 2M5

To Whom it may concern:

Re: Chaparral Bylaw 159D2020

Following are my concerns to redesignate the land located at 210-194 Avenue SE (Portion of Plan 1112999 Block 1, Lot 4).

The area has inadequate infrastructure to support this development in addition to the Wolf Willow development.

There is potential for negative environmental impacts for what was previously natural park area that is very troubling. The premise for these concerns is based on the following:

1. There is only one road being 194th Ave out of the Valley for Chaparral Valley and Wolf Willow.
2. During peak traffic times access from Chapparral Valley Drive to 194th will be backed up into the Drive once Wolf Willow is completed. This will be compounded by this proposed development, which will definitely require yet another access point to 194th Avenue.
3. Traffic lights are inevitable and will impact the free flow of recreationalists currently using the path system.
4. There is potential for significant back up of idling vehicles in front of Riverside Mews and other single-family housing causing possible poor air quality for family homes.
5. Once all the developments are complete there will be vehicles backed up 194th into the valley during peak rush hours. This will be magnified as currently Chaparral Blvd. has significant congestion and back up on winter days outside of COVID.

6. A turn arrow is already required at Chapparal Blvd. turning left into the Valley during rush hour, as the single turning lane is backed up and can take up to 3 or 4 phases of lights to be able to get through, due to the traffic coming out of Walden and Legacy.
7. I do not believe the Valley can sustain the amount of development being proposed especially the designation of yet more multi residential homes.
8. The Park and wetland setting of this neighborhood bordering Fish Creek will be given up for traffic congestion and dense urbanization, which is a real tragedy. This side of the Valley is well suited to more Park and boardwalk areas, considering the dense urbanization just across the road at Wolf Willow.
9. I would like to understand the emergency evacuation strategy for this expanded urban area having to exit the valley for extraordinary events like flooding, while having to merge up a single road system.
10. Currently Chapparal Valley entrance stone is set back on Chaparral Valley Drive and would need to be positioned on 194th to give identity to the subdivision.
11. Houses now facing open land and park views now have their homes devalued as its replaced with viewing there neighbours back yard.
12. I run around through Fish Creek daily and the parking at the end of 194th is already too small to accommodate the significant number of users coming in from all the surrounding developments. Today cars were being ticketed for parking into the traffic circle, while trying to access a confined entry point to the Park.
13. To have both sides of 194th in major development at the same time will require those seeking exercise to avoid the area for all the traffic and dust.
14. During summer the traffic is further inflated by the golfers coming into the Valley.

This was and is still a quiet Valley with families and retirees etc. wanting to get away from the hustle and bustle, however dense urbanization is now catching up.

- I urge the council please to consider carefully the infrastructure and environment before forging ahead with frenetic development.
- Please allow for smooth traffic flow out of Chapparal Valley Drive, ensuring turning arrows and other traffic signals that will be required soon.
- Consider cutting back on this development allowing for more open space for residents of the community.
- Provide for more parking at the end of 194th for access to Fish Creek.

The proposed development will significantly affect life in this Valley, and I thank you for your careful consideration the above.

Sincerely

Claye Hopkins



Public Submission

Letter 3

City Clerk's Office

In accordance with sections 43 through 45 of Procedure Bylaw 35M2017, the information provided may be included in the written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Personal information provided in submissions relating to matters before Council or Council Committees is collected under the authority of Bylaw 35M2017 and Section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act of Alberta, and/or the Municipal Government Act (MGA) Section 230 and 636, for the purpose of receiving public participation in municipal decision-making. Your name and comments will be made publicly available in the Council agenda. If you have questions regarding the collection and use of your personal information, please contact City Clerk's Legislative Coordinator at 403-268-5861, or City Clerk's Office, 700 Macleod Trail S.E., P.O. Box 2100, Postal Station 'M' 8007, Calgary, Alberta, T2P 2M5.

✓ I have read and understand that my name and comments will be made publicly available in the Council agenda. My email address will not be included in the public record.

First name (required) Simone

Last name (required) Fortier

What do you want to do? (required) Request to speak, Submit a comment

Public hearing item (required - max 75 characters) Chaparral Meadows public hearing is scheduled for Monday, December 14, 2020

Date of meeting Dec 14, 2020

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Chaparral Valley Meadows Development Project

Overdeveloping a piece of property that puts the health, safety, and wellbeing of Chaparral Valley at risk with limited access to fire, police, and compromised access, only one road in and out of the valley.

The City of Calgary, if it knowingly approves this development, should be held fiscally responsible for all flooding, theft, fire damage to all homes built, creating their own insurance plan to cover this development along with the developer who is pushing for this highly dense housing.

What the Valley needs in more services, such as a community center and a park. We do not need more multi-family homes, which brings more crime and aggression. Parking is already a huge issue here, and the heavy traffic on 194, the only access point, is a tremendous health risk. Also, Chaparral Valley Drive is a huge concern due to speeding, aggression, and parking issues, and we still do not have traffic lights or stop signs that we have been requesting for years. The city simply does not have the money to support this infrastructure and homes if they are built.

It's time to put people first before greed.

Submission for December 14, 2020 Hearing

Policy Amendment and Land Use Amendment in Chaparral (Ward 14) at 2100 - 194 Avenue SE,
LOC2018-0256, CPC2020-1111, Proposed Bylaw 53P2020 and 159D2020

We would like to submit to the Planning Committee my comments on the proposed development in Chaparral Valley. We know some of my neighbors also have submissions so we will try not to duplicate what has already been submitted.

Parks and Green Space

Parks and green spaces are extremely important to the health and wellbeing of people and the communities in which they live. A direct quote from the City of Calgary:

“The City of Calgary is continuously working to enhance and protect the more than 10,000 hectares of parks and open space in Calgary. Habitat restoration is one of the ways we improve the overall health of our greenspaces, so they can continue to provide value to Calgarians now, and into the future.

Natural areas provide important environmental, social and economic benefits. These landscapes help support plant, animal and insect life, particularly pollinators (such as bees, butterflies and hummingbirds) that are vital to maintain our ecosystem. Natural areas can also be more resilient to climate change and extreme weather events, and provide a healthy ecosystem resulting in healthier air, wildlife watching opportunities and more.”

We both grew up in Calgary and have lived here our entire lives. We currently reside at 29 Chaparral Valley Court, backing onto the subject green space. We remember Calgary as being noted for having an abundance of green spaces. However, with the City allowing so many golf courses and green spaces to be rezoned for development, the same cannot be said today. The City seems intent on building on every bit of space available, to the detriment of its residents.

The amount of park space in Chaparral Valley pales in comparison to the surrounding communities. We have two very small parks, one of which has a single solitary swing set. There are no other park spaces for families to use that are within walking distance. Surely you do not expect families to drive to one of the many parks located in Lake Chaparral. For instance, Legacy has at least 27 parks and greenspaces (Chaparral Valley has 2). Wolf Willow will have 11 parks and green spaces (Chaparral Valley has 2). Walden has approximately 15 parks and green spaces - again, Chaparral Valley has only 2.

To quote Beverley Sandalack, Associate Dean (Academic) of Landscape and Planning at the Faculty of Environmental Design at the University of Calgary:

“Parks are more than a benign area, they are part of a structurally complex environment. Parks play an ecological role, they are important for social and public health and they play a huge part in shaping the identity of neighbourhoods and cities.”

If the City allows the rezoning of this small parcel of land and then allows building of any kind, it would take away from Chaparral Valley's identity and natural green space that is frequented by local wildlife including deer, coyotes, owls, eagles, frogs and Trumpeter Swans (which are on the protected list in Alberta) to name but a few. It would take away yet another green space in the City, only to be filled with more homes.

We have lived at 29 Chaparral Valley Court since 2009. At the time, we were promised by the Developer and the Home Builders that this community would back onto the Blue Devil Golf Course, and that there would be no further homes built in this area, which is exactly why we chose this community to build our home. We wanted to live in a small community surrounded by green space and nature. We paid a premium price for our lot and pay higher property taxes to the City because of the view lot and the fact that it backs onto what was supposed to be a golf course.

Imagine our shock and dismay at learning that one small section of land was kept apart from the golf course by the owner, who now wants to rezone the lands and build on it! And to make matters worse, wants to build high density residential.

Essentially, this small parcel of land in Chaparral Valley will be sold TWICE as prime "golf course" property. The first time with the residents of Chaparral Valley that back onto this green space, and for a second time if the City allows this development. There is something very wrong with that.

Economics

We do not believe that Calgary's current economy can support this development, nor is there any need for this proposed development. Right now, there are many other new developments with thousands of new homes being built in the areas immediately surrounding Chaparral Valley, including Legacy, Walden, Wolf Willow, Yorkville, Belmont, Pine Creek and Sirocco, with Wolf Willow being built just across the road from this proposed development. Is there really a need to allow development of this very small parcel of land?

Chaparral Valley Water Issues

We believe the applicant has significantly downplayed the water issues that the Chaparral Valley continues to experience to this day. We know there will be additional more substantive information provided to Council on this subject so will just provide my own personal experience with water issues in the Valley. In fact, the applicant has downplayed or put their own spin on the majority of the feedback received from the community. We did not find them to be forthcoming nor transparent and in fact found them to be quite disingenuous. They are doing whatever they can to get their project approved.

Having lived in Chaparral Valley for the last 11 years, we have always had major issues with the ground water. It very difficult to grow trees as the holes fill with water and take an extremely long time to dissipate - the trees eventually drown. Many of the trees planted within the community are also dying. We have had to resort to digging in a French drain in our backyard to try to mitigate the water issues. The concrete patio that we poured to a depth of 7 INCHES has cracked badly and our deck has shifted due to frost heave. A concrete pad that thick should have been able to withstand the weight of a tank sitting on it. We also have a lot cracks appearing in our foundation floor - even after 10 years - which

can lead to possible radon issues, of which some homes in Chaparral Valley have tested above the Canadian allowable limit. If development is allowed, it would entail hours upon hours of compaction and vibration machines practically in our backyard and could cause further cracking of the foundations of homes bordering this parcel of land.

When it rains, even a light rain, our yard remains very spongy for days afterward. The subject green space fills with water in many places, forming ponds, and remain there for sometimes weeks at a time. Waterfowl come, and frogs, newts and salamanders emerge from the ground and remain at these ponds.

We believe that if there is any kind of development allowed in the subject lands that involves buildings, it would be to the detriment of the Chaparral Valley community and would put us more at risk of further water issues and damage, as developing that land for homes or any buildings, would remove the "sponge" needed to absorb the water from the community.

