



## AGENDA

### EXECUTIVE COMMITTEE

May 17, 2022, 9:30 AM  
IN THE COUNCIL BOARDROOM

Members

Mayor J. Gondek, Chair  
Councillor E. Spencer, Vice-Chair  
Councillor G-C. Carra (Infrastructure and Planning Committee Chair)  
Councillor P. Demong (Councillor-at-Large)  
Councillor K. Penner (Community Development Committee Chair)  
Councillor R. Pootmans (Audit Committee Chair)  
Councillor C. Walcott (Councillor-at-Large)

#### ***SPECIAL NOTES:***

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

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

*Council Members may be participating remotely.*

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
  - 4.1. Minutes of the Regular Meeting of the Executive Committee, 2022 April 19
5. CONSENT AGENDA
  - 5.1. DEFERRALS AND PROCEDURAL REQUESTS  
None
6. POSTPONED REPORTS  
*(including related/supplemental reports)*  
None
7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1. Council Innovation Fund Report Back - Heritage Calgary Naming, Renaming and Commemoration Process Design, EC2022-0574
- 7.2. 2022 Assessment and Tax Circumstances Report 1, EC2022-0425
- 7.3. Residential Heritage Tax Incentive, EC2022-0527
- 7.4. Calgary Economic Development - Economic Strategy Update, EC2022-0575  
**Time Specific: 11:00 a.m.**

8. ITEMS DIRECTLY TO COMMITTEE

- 8.1. REFERRED REPORTS  
None

8.2. NOTICE(S) OF MOTION

- 8.2.1. Notice of Motion - Housing and Affordability Task Force, EC2022-0638  
Councillor Walcott, Councillor Carra, Councillor Penner
- 8.2.2. Notice of Motion - 2022 Calgary Housing Company (CHC) Property Tax Relief, EC2022-0627  
Councillor Penner, Councillor Walcott
- 8.2.3. Notice of Motion - Developing Municipal Event and Landmark Policy Areas, EC2022-0662  
Councillor Carra, Councillor Wong, Councillor Walcott

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 10.1.1. McHugh Bluff (Sunnyside) Slope Stability Funding Request, EC2022-0581  
Held confidential pursuant to Sections 24 (Advice from officials) and 27 (Privileged Information) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2032 May 31**

10.2. URGENT BUSINESS

11. BRIEFINGS

- 11.1. Council Innovation Fund and Council Community Fund Status Update, EC2022-0534
- 11.2. Council Innovation Fund - 1 Million Square Feet Update, EC2022-0468

11.3. Embedding Economic Resilience Task Force Programs in City Operations, EC2022-0610

11.4. Post-Pandemic Economic Recovery Update, EC2022-0592

12. ADJOURNMENT





## MINUTES

### EXECUTIVE COMMITTEE

**April 19, 2022, 9:30 AM  
IN THE COUNCIL CHAMBER**

**PRESENT:**

Mayor J. Gondek, Chair  
Councillor E. Spencer, Vice-Chair  
Councillor G-C. Carra (Infrastructure and Planning Committee Chair)  
(Remote Participation)  
Councillor P. Demong (Councillor-at-Large) (Remote Participation)  
Councillor K. Penner (Community Development Committee Chair)  
Councillor R. Pootmans (Audit Committee Chair) (Remote  
Participation)  
Councillor C. Walcott (Councillor-at-Large)  
Councillor A. Chabot  
Councillor R. Dhaliwal (Partial Remote Participation)  
Councillor D. McLean  
Councillor J. Mian (Remote Participation)  
Councillor T. Wong  
Councillor J. Wyness (Remote Participation)

**ALSO PRESENT:**

Acting City Manager S. Dalglish (Remote Participation)  
General Manager C. Arthurs (Remote Participation)  
General Manager K. Black (Remote Participation)  
Chief Financial Officer C. Male  
General Manager M. Thompson (Remote Participation)  
City Clerk K. Martin  
Legislative Advisor J. Palaschuk

**1. CALL TO ORDER**

Mayor Gondek called the Meeting to order at 9:32 a.m.

**ROLL CALL**

Councillor Carra, Councillor Chabot, Councillor Demong, Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Spencer, Councillor Walcott, Councillor Wong, and Mayor Gondek.