We would like to propose any of the following alternatives:

- The lands sold to the golf course so it can be completed as originally intended;
- If the golf course does not want to purchase the lands, leave it as a natural green space; or
- Turn the lands into a park/green space to be enjoyed by all, either by the current owners, or by the City of Calgary.

Sincerely,

Ginger Campbell and Terry Lawson

Council Minutes 2020 December 14

That with respect to Report CPC2020-1111, the following be adopted:
That Council:

1. Adopt, by bylaw, the proposed amendment to the Chaparral Area Structure Plan (Attachment 3); and
2. Give three readings to Proposed Bylaw 53P2020.
3. Adopt, by bylaw, the proposed redesignation of 15.69 hectares \pm (38.55 acres \pm) located at 2100 – 194 Avenue SE (Portion of Plan 1112999, Block 1, Lot 4) Special Purpose – Recreation (S-R) District to Residential – One Dwelling (R-1s) District, Residential – Low Density Mixed Housing (R-G) District, Residential – Low Density Mixed Housing (R-Gm) District, Multi-Residential – At Grade Housing (M-G) District and Special Purpose – City and Regional Infrastructure (S-CRI) District ; and
4. Give three readings to Proposed Bylaw 159D2020.

By General Consent and pursuant to Section 100(3) of Procedure Bylaw 35M2017, this motion was withdrawn.

Moved by Councillor Keating

Seconded by Councillor Davison

That with respect to Report CPC2020-1111, the following be adopted:
That Council:

1. Adopt, by bylaw, the proposed amendment to the Chaparral Area Structure Plan (Attachment 3); and
2. Give three readings to Proposed Bylaw 53P2020.

ROLL CALL VOTE:

For: (11) Mayor Nenshi, Councillor Gondek, Councillor Chahal, Councillor Davison, Councillor Keating, Councillor Woolley, Councillor Carra, Councillor Chu, Councillor Farrell, Councillor Magliocca, and Councillor Sutherland
Against: (3) Councillor Farkas, Councillor Colley-Urquhart, and Councillor Demong

MOTION CARRIED

Moved by Councillor Keating

Seconded by Councillor Davison

That with respect to Report CPC2020-1111, the following be adopted:

That Council:

3. Adopt, by bylaw, the proposed redesignation of 15.69 hectares \pm (38.55 acres \pm) located at 2100 – 194 Avenue SE (Portion of Plan 1112999, Block 1, Lot 4) Special Purpose – Recreation (S-R) District to Residential – One Dwelling (R-1s) District, Residential – Low Density Mixed Housing (R-G) District, Residential – Low Density Mixed Housing (R-Gm) District, Multi-Residential – At Grade Housing (M-G) District and Special Purpose – City and Regional Infrastructure (S-CRI) District ; and

4. Give **first** reading to Proposed Bylaw 159D2020.

5. Withhold second and third readings until Administration undertakes further consultation with the Applicant, developer and representatives from the Chaparral Community Association regarding opportunities for a play and/or recreational amenities, including location, size, and configuration and discuss issues of water as well as issues of access and community integration, to return to Council no later than 2021 March 01 Combined Meeting of Council.

ROLL CALL VOTE:

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

Against: (2) Councillor Farkas, and Councillor Colley-Urquhart

MOTION CARRIED

That Bylaw 53P2020 be introduced and read a first time.

ROLL CALL VOTE:

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

Against: (3) Councillor Farkas, Councillor Colley-Urquhart, and Councillor Demong

MOTION CARRIED

That Bylaw 53P2020 be read a second time.

VOTE WAS AS FOLLOWS:

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

Against: (3) Councillor Farkas, Councillor Colley-Urquhart, and Councillor Demong

MOTION CARRIED

That authorization now be given to read Bylaw 53P2020 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 53P2020 be read a third time.

VOTE WAS AS FOLLOWS:

For: (11) Mayor Nenshi, Councillor Gondek, Councillor Chahal, Councillor Davison,
Councillor Keating, Councillor Woolley, Councillor Carra, Councillor Chu,
Councillor Farrell, Councillor Magliocca, and Councillor Sutherland
Against:
(3) Councillor Farkas, Councillor Colley-Urquhart, and Councillor Demong

MOTION CARRIED

That Bylaw 159D2020 be introduced and read a first time.

For: (12) Mayor Nenshi, Councillor Gondek, Councillor Chahal, Councillor Davison,
Councillor Keating, Councillor Woolley, Councillor Carra, Councillor Chu,
Councillor Farrell, Councillor Magliocca, Councillor Sutherland, and Councillor
Demong
Against:
(2) Councillor Farkas, and Councillor Colley-Urquhart

MOTION CARRIED

PROPOSED

C2021-0306
ATTACHMENT 3

BYLAW NUMBER 159D2020

**BEING A BYLAW OF THE CITY OF CALGARY
TO AMEND THE LAND USE BYLAW 1P2007
(LAND USE AMENDMENT
LOC2018-0256/CPC2020-1111)**

WHEREAS it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

AND WHEREAS Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and substituting therefore that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON DECEMBER 15, 2020

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

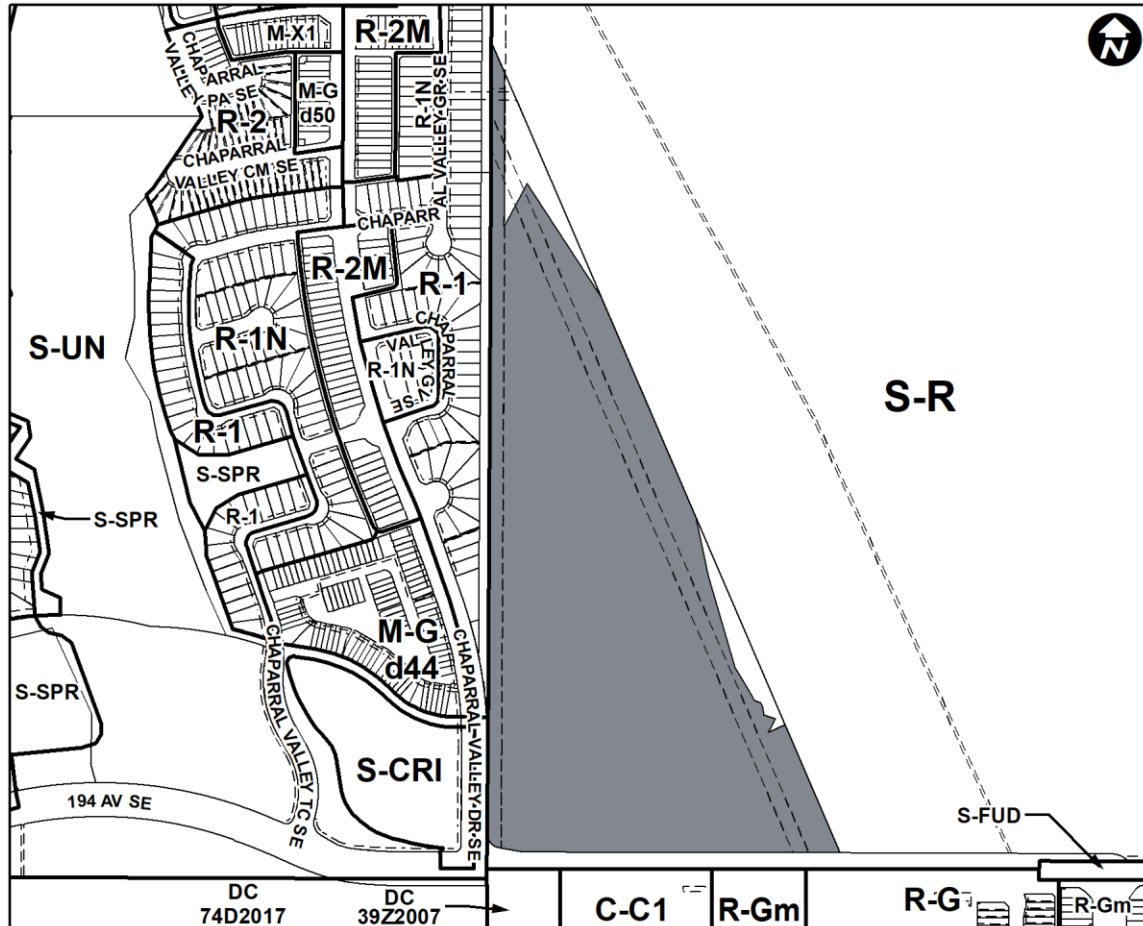
CITY CLERK

SIGNED ON _____

PROPOSED

AMENDMENT LOC2018-0256/CPC2020-1111
BYLAW NUMBER 159D2020

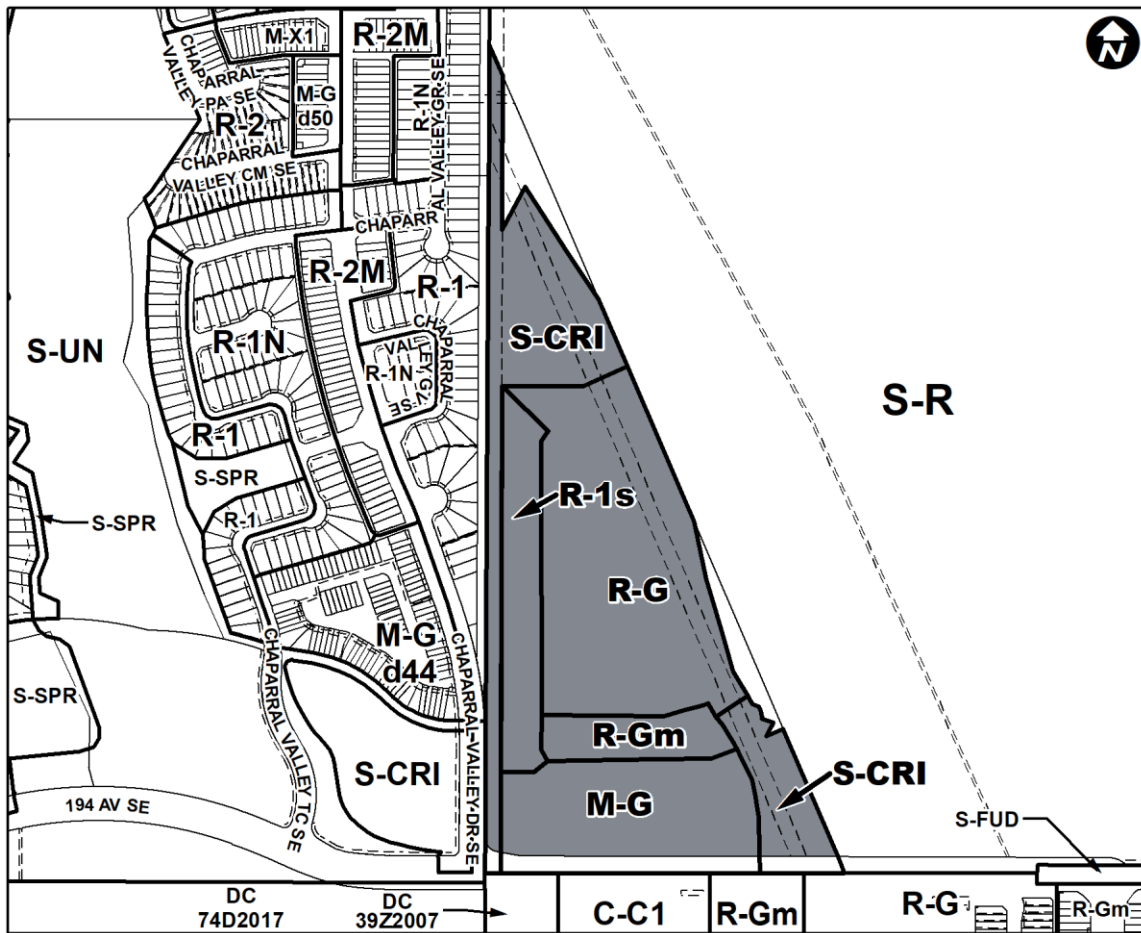
SCHEDULE A



PROPOSED

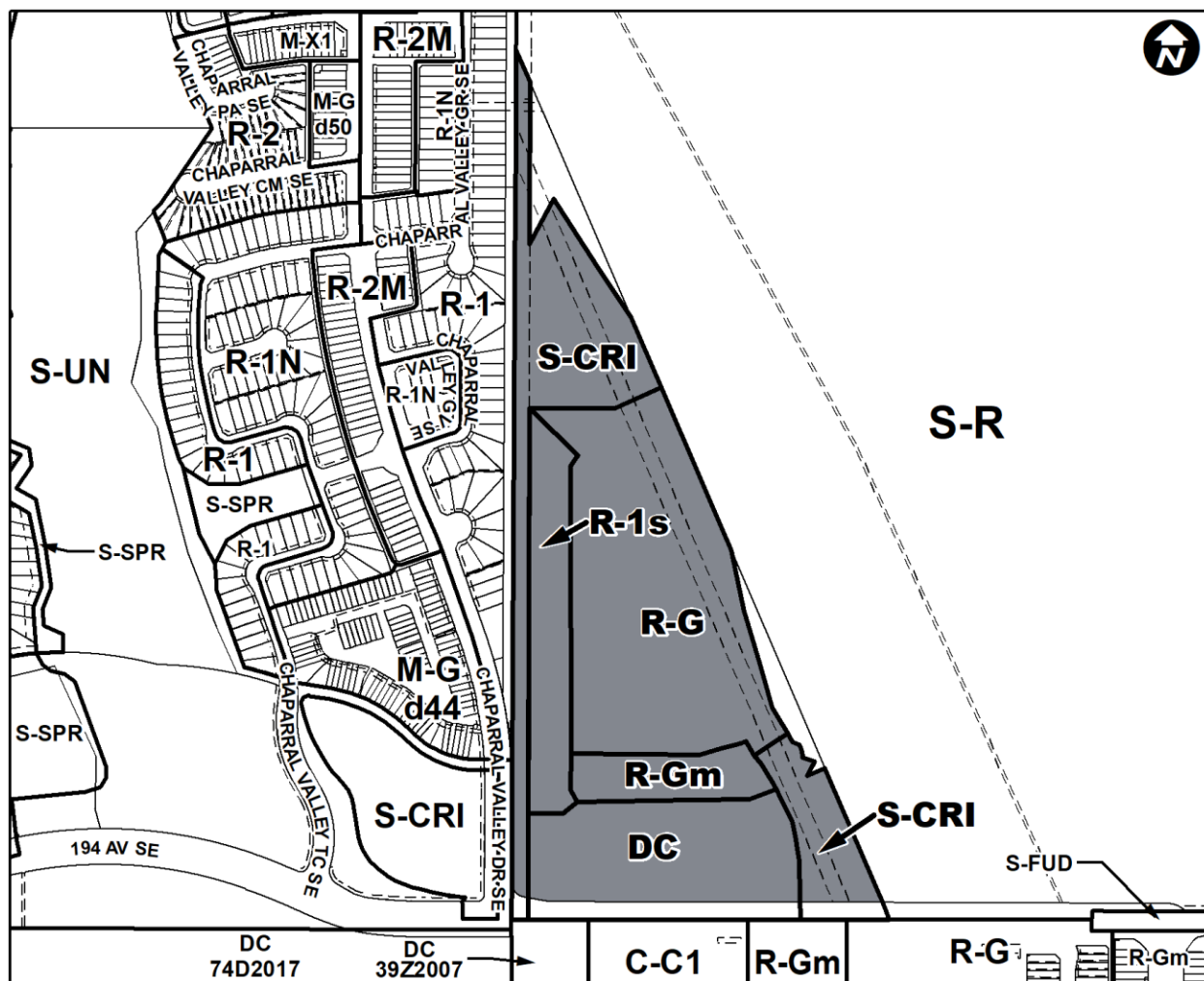
AMENDMENT LOC2018-0256/CPC2020-1111
BYLAW NUMBER 159D2020

SCHEDULE B



Amended Schedule B

SCHEDULE B



DIRECT CONTROL DISTRICT

Purpose

1 This Direct Control District Bylaw is intended to provide for:

- (a) multi-residential development; and
- (b) a park space that includes passive and active recreation elements.

Compliance with Bylaw 1P2007

2 Unless otherwise specified, the rules and provisions of Parts 1, 2, 3 and 4 of Bylaw 1P2007 apply to this Direct Control District Bylaw.

Reference to Bylaw 1P2007

- 3 Within this Direct Control District Bylaw, a reference to a section of Bylaw 1P2007 is deemed to be a reference to the section as amended from time to time.

Permitted Uses

- 4 The ***permitted uses*** of the Multi-Residential - At Grade Housing (M-G) District of Bylaw 1P2007 are the ***permitted uses*** in this Direct Control District.

Discretionary Uses

- 5 The ***discretionary uses*** of the Multi-Residential - At Grade Housing (M-G) District of Bylaw 1P2007 are the ***discretionary uses*** in this Direct Control District.

Bylaw 1P2007 District Rules

- 6 Unless otherwise specified, the rules of the Multi-Residential - At Grade Housing (M-G) District of Bylaw 1P2007 apply in this Direct Control District.

Rules for Park

- 7 (1) One **Park** must be located in this Direct Control District.
- (2) The **Park** required in subsection (1) must:
- (a) be located ***adjacent*** to the north ***property line*** shared with Meadows Way SE;
 - (b) incorporate a playground area with passive and active recreation that includes play equipment and seating;
 - (c) provide connections to the internal walkway network and the sidewalk along Meadows Way SE;
 - (d) have a minimum contiguous area of no less than 1,400 square metres (0.14 hectares), with minimum dimensions of no less than 15 metres; and
 - (e) be accessible to the public at all times through the registration of a public access easement.

Relaxations

- 8 The ***Development Authority*** may relax the rules contained in Section 6 of this Direct Control District Bylaw in accordance with Sections 31 and 36 of Bylaw 1P2007.

Additional Options Considered

Play and/or Recreational Amenities

Administration considered five options for play and/or recreational amenities. Option 1: *Provision of a park/playground space within the multi-residential site*, as outlined in the cover report, was chosen by Administration as the preferred option. The following four options were also considered, but not chosen for reasons stated below.

2. *Provision of a park/playground space on a separate lot*

Administration and the applicant considered creating a new parcel for a park within Chaparral Meadows, however as the Municipal Reserve dedication has already been met, Administration cannot require additional land dedication.

3. *Provision of play stations located along the public utility lot that between Chaparral Valley and Chaparral Meadows*

The idea of play spaces in the public utility lot (PUL) was also discussed at Council. Administration and the applicant investigated this further. Administration also looked at clustering this equipment at the south end of the PUL, away from existing houses as well. Administration is supportive of this option, however the Community Association indicated that they are not in support of this option due to how close the equipment may be located to their back fences. Additionally, the applicant would be required to enter in an optional amenities' agreement, which they are not willing to do at this time and therefore Administration is not pursuing this option further.

4. *Provision of a park/playground space at the north end of the subject site, close to the stormwater pond*

Administration also reconsidered a park space at the northern tip of the development, adjacent to the stormwater pond. This option is not supported primarily due to access and maintenance issues along with minimum area standards for parks and open spaces that would require a larger land contribution.

5. *Recreational opportunities in the dry pond.*

Finally, Administration investigated opportunities for recreation in the dry pond, located at the southeast corner of the subject site. This option was not supported by Administration due to safety concerns and the grade difference and slope of the pond would not support recreation opportunities.

Administration supports the Direct Control (DC) District which will provide additional outdoor recreational amenity space for residents of Chaparral Meadows and Chaparral Valley to enjoy.

Community Integration

Administration considered three options for community integration. Option 3: *adding a pathway connection in Chaparral Meadows between homes on the west side of the subject site to*

provide an additional connection to the future pathway in the PUL was chosen to implement. The following two options were also considered, but not chosen for reasons stated below.

1. *Placing an easement on an existing home in Chaparral Meadows with an existing utility right-of-way and constructing a pathway connection in Chaparral Valley*

Administration considered placing an easement on an existing home in Chaparral Meadows with a utility right-of-way and constructing a pathway connection in Chaparral Valley. This option would have a significant impact to the homeowner where the easement pathway would be located and would provide a minimal benefit to the community, therefore Administration is not pursuing this option.

2. *Purchasing a single-detached dwelling and removing the home to construct a pathway connection in Chaparral Valley*

Similar to the previous option, purchasing a home in Chaparral Valley to create a pathway connection would be costly with limited benefit to residents in Chaparral Valley and Chaparral Meadows. Some homes along the PUL in Chaparral Valley already have back gates that open onto the pathway. Administration is not pursuing this option.