**2. OPENING REMARKS**

Mayor Gondek provided opening remarks and a traditional land acknowledgement.

3. CONFIRMATION OF AGENDA

**Moved by** Councillor Wong

That the Agenda for the 2022 April 19 Regular Meeting of the Executive Committee be confirmed.

**MOTION CARRIED**

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Executive Committee, 2022 March 15

**Moved by** Councillor Chabot

That the Minutes of the 2022 March 15 Regular Meeting of the Executive Committee be confirmed.

**MOTION CARRIED**

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 2022 Q2 Update on Indigenous Relations (Verbal), EC2022-0461

**Moved by** Councillor McLean

That with respect to Verbal Report EC2022-0461, the following be approved:

That the Executive Committee recommend that Council direct Administration to provide an Indigenous Relations Office update to the Executive Committee no later than 2022 Q3.

For: (12): Mayor Gondek, Councillor Spencer, Councillor Carra, Councillor Demong, Councillor Penner, Councillor Pootmans, Councillor Walcott, Councillor Chabot, Councillor Dhaliwal, Councillor McLean, Councillor Mian, and Councillor Wong

**MOTION CARRIED**

7.2 Resilient Roofing Rebate Program Monitoring Report, EC2022-0378

**Moved by** Councillor Dhaliwal

That with respect to Report EC2022-0378, the Administration Recommendation be amended by deleting the words "when the existing funding is depleted" and replacing with the following:

1. "Request a report that outlines how many outstanding applications are on a waiting list, with an indication of the number that are for homes where the roof has already been replaced due to the damage suffered during 2020-2021 hailstorm;
2. Identify the total cost for provision of rebates to those households where the roof has already been replaced as a result of the 2020-2021 hailstorm, as well as a potential funding source;
3. Consider approval of additional funds to cover the costs outlined in Point 2 above; and
4. Direct Administration to not accept any further applications."

For: (10): Mayor Gondek, Councillor Spencer, Councillor Carra, Councillor Penner, Councillor Pootmans, Councillor Walcott, Councillor Dhaliwal, Councillor McLean, Councillor Mian, and Councillor Wong

Against: (2): Councillor Demong, and Councillor Chabot

**MOTION CARRIED**

**Moved by** Councillor Dhaliwal

That with respect to Report EC2022-0378, the following be approved, **as amended**:

That the Executive Committee recommend that Council approve the completion of the Resilient Roofing Rebate Program, **and**:

1. **Request a report that outlines how many outstanding applications are on a waiting list, with an indication of the number that are for homes where the roof has already been replaced due to the damage suffered during 2020-2021 hailstorm;**
2. **Identify the total cost for provision of rebates to those households where the roof has already been replaced as a result of the 2020-2021 hailstorm, as well as a potential funding source;**
3. **Consider approval of additional funds to cover the costs outlined in Point 2 above; and**
4. **Direct Administration to not accept any further applications.**

For: (10): Mayor Gondek, Councillor Spencer, Councillor Carra, Councillor Penner, Councillor Pootmans, Councillor Walcott, Councillor Dhaliwal, Councillor McLean, Councillor Mian, and Councillor Wong

Against: (2): Councillor Demong, and Councillor Chabot

**MOTION CARRIED**

### 7.3 Tomorrow's Chinatown - Program and Funding Update, EC2022-0282

Clerical corrections were noted on slide 5 of 9 of the presentation for Report EC2022-0282, in recommendation 3, as follows:

- by deleting the word "deliverables" following the words "on the three" and substituting with the word "projects"; and
- by adding the word "program" following after the words "Tomorrow's Chinatown."