February 5th, 2021

To: Mayor Naheed Nenshi
Cllr. Ward Sutherland, Ward 1
Cllr. Joe Magliocca, Ward 2
Cllr. Jyoti Gondek, Ward 3
Cllr. Sean Chu Ward 4
Cllr. George Chahal Ward 5
Cllr. Jeff Davison Ward 6
Cllr. Druh Farrell Ward 7
Cllr. Evan Woolley Ward 8
Cllr. Gian-Carlo Carra Ward 9
Cllr. Jeromy Farkas Ward 11
Cllr. Shane Keating Ward 12
Cllr. Diane Colley-Urquhart Ward 13
Cllr. Peter Demong Ward 14

Cc: Kevin Froese, Manager South, Community Planning
The Rt. Hon. Rebecca Schultz MLA, Calgary – Shaw

From: Chaparral Community Association, Board of Directors

Re: Policy Amendment and Land Use Amendment in Chaparral (Ward 14) at 2100 - 194 Avenue SE, LOC2018-0256, CPC2020-1111

The purpose of this email is to notify your Worship and Councilors that the consultation with the Chaparral Community Association (CCA) was Insufficient and did not complete the required tasks presented in the City of Calgary Council public hearing. The virtual meeting held by Breanne Harder on January 20, 2021 was well represented by the Applicant, CCA, and the City. Although the agenda outline was presented as a consultation, the meeting was one-handed and at times hostile. The Planning Department did not take minutes during the meeting and so there is no record of the communications which we find very unusual. When questioned about the lack of documentation, Breanne Harder stated that they ***“didn’t take formal minutes for this meeting as it was meant to be more of a discussion”***. Throughout the whole meeting, which ran over by more than an hour, it was a joint effort by the planning department and the Applicant tag-teaming against the Community Association. The Council had clearly stated they wanted community consultation on community integration, transit, recreational amenities and water. Breanne Harder was very clear – the failure to pass all 3 readings during the first hearing was merely a bump in the road and this WILL go through, whether the Council’s reservations are met or not. At the conclusion of the meeting, we were informed that they had completed their task and that the 2nd and 3rd readings were not open to the public. We feel it is imperative to the civic process to provide the following information.

Community Integration

Community Integration to Chaparral Valley was not solved during the meeting. The accesses suggested during the consultation are flawed and when challenged over the lack of community integration we were referred to a small footpath that runs in the North-West corner between the proposed development and the storm pond referred to as “the northern access”. The northern access does not provide access to Chaparral Valley or the residents. The southern “emergency access” is so far away from the Chaparral Valley community that it is irrelevant. Neither the planning Department, nor the applicant, has offered a single solution to this issue and does not propose to do so. We provided them with options that would allow integration through the purchase of a property and the creation of a footpath link, somewhere in the area of Chaparral Valley Manor or the Grove or the utility easement on Chaparral Valley Green. Ms. Harder has stated in the email to us,

In regard to community integration we discussed:

- *Purchasing a house in Chaparral Valley to provide a pathway or placing an easement on the house in Chaparral Valley with utilities to create an access point. Administration is not moving forward with this option at this time.*
- *Integration with Wolf Willow to the south based on the approved land use/outline plan. This does not require action as the Wolf Willow plan is already approved.*
- *Adding a pathway connection in Chaparral Meadows between the two proposed pathway connections (emergency access and access to storm pond). The applicant considered this option but has elected to not move forward with the addition of an additional pathway at this time.*

This does not meet the request of Council that both the Planning Department and Developer explore steps so that this community does not become “an island”. There was clearly more than 1 option to attempt to integrate the 2 communities together, but they do not want to pursue them. The Developer presented the pathway as an option to us during the discussion and has now decided not to move forward – something that they have done frequently during this process.

Recreational Amenities

City Council members, including your worship, were concerned about the lack of recreational amenities within the rendered plan. It was recommended to the Planning Department and the Applicant that a location for a centrally located “tot lot” should be found. Once again, this topic seemed to be pre-determined - what will be, will be. The solution presented was to place a condition in the Multi-Family Housing to develop a park. The CCA was informed that it would be during the Development Permit process to follow through with a playground, based on the developer's landscape design. This does not satisfy the CCA's concern for accessible play for all. The size of land allotted to this “play space” was not provided, therefore no assurances have been made that the play space will adequately accommodate the child population. As well, there are no assurances that the multi-family will not be fenced. A playground within a fenced multi-housing complex would not be welcoming to all members of Chaparral Meadows and the rest of Chaparral. This is at least 450 m from the properties at the North end of the development, a considerable distance to walk with a small child. The second suggestion from the applicant and the City Planning team was to place work-out stations along the PUL at the west side of the development. This is an unreasonable suggestion, it is our understanding that because of the limitations on the permanent structure placement along PUL and the slope on the east side of the PUL to accommodate the new requirements for the grading level for the new community, the residents of Chaparral Valley along the fence line will have groups of people being encouraged to congregate within less than 5m from the rear of their homes. A review of the proximity of play facilities in Chaparral shows that they are located at least 10m from the nearest fence line. If this could be achieved, and the work out stations were in keeping with the location (potentially constructed from natural materials) it would be more acceptable. Once again, the Planners and applicant are only interested in meeting requirements and not the practicalities of the suggestion or the implication upon the privacy of the existing residents. The lack of playground facilities in the rendered plans will draw teens and children to the oversized Storm Pond. They will congregate around it in summer; they will swim in it. They will skate on it in winter. Of course, the developers will tell you they will post signs and warnings; The Planning Team says that the children will not use it as a recreation area. The CCA regularly sees, community members posting in groups across Ward 14 saying “Tell your children not to swim in the storm ponds / tell your children to keep off the ice”. Children are children and get into mischief, they are curious. They WILL swim in the storm pond; they WILL walk on the ice. The CCA has a strong concern for liability and accountability on such a controversial artificial body of water. The developers will not be here then. They will have washed their hands and moved on to the next project. Planning will not care because they followed the planning guidelines so it *could not* be their problem. And they will forget that the Community Association told them it was a bad idea not to provide

a play area; that Cllr Chahal raised his fears of the Storm Pond at the Public Meeting. The most interesting piece of information to come from this meeting is that the drawings provided are only a rendering and that they could be changed at any stage during the planning process and even ignored. A member of her team agreed that this is a nonsensical way of doing things, that the process is backwards. The Council is being asked to give approval to a change of use, with rendered plans that are just there to convince the council to agree.

These recommendations by the Planning Department do not meet the requirements set out by the Council and there has been no attempt to address the concerns of Cllr. Chahal or Mayor Nenshi.

Water issues

The CCA and the local residents raised a number of issues regarding the current water issues faced by residents and the potential for issues to be exacerbated by the development. There are also some worries regarding the possibility of overland flooding from the Bow River affecting the properties as the proposed area for development was the low-lying run off area for the overland water in the June 2013 flood. Sadly, the planners nor the applicant understand the severity of the existing water issues. This issue needs to be addressed at this early stage so that the Highland Park issues can be avoided. They talked in circles about the Storm Pond. "there has to be a storm pond" they say. "Why is it 3 times the size of a regular storm pond for this size of development" we asked. Clearly it is because they know that there is a water issue, that there is a flood risk, and they are taking the minimum mitigation required. They spoke about the 2013 flood and flood mitigation. Despite us telling them about the flooding in the Valley, they denied it happened based on an "aerial photograph". The photograph they used to assess the flooding was taken on June 22nd, 2013, 6 days after the flood. The Valley is built on an ex-gravel pit and so water drained away very quickly from the surface and pooled below it. We offered to provide photographs from the 14th and 15th June 2013, but they were not interested in seeing them or discussing this with us. I would question whether a member of the planning team has even bothered to visit the site and we would like to extend an invitation to Ms. Harder and her team to meet with the CCA at the location and see it firsthand, along with the flooding photographs taken by residents on Friday 14th June 2013 and in subsequent years since. The CCA requests a joint on-site visit to see current conditions as well as review photographic evidence.

The planners (Lawrence) stated that the hydrology experts were certain that there would be no negative water impact upon the residents next to the proposed development. But when asked if he could guarantee that statement, he said that he could not and that no one would guarantee such a statement. The Planning Team admitted that they based all their findings on a 1:100 flood scenario. Bearing in mind the Flood Fringe and the recent 2013 flood which was not a 1:100-year event, that a 1:200-year flood would have been more appropriate. The concern for future overland flooding and foundation damage due to development is that the homeowners have no recourse. The planning team were adamant that they would not require the developer to carry out any further investigations into a flood mitigation barrier at the NE corner of Blue Devil on the Bow River or the impact on residents until after the change of use approval had been given by City Council.

We would urge you to consider the situation that has arisen with the Highland Park development. It is our understanding that after agreeing to the change of use, further hydrology studies carried out by the City led to the withdrawal of permission to build on that land. Lawrence stated that those further, in-depth studies would be carried out after permission had been given. We would ask you to carry out these studies, including the likelihood of an underground creek in the area of the Blue Devil driving range, before permission is granted and avoid the potential of another legal case.

The meeting over ran by more than an hour but once 19:30 had been reached it seemed more of an exercise to end the meeting and get away. The overwhelming feeling that comes from this process to date is that the City of Calgary Planning Department shares no empathy or consideration for the citizens of Calgary. It is a sterile process, where emotion, goodwill or the realities of the world we live in are irrelevant. They seem not to care that they are supposed to be the guardians of the citizens, whose position and place is there for the citizens first and foremost. We understand that they must also represent business and investors too, but their first guiding principle should be to do no harm. **"Constraint"** was the dominant word during this discussion. Providing playground or some usable green space within the new community – constraints with the lack of space on the proposed land. Integrating the two communities – constraints with the way the existing community is planned, constraints with the lack of space to provide the walking paths. We are incredibly surprised that the project, with so many unresolvable constraints, is being entertained by the developers and the Calgary Planning Department. There are new developments all around this area, at Wolf Willow, Belmont and Pine Creek. Why is there a desperation to shoehorn these 300+ units in to a 40-acre parcel of land when it is clear they cannot (will not) meet the requirements set by City Council - Community Integration, Recreational Amenities and Water Issues.

Breanne Harder has made one thing clear at the end of the meeting - this was our one and only opportunity to be involved. It was also clear that it was not a consultation, it was the Planning Dept. and Applicant vs the Community Association and residents and that the recommendation will come back to Council from Administration to pass this change of use, whether they have answered the City Council's reservations or not. It is also telling that Breanne Harder did not take any minutes during the meeting. The usual process is that the person hosting the meeting is responsible for minute taking. We find it somewhat disturbing that a meeting hosted by a municipal entity, that was ordered by City Council, that would form part of an official response to City Councilors questions would fail to have minutes taken. Especially as to all intents and purposes it would be the only meeting.

We strongly feel that the City Council should seriously consider asking Kevin Froese and the City of Calgary Legal Team to review this file prior to the Council making a final decision.

As you can see from above, even though It was made clear that the Community Integration, Transit, Recreational Amenities and Water Issues within this amendment were to be reviewed and addressed and a consultation with the community and the residents was to take place before the next meeting in March, we felt that the issues raised by council, while addressed during our meeting with the Planning Department and the Applicant, were checked off with minimum goodwill and consideration for current and future homeowners and further review and consultation is needed.

Anton Ovtchinnikov

President, Chaparral Community Association.

**City Manager's Office Report to
Combined Meeting of Council
2021 March 1**

**ISC: UNRESTRICTED
C2021-0193
Page 1 of 2**

BiodiverCity Advisory Committee – Resignation and Appointment

RECOMMENDATIONS:

That Council:

1. Thank Mathew Swallow for his service on the BiodiverCity Advisory Committee;
2. Appoint a Public Member, representing the technical industry or research field, to the BiodiverCity Advisory Committee, for a 2-year term expiring at the 2022 Organizational Meeting of Council;
3. Direct that Attachments 2 and 3 remain confidential indefinitely pursuant to Sections 17 (personal information) and 19 (confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

HIGHLIGHTS

- This report advises Council of a BCC member resignation, and presents the BiodiverCity Advisory Committee's short list of preferred candidates to fill the position, for Council's consideration.
- What does this mean to Calgarians? Public representation on Boards, Commissions and Committees (BCCs) brings specific skills and expertise that contribute to good governance, represent stakeholder groups, and provide a variety of perspectives, which reflect the diversity of the community resulting in better products and services.
- Why does it matter? By volunteering on a BCC of Council, Calgarians are actively engaged in the municipal decision-making process by providing guidance to City Council on important civic issues. They also play an integral role in bringing together citizens and The City to achieve the common goal of strengthening the community.
- On 2020 October 26, Council placed applicants on a Reserve List for the BiodiverCity Advisory Committee.
- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

On 2021 January 18, Mathew Swallow, a public member who represents the technical industry or research field, informed the BiodiverCity Advisory Committee members of his resignation, effective immediately.

Two options were considered to fill this vacancy: leave the position vacant until the next Organizational meeting or fill the position with the applicants placed on a Reserve List by Council last October. The BiodiverCity Advisory Committee members chose the second option to ensure quorum was achieved and to align with the composition defined in the Terms of Reference.

The City Clerk's Office shared the applications of the citizens placed on the Reserve List by Council at the 2020 Organizational Meeting with the Chair of the BiodiverCity Advisory Committee. The BiodiverCity Advisory Committee then formed itself into a "subcommittee for nominations" to review the applications and short list 2 applicants to fill the vacancy.

**City Manager's Office Report to
Combined Meeting of Council**

**ISC: UNRESTRICTED
C2021-0193
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BiodiverCity Advisory Committee - Resignation and Appointment

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 BiodiverCity Advisory Committee has provided a short list including two recommended applicants for the position, for Council's consideration.

IMPLICATIONS

Social

Not Applicable.

Environmental

Not Applicable.

Economic

Not Applicable.

Service and Financial Implications

No anticipated financial impact

RISK

No risk identified.

ATTACHMENTS

1. Previous Council Direction, Background
2. Short List (CONFIDENTIAL)
3. Reserve List Applications (CONFIDENTIAL)

Department Circulation

General Manager	Department	Approve/Consult/Inform

Background

The BiodiverCity Advisory Committee's Terms of Reference expand the requirements for the representative of the technical industry or research field to include the following: "(...) members who represent the technical industry or research field with a background in biology, ecology, horticulture, applicable field in engineering (e.g. waste management, storm water management, hydrology, etc.), planning, economics, community health, recreational management or similar.

Context

Appointments by Council of Public Members is required to align with the composition and quorum requirements defined in the Terms of Reference for the BiodiverCity Advisory Committee.

Previous Council Direction

2020 October 26 – Organizational Meeting

Council placed applicants on a Reserve List for the BiodiverCity Advisory Committee. The Council policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03), Section 3.1(u) provides that the "*list of applicants adopted by Council may be used to fill a vacancy that occurs as a result of a Public Member not finishing a term*".

2019 October 28 – Organizational Meeting

Mathew Swallow was re-appointed to the BiodiverCity Advisory Committee as a member of the technical industry or research field for a 2-year term expiring at the 2021 Organizational Meeting.

2017 October 30 – Organizational Meeting

Mathew Swallow was appointed to the BiodiverCity Advisory Committee as a member of the technical industry or research field for a 2-year term expiring at the 2019 Organizational Meeting.

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

ISC: UNRESTRICTED
PFC2021-0059
Page 1 of 3

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.

RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, 2021 FEBRUARY 16:

That Council:

Give three readings to **Proposed Bylaw 9M2021** (2021 Supplementary Property Assessment Bylaw, Attachment 2) and **Proposed Bylaw 10M2021** (2021 Supplementary Property Tax Bylaw Attachment 3) which will remain in force until repealed.

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.

**Chief Financial Officer's Report to
Priorities and Finance Committee**

**ISC: UNRESTRICTED
PFC2021-0059
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2021 Supplementary Property Assessment and Tax Bylaw

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 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.

¹ *Ibid* at s. 313.

² *Ibid* at s. 369(1).

³ *Supra* note 1.

**Chief Financial Officer's Report to
Priorities and Finance Committee**

**ISC: UNRESTRICTED
PFC2021-0059
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2021 Supplementary Property Assessment and Tax Bylaw

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.

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. **Proposed Bylaw 9M2021**
3. **Proposed Bylaw 10M2021**

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

PFC2021-0059
ATTACHMENT 2

BYLAW NUMBER 9M2021

BEING A BYLAW OF THE CITY OF CALGARY TO AUTHORIZE THE COUNCIL OF THE CITY OF CALGARY TO IMPOSE A SUPPLEMENTARY PROPERTY ASSESSMENT IN 2021 AND SUBSEQUENT YEARS

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.

PROPOSED

BYLAW NUMBER 9M2021

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.

PROPOSED

BYLAW NUMBER 9M2021

8. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

PROPOSED

PFC2021-0059
ATTACHMENT 3

BYLAW NUMBER 10M2021

BEING A BYLAW OF THE CITY OF CALGARY TO AUTHORIZE THE COUNCIL OF THE CITY OF CALGARY TO IMPOSE A SUPPLEMENTARY PROPERTY TAX IN 2021 AND SUBSEQUENT YEARS

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 9M2021 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 9M2021” 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 9M2021 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 9M2021 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.

PROPOSED

BYLAW NUMBER 10M2021

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.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

Clerks Note to
Combined Meeting of Council
2020 April 06

ISC: UNRESTRICTED
PFC2020-0334

RE: Proactive Security Training for City Staff, PFC2020-0334

Background:

At the 2020 March 10 Regular Meeting, the Priorities and Finance Committee forwarded Notice of Motion, Proactive Security Training for City Staff, PFC2020-0314, from Councillor Farkas to go forward to the 2020 April 06 Combined Meeting of Council for consideration.

Excerpt from the Minutes of the Regular Meeting of the Priorities and Finance Committee, held 2020 March 10:

“Moved by Councillor Farkas

That with respect to Notice of Motion PFC2020-0334, the following be approved:

That Notice of Motion PFC2020-0334, with attached distribution titled “Notion of Motion Checklist” be forwarded to Council for consideration.

And further, that the Closed Meeting discussions remain confidential pursuant to Section 24 (Advice from officials) of the *Freedom of the Information and Protection of the Privacy Act*.

Against: Mayor Nenshi

MOTION CARRIED”

RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, 2020 MARCH 10:

That Council consider the Notice of Motion as contained in Attachment 1.

Attachment:

Attachment 1 – Notice of Motion
Attachment 2 - Notice of Motion - Checklist



Report Number: PFC2020-0334

Meeting: Priorities & Finance Committee

Meeting Date: 2020 March 10

NOTICE OF MOTION

RE: PROACTIVE SECURITY TRAINING FOR CITY STAFF

Sponsoring Councillor(s): Jeromy Farkas

WHEREAS:

1. On Wednesday July 3rd, 2019 Toronto City Hall was placed in a hold and secure scenario;
2. Thousands of Toronto City staff, members of the public, and Members of Council were in City Hall when the lock-down procedure was initiated due to an incident involving a firearm outside the building;
3. The lock-down initiation left many confused and unsure on what actions should be taken in a security incident;
4. While thankfully no direct harm was caused in this incident, it provides an opportunity for the City of Calgary to learn from the efforts of other jurisdictions to promote safety, be informed on appropriate emergency responses, and take an active role in supporting our colleagues;

THEREFORE BE IT RESOLVED THAT:

City Council directs Corporate Security to review existing training resources and identify new opportunities to collaborate with City and external expertise to develop consistent emergency response procedures for all City of Calgary and City Council Members' staff, including but not limited to:

- i. simplified, plain-language procedures tailored to the specific work environments of staff; based on current best practices;
- ii. conducting annual drills to enhance emergency preparedness as appropriate for the facility and its intended purpose;
- iii. incorporating consistent training into required new employee training packages;
- iv. assess how best to provide updates to City of Calgary employees on active assailant and other emergency situations; and
- v. access to City of Calgary resources and opportunities for additional awareness regarding the procedures and best practices outlined above.

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:

- consider what advice might be helpful to them in formulating their proposal; and
- share key points about the advice received with their Council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor(s) to decide with whom to consult and what information to include.

Title of the Motion: **PROACTIVE SECURITY TRAINING FOR COUNCIL STAFF**

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
Security Staff time commitment.
Legal / Legislative
N/A

Technical Content
Developed with City Manager.
Procedural (Including reasons for confidentiality)
N/A
Other Considerations
N/A
Urgency Rationale
N/A

**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 National Fire Code (Alberta Edition) 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 FURTHER BE IT RESOLVED that Administration present their internal Officer 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 working 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 m³ increments), and the management of these sites;

AND FURTHER BE IT RESOLVED that the working group investigate solutions, which may include developing 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 report back no later than Q1 2022 through the appropriate Standing Policy Committee as determined by the working group, outlining a set of recommendations for how to create enforceable development and operating standards;

AND FURTHER BE IT RESOLVED that Planning & Development circulate applications currently under review (March 1, 2021) to the Waste Management Facility Application Coordination Team for specialized review until such time as the working group presents their report;

AND FURTHER BE IT RESOLVED that the Officer prepare a comprehensive list of recommendations, to submit with their report, on the tools available to Administration, to deal with existing sites, should the enforcement strategy not be an adequate solution to managing the risk.

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:

- consider what advice might be helpful to them in formulating their proposal; and
- share key points about the advice received with their Council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor(s) to decide with whom to consult and what information to include.

Title of the Motion: **Minimizing Negative Impacts of Waste and Recycling Sites**

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
<p>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.</p> <p>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> <p>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.</p> <p>Update 02.23.21: Stuart Dalglish’s office re-circulated to impacted Business Units and made minor tweaks to the resolutions</p>
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.