**Moved by Councillor Wong**

That with respect to Report EC2022-0282, the following be approved, **after amendment**:

That the Executive Committee recommends that Council:

1. Receive this report as information for the Corporate Record, fulfilling the reporting requirements for the Council Innovation Fund;
2. Approve a one-time budget increase of \$250,000 in 2022 to the City Planning and Policy Service budget to be funded from the Fiscal Stability Reserve and Budget Savings Account Merged Reserve to accomplish project deliverables of the Tomorrow's Chinatown program; and
3. Direct Administration report back through the Infrastructure & Planning Committee on the three **projects** of Tomorrow's Chinatown **program**, being:
  - a. Chinatown Cultural Plan;
  - b. Chinatown Area Redevelopment Plan; and
  - c. Renaming of the James Short Park and Parkade, by no later than Q4, 2022

For: (12): Mayor Gondek, Councillor Spencer, Councillor Carra, Councillor Demong, Councillor Penner, Councillor Pootmans, Councillor Walcott, Councillor Chabot, Councillor Dhaliwal, Councillor McLean, Councillor Mian, and Councillor Wong

**MOTION CARRIED**

#### 7.4 Tax Relief Options for Residential Properties Impacted by Annexation Order 333/2007, EC2022-0504

Councillor Wyness (Remote Member) joined the meeting at 11:00 a.m.

Mayor Gondek left the Chair at 11:42 a.m. and Vice-Chair Spencer assumed the Chair.

Mayor Gondek resumed the Chair at 11:44 a.m. and Councillor Spencer returned to his regular seat in Committee.

By General Consent, Committee recessed at 11:52 a.m. to reconvene to the Call of the Chair.

Committee reconvened at 12:07 p.m. with Mayor Gondek in the Chair.

**ROLL CALL**

Councillor Carra, Councillor Chabot, Councillor Demong, Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Spencer, Councillor Walcott, Councillor Wong, Councillor Wyness, and Mayor Gondek.

By General Consent, Committee modified the noon recess to begin following the completion of Item 7.4.

**Moved by Councillor Spencer**

That with respect to Report EC2022-0504, the Administration Recommendation be amended by deleting the words "receive this report for the Corporate Record" and replacing with the following:

"That Council:

1. Cancel 75% of the municipal tax differential for the residential portion of eligible properties based on the criteria specified in Attachment 5 for 2022;
2. Direct Administration to report back to Council through the Executive Committee in Q2 2023 for Council to consider cancelling 50% of the municipal tax differential for the residential portion of eligible properties based on the criteria specified in Attachment 5 for 2023; and
3. Direct Administration to report back to Council through the Executive Committee in Q2 2024 for Council to consider cancelling 25% of the municipal tax differential for the residential portion of eligible properties based on the criteria specified in Attachment 5 for 2024."

For: (9): Mayor Gondek, Councillor Spencer, Councillor Demong, Councillor Penner, Councillor Walcott, Councillor Chabot, Councillor Dhaliwal, Councillor Mian, and Councillor Wong

Against: (4): Councillor Carra, Councillor Pootmans, Councillor McLean, and Councillor Wyness

**MOTION CARRIED**

**Moved by Councillor Spencer**

That with respect to Report EC2022-0504, the following be approved, as amended:

That the Executive Committee recommend that Council:

1. **Cancel 75% of the municipal tax differential for the residential portion of eligible properties based on the criteria specified in Attachment 5 for 2022;**
2. **Direct Administration to report back to Council through the Executive Committee in Q2 2023 for Council to consider cancelling 50% of the municipal tax differential for the residential portion of eligible properties based on the criteria specified in Attachment 5 for 2023; and**
3. **Direct Administration to report back to Council through the Executive Committee in Q2 2024 for Council to consider cancelling 25% of the**

**municipal tax differential for the residential portion of eligible properties based on the criteria specified in Attachment 5 for 2024.**

For: (9): Mayor Gondek, Councillor Spencer, Councillor Demong, Councillor Penner, Councillor Walcott, Councillor Chabot, Councillor Dhaliwal, Councillor Mian, and Councillor Wong

Against: (4): Councillor Carra, Councillor Pootmans, Councillor McLean, and Councillor Wyness

**MOTION CARRIED**

Committee recessed at 12:12 p.m. and reconvened at 1:15 p.m. with Mayor Gondek in the Chair.

**ROLL CALL**

Councillor Chabot, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Spencer, Councillor Walcott, Councillor Wong, Councillor Wyness, and Mayor Gondek.

Absent at Roll Call: Councillor Carra, Councillor Demong (joined the meeting remotely at 1:28 p.m.), and Councillor Dhaliwal (joined the meeting remotely at 1:17 p.m.)

**7.5 Green Line Board Update, EC2022-0474**

**Moved by** Councillor Wong

That with respect to Report EC2022-0474, the following be approved:

That the Executive Committee receive this report for the Corporate Record.

For: (9): Mayor Gondek, Councillor Spencer, Councillor Demong, Councillor Penner, Councillor Pootmans, Councillor Walcott, Councillor Dhaliwal, Councillor McLean, and Councillor Wong

**MOTION CARRIED**

**8. ITEMS DIRECTLY TO COMMITTEE**

**8.1 REFERRED REPORTS**

None

**8.2 NOTICE(S) OF MOTION**

None

**9. URGENT BUSINESS**

None

**10. CONFIDENTIAL ITEMS**

**10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES**

None

10.2 URGENT BUSINESS

None

11. BRIEFINGS

11.1 Financial Task Force Implementation Next Steps, EC2022-0411

12. ADJOURNMENT

**Moved by** Councillor Walcott

That this meeting adjourn at 2:02 p.m.

**MOTION CARRIED**

The following items have been forwarded on to the 2022 May 10 Combined Meeting of Council:

CONSENT

- 2022 Q2 Update on Indigenous Relations (Verbal), EC2022-0461
- Resilient Roofing Rebate Program Monitoring Report, EC2022-0378
- Tomorrow's Chinatown - Program and Budget Update, EC2022-0282
- Tax Relief Options for Residential Properties Impacted by Annexation Order 333/2007, EC2022-0504

The next Regular Meeting of the Executive Committee is scheduled to be held on 2022 May 17 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

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CHAIR

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CITY CLERK



Community Services Report to  
Executive Committee  
2022 May 17

ISC: UNRESTRICTED  
EC2022-0574  
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## Council Innovation Fund (CIF) Report Back - Heritage Calgary Naming, Renaming and Commemoration Process Design

### RECOMMENDATION:

That the Executive Committee recommend that Council defer reporting back on PFC2021-1342 Reporting on Re-examination of City Asset Names Process, from Q2 2022 to the end of Q2 2023.

### HIGHLIGHTS

- This report presents the final results of Heritage Calgary's *Naming, Renaming and Commemoration Process Design Project* funded through a 2021 Council Innovation Fund grant (PFC2021-0096). The results of the project include *Naming, Renaming, Commemoration and Removal Handbook* (Attachment 2) and a Final Report for the project (Attachment 3). The recommendation requests deferral of reporting back on PFC2021-1342 Reporting on Re-examination of City Asset Names Process to Q2 2023 will provide the time required for Administration to consider adjustments to City policies, practices and resources in a number of areas related to the Final Report's recommendations.
- **What Does this Mean for Calgarians?** The Handbook is a practical resource for community groups undertaking naming, renaming, commemoration, and removal projects. It outlines key principles and an eight step process to help project proponents undertake meaningful community engagement and the research required to gain a thorough understanding of the historical and contemporary context of their project. The recommendations in the Final Report will help inform the evolution of the community support and resources available for this work, and adjustments to The City's *Municipal Naming, Sponsorship and Naming Rights Policy*.
- **Why Does it Matter?** Naming, renaming, commemoration and removal projects are often complex, and the Handbook will help guide community-led projects, and the Final Report's recommendations can help inform future City policies and processes to support intentional, inclusive and enduring decisions that reflect our shared history, values and norms.
- Administration is reviewing the Final Report's recommendations and will identify any required adjustments to City policies, practices or programs.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods
- Background and Previous Council Direction is included as Attachment 1.

### DISCUSSION

Heritage Calgary is a City of Calgary Civic Partner that operates under the *Calgary Heritage Authority Act* (Alberta) with a mandate 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 The City's inventory of historic resources; and advise the City on restoration, alteration, and demolition of sites in the inventory.

In 2021 March, Council approved \$162,000 in Council Innovation Funds for Heritage Calgary to design a new process based on leading practices and broad community input to support The

## **Council Innovation Fund (CIF) Report Back - Heritage Calgary Naming, Renaming and Commemoration Process Design**

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City and other stakeholders, including community organizations, to make intentional, inclusive and enduring decisions around naming, renaming, commemoration and removal of names, commemoration installations, assets or spaces that reflect our shared history, values and norms.