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 Negative Impacts of Waste and Recycling Sites

Combined Meeting of Council
March 1, 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.

NOW 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

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:

- consider what advice might be helpful to them in formulating their proposal; and
- share key points about the advice received with their Council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor(s) to decide with whom to consult and what information to include.

Title of the Motion:

Council endorsement of technology to help missing children and push new technology onto city-owned devices.

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
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



Report Number: PFC2021-0282

Meeting: Priorities & Finance Committee

Meeting Date: 2021 February 16

NOTICE OF MOTION

RE: Advocating for the Vaccination Prioritization of the City of Calgary's Critical Infrastructure Workers

Sponsoring Councillor(s): Jeff Davison

WHEREAS the Government of Canada has indicated that COVID-19 vaccine availability may significantly increase beginning the week of February 15, 2021;

AND WHEREAS the Government of Canada has recommended that critical infrastructure workers who face additional risks to maintain services for the functioning of society should be offered vaccinations as COVID-19 vaccine(s) and supplies become available;

AND WHEREAS the Government of Canada's National Strategy for Critical Infrastructure defines critical infrastructure as the processes, systems, facilities, technologies, networks, assets, and services essential to the health, safety, security or economic well-being of Canadians and the effective functioning of government;

AND WHEREAS this would include, but is not limited to: select positions within Calgary Fire Department, Calgary Police Service, Calgary Transit, Water Resources & Services, Calgary 9-1-1 and Waste & Recycling Services;

AND WHEREAS due to the nature of their work and contact with mass populations, the City of Calgary's critical infrastructure workers are at higher risk to COVID-19 exposure;

AND WHEREAS the distribution of COVID-19 vaccinations is within the jurisdiction of the Province of Alberta;

AND WHEREAS the Government of Alberta has undergone a phased immunization program to deliver COVID-19 vaccinations to Albertans safely and effectively as possible;

AND WHEREAS paramedics and emergency responders were identified in Phase 1A of the immunization program and that the Government of Alberta is working to identify sequencing for Phase 2, with decisions expected to be made in the coming weeks.

NOW THEREFORE BE IT RESOLVED that The City of Calgary Council reaffirm its support for the inoculation of The City of Calgary's critical infrastructure workers;

AND FURTHER THEREFORE BE IT RESOLVED that The City of Calgary Council request that the Mayor write a letter to the Province of Alberta advocating that The City of Calgary's critical infrastructure workers receive the COVID-19 vaccine(s) in Phase 2 or earlier of the inoculation program if there is sufficient vaccine supply to accommodate the previously identified key

populations; and that the Mayor request further clarity on a clear timeline and dates of when inoculation of the City's critical infrastructure workers is expected.

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:

- consider what advice might be helpful to them in formulating their proposal; and
- share key points about the advice received with their Council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor(s) to decide with whom to consult and what information to include.

Title of the Motion: **Advocating for the Vaccination Prioritization of the City of Calgary's Critical Infrastructure Workers**

There are two classifications of a Notice of Motion (Check the one that applies):

☒ **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
The objectives of this Notice of Motion come at no cost to the City of Calgary and can be accommodated within existing staff resources, work plans and directives. City Administration was engaged in the development and drafting of this Notice of Motion and are acutely aware of the implications of its objectives.
Legal / Legislative
The Notice of Motion is an advocacy piece submitted for approval to Calgary City Council.

Technical Content
<p>City Administration was engaged in the drafting of this Notice of Motion. Furthermore, City Administration has the existing in-house skillsets to conduct the work directed by this Notice of Motion.</p>
Procedural (Including reasons for confidentiality)
<p>The objectives of this Notice of Motion do not conflict with other Council-directed work.</p>
Other Considerations
<p>Not applicable.</p>
Urgency Rationale
<p>Starting the week of February 15, 2021, the Government of Canada has indicated that COVID-19 vaccine availability will significantly increase. Vaccine distribution is within the jurisdiction of the Province of Alberta. The Government of Alberta has undergone a phased immunization program to deliver COVID-19 vaccinations to Albertans safely and effectively as possible and is actively working to identify sequencing in Phase 2 of the distribution program. Given that there has not been a clear indication of when the vaccination program will be available to the City of Calgary's essential workers, it is timely and urgent that Council advocate that they be included in Phase 2 of the program.</p>

External Auditor – Performance of Assurance Procedures for Off-Site Levies

RECOMMENDATIONS:

That Audit Committee:

1. Approve the External Auditor's service proposals contained in Attachment 1 and Confidential Attachment 2 for the Off-Site Levies assurance procedures and reporting, including the selection of an option as outlined on Page 6 of Confidential Attachment 2;
2. Recommend Council's approval of the External Auditor's service proposals and the option selected in Confidential Attachment 2;
3. Recommend that Council approve the External Auditor's fees be funded from Corporate costs; and
4. Direct that Attachment 2, and the closed meeting discussions, remain confidential pursuant to Sections 24 (Advice from officials) and 26 (Testing procedures, tests, and audits) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2022 February 25.

RECOMMENDATION OF THE AUDIT COMMITTEE, 2021 FEBRUARY 25:

That Council:

1. Approve of the External Auditor's service proposals and the option selected in Confidential Attachment 2;
2. Approve the External Auditor's fees be funded from Corporate costs; and
3. Direct that Attachment 2, and the closed meeting discussions, remain confidential pursuant to Sections 24 (Advice from officials) and 26 (Testing procedures, tests, and audits) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2022 February 25.

HIGHLIGHTS

- The External Auditor (Deloitte LLP) was directed by Audit Committee to return to the 2021 February 25 meeting with the timing, scope and fees associated with assurance procedures and reporting for their engagement with the Off-Site Levy Governance Committee and industry representatives.
- What does this mean to Calgarians? Citizens are aware that independent assurance procedures will be undertaken by the external auditor on concerns with off-site levies.
- Why does this matter? Calgarians should have confidence in City policies and processes. Industry concerns with off-site levies will be evaluated by an independent firm who will present recommendations for corrective action.
- The City collects off-site levies from developers to fund Calgary's growth-related infrastructure costs and is reviewing the off-site levy bylaw with plans to bring a new bylaw to Council in 2022.
- Industry representatives have expressed concerns with respect to off-site levy stewardship, governance, accounting and project management as outlined in their letter to Audit Committee dated January 26, 2021 (Attachment 3).
- Strategic Alignment to Council's Citizen Priorities: A well-run city

**Audit Resource Management Report to
Audit Committee**

**ISC: UNRESTRICTED
AC2021-0215
Page 2 of 2**

External Auditor - Performance of Assurance Procedures for Off-Site Levies

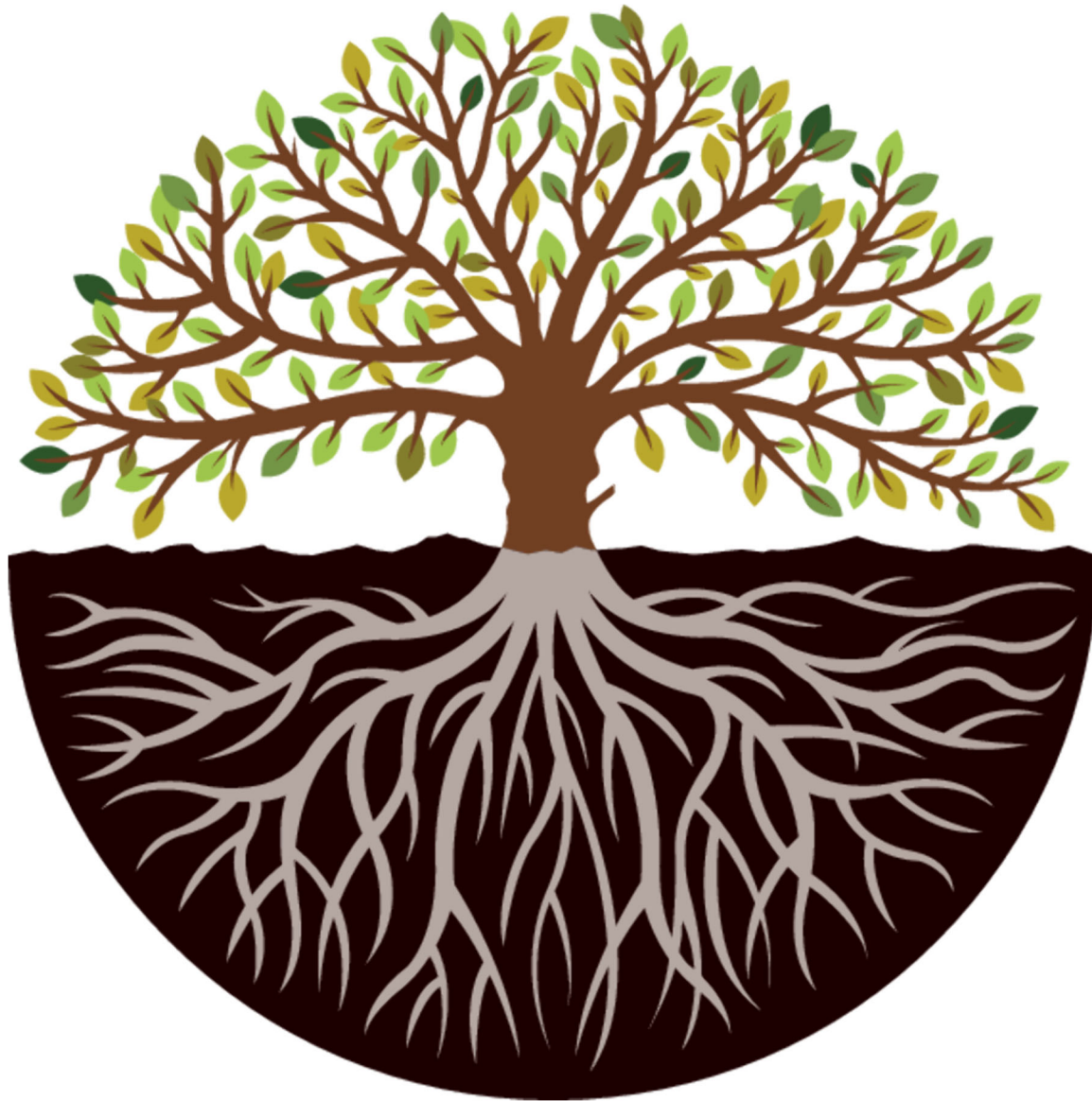
- The Audit Committee was directed by Council, in Motion Arising PFC2021-0035, to engage with the Off-Site Levy Governance Committee and for the external auditor to evaluate the concerns raised by stakeholders (Attachment 4).
- At the January 28, 2021 meeting Audit Committee approved the motion made with respect to Verbal Report AC2021-0151 (Attachment 5).