The community-driven project had two streams of work. The research stage explored leading best practices and reviewed The City's current policies, plans, projects, and initiatives. The engagement work included outreach to a broad range of individuals and organizations across the community, government and business sector resulting in over 500 touchpoints, including an Indigenous Sharing Circle. Once the research and engagement analysis were completed, the findings from both streams of work were brought together to inform the development and testing of the *Naming, Renaming, Commemoration, and Removal Handbook* (the Handbook) (Attachment 2).

The Handbook is a practical guide that outlines 12 key principles and related questions, and provides an eight-step process to help guide project proponents through the complex decisions related to naming, renaming, commemoration, and removal. Each step includes a checklist of activities, discussion questions, key terms and tips from the field. Additional tools, resources and publications are posted on Heritage Calgary's website.

A second project result is *The Naming, Renaming, and Commemoration Project Final Report* (Attachment 3) that provides a summary of the research and engagement results, key principles and process included in the Handbook, and seven recommendations for the community and City's consideration. The recommendations are detailed starting on page 27 of Attachment 3 and relate to:

- increased access to training in anti-racism, bias, Indigenous history and culture, cultural and historical research practices, and resources to increase understanding of Indigenous protocols;
- development of a community strategy to better protect Calgary's historical records, artifacts and archives;
- consideration of amendments to The City's *Municipal Naming, Sponsorship and Naming Rights Policy* to include references to the Handbook and its principles; require projects to demonstrate research, community engagement and support for The City's commitment to reconciliation; new processes for renaming; and that requests for naming, renaming, commemoration or removal demonstrate that community engagement has included those affected, and reached diverse voices including the Indigenous community;
- The City seeing naming, renaming, commemoration and removal activities as an opportunity for The City to stand in reconciliation, and consider new funding, resources, and training for this work;
- funding for Heritage Calgary and other organizations to meet community needs; and
- delivery of community workshops based on the Handbook's principles and process.

Administration continues to assess the recommendations and consider next steps, including changes to City processes, policies, or practices including possible amendments to the *Municipal Naming, Sponsorship and Naming Rights Policy* (CP2016-01). Deferring reporting back on the related PFC2021-1342 Reporting on Re-examination of City Asset Names Process to Q2 2023 will provide the time required for Administration to undertake this work.

**Community Services Report to  
Executive Committee  
2022 May 17**

**ISC: UNRESTRICTED  
EC2022-0574  
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## **Council Innovation Fund (CIF) Report Back - Heritage Calgary Naming, Renaming and Commemoration Process Design**

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### **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

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

Attachments 2 and 3 were developed by Heritage Calgary's project team through a process that included broad consultations and engagement with the community and key stakeholders. This report was prepared by Administration in collaboration with Heritage Calgary.

### **IMPLICATIONS**

#### **Social**

Naming, renaming, commemoration, and removal practices reflect a community's shared history, and evolving values and norms, including reconciliation, and can have a significant impact on racialized communities that are seeking equity and the health of the broader community. Implementing specific processes based on community needs combined with leading practices supports naming, renaming, and commemoration that is enduring and inclusive.

#### **Environmental**

Naming and commemoration work helps people understand their relationship with place, human activities, and the land. This collective understanding provides communities with historical and social context when thinking about the long-term impacts of development and the relationship between people and the land in urban environments where these connections might be less visible.

#### **Economic**

Clear, inclusive, and intentional processes for naming, renaming, commemoration and removal support economic development by contributing to the development of a healthy, vibrant, and diverse community that attracts and retains business and creates a city with a strong sense of belonging.

### **Service and Financial Implications**

#### **No anticipated financial impact**

### **RISK**

The request to defer reporting back on PFC2021-1342 Reporting on Re-examination of City Asset Names Process will delay changes to City policies and the introduction of a new renaming process. However, the deferral will provide the additional time required for Administration to complete a fulsome review of the Final Report's recommendations and consider any further policy or process amendments.