ATTACHMENTS

1. Deloitte LLP Assurance Procedures on Off-Site Levy Balances, AC2021-0215
2. Confidential – Deloitte LLP Assurance Procedures – Audit Proposal on Off-Site Levy Balances, AC2021-0215
3. Letter dated January 26, 2021 from BILD and NAIOP
4. Motion Arising from PFC2021-0035, Strategy for a New Off-Site Bylaw
5. Motion from AC2021-0151, Off-Site Levies Update (Verbal)

Department Circulation

Councillor Evan Woolley	Chair, Audit Committee	Approve
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The City of Calgary

Assurance procedures on off-site levy balances

Presented to the Audit Committee
February 25, 2021

February 25, 2021

To the members of the Audit Committee of
The City Council of The City of Calgary

Dear Audit Committee members:

We are proud of our relationship with The City of Calgary ("The City"). Our objective at Deloitte is to set the standard of excellence and our team is committed to providing an efficient, high-quality audit. Our commitment to you is straightforward: we will provide you with outstanding professional services delivered by an experienced and dedicated team of specialists. Our professionals will continue providing you with best practices and insights to face the increasingly complex array of issues and challenges encountered by entities like The City.

At Deloitte, we are committed to the highest levels of managing compliance with relevant ethical requirements regarding independence as well as all relationships, conflicts and other matters between The City, our Firm and network firms that, in our professional judgment, may reasonably be thought to bear on our independence. In that regard, we have employed certain safeguards to eliminate identified threats to independence or reduce them to an acceptable level.

In determining which relationships to evaluate, we have considered relevant rules and related interpretations prescribed by the appropriate provincial regulator covering such matters as:

- Holding a financial interest, either directly or indirectly, in a client.
- Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client.
- Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client.
- Economic dependence on a client.
- Provision of services in addition to the audit engagement.

We confirm to you that the engagement team and others in the firm as appropriate, the firm and, when applicable, network firms have complied with relevant ethical requirements regarding independence.

In response to the motion passed at the Audit Committee meeting on January 28, 2021, related to Report PFC2021-0035, we are pleased to present with you a proposal for the following services:

- We will perform an audit of specific elements, accounts or items of a financial statement line item under Canadian Auditing Standards 805 ("CAS 805") of the off-site levy ("OSL") balances for each material levy type for the years ended December 31, 2016 to December 31, 2020, or earliest period practicable due to the limitation related to the retention of available records in accordance with local statutes and laws, to verify that the balances and underlying transactions are accurate and complete in all material respects. This would include procedures to verify that the allocation of investment income related to the OSL balances is accurate.

- We will provide Administration with an opportunity to respond to the control findings as identified by The City Auditor's Office in the Off-site Levy Annual Reporting Audit, AC2019-1241, and to implement a remediation plan in response to those findings. Following an appropriate period over which Administration can demonstrate that the newly implemented controls are operating effectively, we will determine what additional procedures can be performed to assess the operating effectiveness of OSL controls based on further direction from the Audit Committee.
- We will perform specific procedures related to the Capital Project Management Framework ("CPMF") and the application thereof to the projects funded by OSL. We are currently in the process of obtaining additional information from Administration regarding the CPMF scope. We would like to discuss this matter further with the Audit Committee as there are a number of considerations that may impact the CPMF scope. We expect to be in a position to finalize our scope for this phase at the March 18, 2021 Audit Committee meeting, if this scope of work is supported by the Audit Committee.

We have assessed the risks of material misstatement related to recognition and measurement of the OSL balances as significant risks and materiality will be determined on the basis of 1-2% of ending OSL balances for each respective year under audit based on appropriate professional standards.

In discussion with the Audit Committee and Administration, we are proposing the following timeline for completion of the audit of the OSL balances:

- Planning procedures: February and March 2021
- Commencement of audit procedures: March 2021
- Completion of audit procedures: May 21, 2021
- Reporting to the Audit Committee: June 24, 2021
- Reporting to City Council: July 5, 2021

This document is intended solely for the use of the Audit Committee and is not intended for any other purpose. Accordingly, we disclaim any responsibility to any other party who may rely on it.

We look forward to discussing our audit proposal with you and answering any questions you may have.

Yours truly,



Chartered Professional Accountants



January 26, 2021

Chair Evan Woolley and Members of the Audit Committee
City of Calgary
P.O. Box 2100, Station M
Calgary, Alberta T2P 2M5

Dear Councillor Woolley and Members of the Audit Committee

RE: Assuring Credibility of the Off-Site Levy Bylaw Update

On behalf of BILD and NAIOP (Industry) and industry members of the Joint City Industry Off-site Levy Governance Committee, we are writing this letter outlining Industry concerns to Audit Committee in support of the direction in the Motion approved by City Council on January 18, 2021, specifically:

“...to engage the Off-Site Levy (OSL) Governance Committee to understand concerns raised by stakeholders and to direct Deloitte to evaluate the concerns raised by stakeholders and develop a scope of audit procedures that responds to the issues raised...”

Prior to outlining our concerns however, Industry wanted to express our sincere thanks to Calgary's City Council who unanimously supported the direction to the Audit Committee to engage stakeholders. We fully support Council's direction and have provided further background as to why stakeholders believe additional audit work and Audit Committee engagement is required in Attachment 1.

At the January 25, 2021 Joint City Industry Off-site Levy (OSL) Governance Committee meeting, City of Calgary members of the committee advised it would be most appropriate and effective for Industry to convey stakeholder's concerns directly to the Audit committee.

Accordingly, we write this letter to provide the Audit Committee with an understanding of stakeholder concerns in respect of OSL stewardship, governance, accounting, and project management. In advance of writing this letter we have had many discussions with City Administration and raised these concerns with the OSL Joint Governance Committee. We have also reviewed these matters with a cross section of executive level financial professionals in our industry who have a wide range of experience in completing and understanding audit work and have included their guidance and input.

Given the significance of this matter, we trust the Audit Committee will initiate action on Council's direction at its January 28, 2021 Audit Committee meeting.

To ensure credibility of OSL accounting and project management data, the OSL Bylaw update process, and compliance with the Municipal Government Act, further audit work is required to address stakeholder issues and concerns, which are outlined in more detail in Attachment 2, but generally as follows:

January 26, 2021

Page 1 of 7

1. Confirmation of the Annual OSL balances

Using a process separate and distinct from the City of Calgary's annual financial audit with an audit materiality specific to the OSL balances, confirm the annual OSL balances reported for Water Resources, Transportation, and Community Services are correct in all material respects. Industry believes:

- a. This audit should include a review of OSL Annual Reports and all other OSL accounting and project management and include procedures to ensure, amongst other things, compliance with the City of Calgary's Corporate Project Management Framework and City of Calgary internal controls and policies.
- b. The OSL Annual Reports, OSL accounting and project management controls audited should date back to a suitable year, noting that the recently disclosed investment income accounting errors were determined to run as far back as 2006.
- c. Any additional OSL accounting errors identified and corrected with a timely update so accurate data can be confirmed for the OSL bylaw update.

2. Compliance Audits

Industry believes a follow up audit should be scheduled as part of the City of Calgary audit plan. This follow up should include compliance audits completed in 2022 of:

- a. The changes implemented to address the corrective actions outlined in the 2019 audit of the 2017 Annual Reporting (AC2019-1241).
- b. Any further action items identified from the audit work requested in this letter of OSL Annual Reports, OSL accounting and project management controls.

3. Timeline

Completion of all the above work in a timely fashion to ensure that the OSL Bylaw update underway is based on accurate data that can be confirmed.

We have also included the approved 2021 OSL Bylaw Guiding Principles that were adopted by City Council at the January 21, 2021 meeting in Attachment 3 for reference.

Thank you for your consideration of further audit work to address Industry's concerns regarding the Off-site Levy stewardship, governance, accounting, and project management. We believe it is in The City's, the stakeholder's, and the public's interest for that to occur in a timely fashion and ensure the integrity as to the material accuracy of the data on which an Off-site Levy Bylaw update will be based.

Respectfully,



Brian R. Hahn
CEO, BILD Calgary



Guy Huntingford
Dir. Strategic Initiatives, NAIOP Calgary

Cc. David Duckworth, City Manager
Stuart Dalgleish, General Manager Planning and Development
Carla Male, Chief Financial Officer
Members of the Joint City Industry OSL Governance Committee

Attachment 1 – Background

Council Direction

City of Calgary Administration presented a strategic foundation for a new off-site levy bylaw, along with guiding principles, to Priorities and Finance Committee (PFC) on January 12, 2021. PFC recommended to Council approval of the use of the principles which were approved by Council on January 18, 2021. Those principles include a commitment to transparency and accountability, specifically, “clear governance and stewardship of the off-site levy will be established and maintained, and off-site levy funds, transaction, projections and reporting will be accurate and credible and reviewed regularly, in addition to annual reporting”. Please see Attachment 3 for the list of principles.

At the January 18, 2021 Council meeting, Council directed:

1. The Audit Committee to engage the Off-Site Levy (OSL) Governance Committee to understand concerns raised by stakeholders and to direct Deloitte to evaluate the concerns raised by stakeholders and develop a scope of audit procedures that responds to the issues raised to the satisfaction of the Audit Committee;
2. The Audit Committee to return to Council with the cost and timing for approval once Audit Committee has determined the scope in recommendation 1;
3. The Audit Committee Chair report to council with an update on a quarterly basis; and
4. Upon completion of the OSL audit procedures in recommendation 1, the Audit Committee reports the findings and recommendations for corrective action to Council.

2019 Audit of the 2017 OSL Annual Report

The City of Calgary City Auditor identified in its report of October 15, 2019 (AC2019-1241), amongst other things:

- An absence of a defined governance structure and clear and consistent internal policies and procedures;
- OSL financial reconciliations do not include sufficient detail or support to verify whether OSL balances, spend or collections are correctly reported;
- A failure to properly steward levies collected and utilized may lead to legislative non-compliance, reporting errors, and damage to The City’s reputation;
- Legislation requires that the municipality provides full and open disclosure of all levy costs and payments; and
- Over \$4 Million in reserve interest that was not included in the reported OSL balance at December 31, 2017 or used to offset the interest costs on debt financed Water Resource projects.

The City Auditor also identified and recommended a series of action items to address the findings in its report. Management (City Administration) indicated their substantial agreement to all of the Auditor’s findings and the action items. City Administration has indicated they have been working on implementing the action items. We understood a report on the progress of those action items was to be presented to Audit Committee on January 28, 2021. We look forward to public presentation of progress on the audit action items, the bulk of which were agreed to be completed by December 1, 2020, as well as the specifics of the corrective actions taken.

Investment Income Allocation

The City of Calgary Administration disclosed to PFC on November 4, 2020 that additional accounting errors of \$56 million of investment income, dating back to 2006, was misallocated to general revenues.

City Administration advised Industry it will respond to Industry's request, of November 6, 2020, for working papers detailing the \$56 million investment income errors in February 2021.

2019 Audit Recommendations and Year End Annual Financial Audit

While Administration has indicated some of the Internal Audit action items will be incorporated into the 2020 Annual Report, the Audit Report notes other key Internal Audit action items will be implemented at the earliest for the 2021 OSL Annual Report. The 2021 OSL Annual Report is expected to be issued no earlier than the end of Q1 2022. City Administration indicated no intention to revisit 2021 levy rates notwithstanding the findings of the Audit and the further errors in OSL accounting noted above. Stakeholders are concerned that the data upon which the 2016-2020 OSL Bylaw was based may contain material errors and the data and reports prepared upon which the current bylaw update process must rely upon cannot be confirmed as correct.

Industry is concerned that additional processes associated with The City of Calgary annual financial audit may not be sufficient to focus resources and carry out procedures in the detail required to ensure OSL balances are correct in all material respects and OSL accounting, project management and financial stewardship complies with the Municipal Government Act.

Municipal Government Act and Associated Regulations

Industry believes a focused, comprehensive audit, with appropriate procedures, on the OSL accounting and project management, will ensure that The Municipal Government Act is being complied with, specifically the municipality's requirements to:

- Consult in good faith with stakeholders on all matters related to the determination of an OSL Bylaw update.
- Make available to the public and stakeholders any information or data the municipality relied upon and any assumptions the municipality made in calculating the levy, including, without limitation, any information, data or assumptions the municipality used in models to complete calculations.

Attachment 2 – Stakeholder Issues and Concerns

Stakeholder Issues and Concerns	
1.0	General
1.1	Can the reported annual OSL pool balances for each of water resources, transportation and community services be confirmed as accurate in all material respects? To the extent the balances cannot be confirmed, determine what work is required to confirm/correct them.
1.2	Have City of Calgary accounting and project management policies, processes and controls been applied to the OSL data used to compile each of the OSL Annual Reports?
1.3	The 2019 audit covered the 2017 OSL Annual Report and did not look back to previous years (2006-2016) or later years (2018-2020). Implementation of the corrective action items from the Internal Audit do not take effect until 2021 Annual Report or later (Reference: Recommendation 11 in the Internal Audit Report). Were prior bylaw updates based on erroneous accounting data and how can the accounting data for the current bylaw update be confirmed as correct?
1.4	While the level of errors disclosed as part of a year end audit may not be material in the context of The City's overall financial statements, they are material to OSL balances and Industry. What level of materiality will auditors apply to OSL accounting, transactions and project management?
1.5	Timely provision of accurate information and response to stakeholder request for information. What is a reasonable time frame for this work to be completed and responses provided to stakeholders?
1.6	Of the 11 recommendations outlined in the Internal Audit Report, which of those recommendations have been or will be applied to the 2020 OSL Annual Report? When will progress on those corrective action items and the details of the actions taken be publicly reported and available to Industry?
2.0	MGA, Associated Regulations and Bylaws
2.1	Have the OSL funds been accounted for separately and used for the purpose for which they were collected per MGA 648 (5)?
2.2	Has there been fair, reasonable and consistent allocation and use of other order of government funding (i.e., grants for transportation and community services) in accordance with the MGA and practices of other Alberta Municipalities? The December 2015 OSL and Community Services Background Report states on page 24 "Where grants or provincial highway funding are provided from other levels of government for a specific project and obtained only to be applied to that specific project, those amounts are applied to the project costs above. Should project specific funding be received, grant amounts will be taken into consideration for future calculations." Legislation and Policy (AUMA report https://auma.ca/sites/default/files/off-site_levies_manual_final.pdf , City of Calgary background document https://www.calgary.ca/pda/pd/commercial-development/off-site-levy.html#levy) and practices in other municipalities appear to support recognition of benefits and benefitting party and at least sharing of specific project grant money.
2.3	Are definitions in MGA, associated regulations and bylaws clearly understood and consistently applied?
3.0	Accounting
3.1	What documentation demonstrates oversight, stewardship, and management in accordance with defined accounting procedures and controls for the OSL funds?
3.2	Are the accounting procedures and controls adequate to ensure no material error, misstatement, or misuse of OSL funds? Are those procedures and controls consistently applied and adhered to?
3.3	Is all interest earned from the investment of the levy funds properly accounted for separately and used for the specific purpose per MGA 648 (5)?

Stakeholder Issues and Concerns	
4.0	Project Management
4.1	What documentation or controls demonstrates proper oversight, stewardship, and management in accordance with defined project management procedures and controls for the OSL projects?
4.2	Have all OSL projects been managed with The City of Calgary Project Management Framework (CPMF) standards and guidance documents?
4.3	What documentation, policies, procedures and controls demonstrate appropriate reconciliation of forecast project costs (estimates) to actual project costs, including project levy eligibility and credit of savings to the applicable OSL balance?
4.4	<p>Are the project management procedures, controls and accounting policies adequate and consistently applied and adhered to, ensure OSL projects are:</p> <ul style="list-style-type: none"> • Eligible for OSL funds? • Managed within a defined scope? • Managed within authorized expenditure and where costs become forecast to exceed authorized expenditure, further approval is sought on a timely basis prior to authorized expenditure being exceeded? • Appropriately timed to ensure OSL infrastructure/capacity matches delivery with need and development? • Procured (including all materials and services) on a competitive basis, consistent with well-understood and appropriately applied procurement policies and procedures?

Attachment 3 - 2021 Off-Site Levy Principles

1. **Sustainable and resilient:** The off-site levy should be structured and monitored in a way that supports long-term sustainability of levies and associated service and infrastructure for Calgary, on the premise that growth pays for its share of growth. At the same time, it should allow the ability to withstand and be nimble in response to changing environments in the near-and mid-term.
 - Supports the ability to forecast and predict future cash flow, infrastructure investment and cost related to city growth.
 - Stable and predictable regulatory environment within which development occurs.
 - Easy to understand and administer.
2. **Shared cost, shared benefit, shared risk:** The off-site levy should reflect equitable sharing, among stakeholders, of cost, benefit and risk related to off-site infrastructure.
 - Off-site infrastructure supported by levies may benefit growth, existing residents, regional customers and/or municipal governments and support intergenerational equity.
 - Cost of off-site infrastructure should be allocated to, and shared by, those who benefit.
 - Risk should be equitably shared between The City and Industry, to allow long-term sustainability and viability of Calgary.
3. **Competitive:** As a component of the overall cost of development, and value for money within Calgary, the off-site levy should be positioned to deliver infrastructure and services, within a competitive and stable environment, that help attract residential, commercial, and industrial development and investment within the Calgary Region.
 - Contributes to Calgary's ability to be cost-competitive in order to attract development and investment.
 - Provides certainty that the timing of infrastructure and service delivery will match the pace of growth and associated development.
4. **Collaborative and consultative:** The off-site levy (process, methodology and calculation) should be developed through a collaborative and consultative approach with stakeholders.
 - Growth and development are enabled by citizens, Industry, The City, and the region among others; these partnerships require collaboration to achieve shared outcomes.
 - Collaboration requires clarity and transparency to allow a common understanding and robust outcomes.
5. **Transparent and accountable:** The off-site levy (process, methodology and calculation) shall be clear and transparent. The off-site levy should be governed according to the Off-Site Levy Principles, with oversight, stewardship and ongoing monitoring and reporting.
 - Clear governance and stewardship of the off-site levy will be established and maintained.
 - Off-site levy funds, transaction, projections and reporting will be accurate and credible and reviewed regularly, in addition to annual reporting.
6. **Aligned and compliant:** The off-site levy shall be aligned to The City's growth and funding strategies, be compliant with governing legislation, and seek changes in the legislation that help advance towards the Off-Site Levy Principles.
 - The off-site levy should not be used as part of a regulator strategy to influence market demand.

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

Excerpt from the Minutes of the 2021 January 18 Combined Meeting of Council:

“Moved by Councillor Sutherland
Seconded by Councillor Woolley

That with respect to Report PFC2021-0035, the following Motion Arising be adopted:

That Council Direct:

1. The Audit Committee to engage the Off-Site Levy (OSL) Governance Committee to understand concerns raised by stakeholders and to direct Deloitte to evaluate the concerns raised by stakeholders and develop a scope of audit procedures that responds to the issues raised, to the satisfaction of the Audit Committee;
2. The Audit Committee to return to Council with the cost and timing for approval once Audit Committee has determined the scope in recommendation 1;
3. The Audit Committee Chair report to council with an update on a quarterly basis; and
4. Upon completion of the OSL audit procedures in recommendation 1, the Audit Committee reports the findings and recommendations for corrective action to Council.

MOTION CARRIED”

MOTION RE: OFF-SITE LEVIES (VERBAL), AC2021-0151

Excerpt from the Minutes of the 2021 January 28 Regular Meeting of Audit Committee:

"Moved by Councillor Colley-Urquhart

That with respect to Verbal Report AC2021-0151, the following be approved:

1. Direct the External Auditor (Deloitte LLP) to engage with the Off-Site Levy Governance Committee and stakeholders to understand and evaluate concerns, including those raised by industry representatives in their letter dated 2021 January 26, addressed to Councillor Evan Woolley and Members of Audit Committee, pursuant to Council's direction to Audit Committee contained in Motion Arising PFC2021-0035;
2. Direct the External Auditor to return to Audit Committee on 2021 February 25 with the timing, scope and fees associated with the assurance procedures and reporting on the work performed that satisfactorily responds to the issues and concerns raised;
3. Receive the presentation for the Corporate Record; and
4. Keep that the closed meeting discussions confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* until 2036 January 28.

MOTION CARRIED"

Clerks Note to
Combined Meeting of Council
2021 March 01

ISC: UNRESTRICTED
C2021-0319

RE: Green Line Board Chair Appointment (Verbal), C2021-0319

RECOMMENDATION:

That Council appoint a Board Chair to the Green Line Board

Excerpt from the Minutes of the 2021 February 18 Green Line Board Meeting:

“Moved by Board Member Nelson

That the Green Line Board recommend to City Manager Duckworth that Don Fairbairn be the Board Chair candidate to be forwarded to Council for final appointment.

MOTION CARRIED”