**Community Services Report to  
Executive Committee  
2022 May 17**

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**Council Innovation Fund (CIF) Report Back - Heritage Calgary Naming, Renaming  
and Commemoration Process Design**

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**ATTACHMENT(S)**

1. Previous Council Direction
2. Naming, Renaming, Commemoration, and Removal Handbook
3. The Naming, Renaming and Commemoration Project Final Report
4. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
7/9/2021	PFC2021-1339	Deferral Request - Council Innovation Fund Report Back - Heritage Calgary Naming Deferral Request - Council Innovation Fund Report Back - Heritage Calgary Naming (PFC2021-0096) from Q4 2021 to Q2 2022, PFC2021-1339
7/9/2021	PFC2021-1342	Deferral Request – Reporting on Re-examination of City Asset Names Process Deferral Request – Reporting on Re-examination of City Asset Names Process to Q2 2022, PFC2021-1342
3/16/2021	PFC2021-0284	Deferral Request – Reporting on Re-examination of City Asset Names Process Deferral Request – Reporting on Re-examination of City Asset Names Process to Q4 2021, PFC2021-0284
3/1/2021	PFC2021-0096	CIF Application- Heritage Calgary Naming, Renaming and Commemoration Process Design 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.
7/20/2020	PFC2020-0802	Notice of Motion – Renaming James Short Park and James Short Parkade 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.



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# Naming, Renaming, Commemoration, and Removal Handbook

DEVELOPED BY HERITAGE CALGARY



The Calgary area where the Bow and Elbow Rivers meet is a place of confluence where the sharing of ideas and opportunities naturally come together. Indigenous Peoples have their own names for this area that have been in use long before Scottish settlers named this place **Calgary**. In the Blackfoot language, they call this place **Moh'kinsstis**.

The Stoney Nakoda Nation refer to the Calgary area as **Wîchîspa Oyade**, and the people of the Tsuut'ina Nation call this area **Guts-ists-i**. The Métis call the Calgary area **Otos-kwunee**.

Heritage Calgary acknowledges that this project took place on the traditional territories of the people of the Treaty 7 region in Southern Alberta. This includes: the Siksika, Piikani, and Kainai First Nations collectively known as the Blackfoot Confederacy, along with the Blackfeet in Montana; the Îethka Nakoda Wîcastabi First Nations, comprised of the Chiniki, Bearspaw, and Wesley First Nations; and the Tsuut'ina First Nation. The city of Calgary is also home to the Métis Nation of Alberta Region 3. We acknowledge all Indigenous urban Calgarians, First Nations, Inuit, and Métis who have made Calgary their home.





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# Naming, Renaming, Commemoration, and Removal Handbook



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Heritage Calgary gratefully acknowledges the City of Calgary for their support of this project through the Council Innovation Fund. The *NRCR Handbook* was developed under the leadership of Heritage Calgary and in conversation with the Indigenous Sharing Circle and many stakeholders and community members working in culture and community building in Calgary. Community engagement, writing, and compilation is by lead consultants Hatlie Group. Project management and research by MD Consulting. Communications strategy and design by CIPR Communications.



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# Welcome

The *Naming, Renaming, Commemoration, and Removal Handbook* provides a resource and discussion guide for anyone thinking about a **naming, renaming, commemoration, or removal** (NRCR) project.

People begin NRCR projects for many different reasons. No two NRCR projects will be exactly the same, and the context of your project will inform who needs to be involved, who makes the decisions, what the parameters are, and how long it will take. This Handbook presents a process that will help you navigate those differences but also grapple with the questions and elements that are common among NRCR projects. This work is complex and takes time and it can also be very rewarding. It is important to approach your project thoughtfully as it influences profoundly what we remember—or don't—and how we see ourselves—or don't—in our communities.

If you see yourself in any of the example statements below, this Handbook should be useful to you, and you may need other kinds of resources as well:

- I am wondering about the appropriateness of a name on a building in my neighbourhood.
- I want to honour a person or group who made a difference in my community.
- I want to make sure we remember an important event or experience for generations to come.
- There are many names for a site and we would like to know what name to use.
- The name of a geographic feature doesn't seem meaningful.
- There is a statue I walk by every day that does not align with the values I think my community has.
- There is a new development coming together and there will be many new places and spaces to name.
- I work for a non-profit and a donor or sponsor's name is being considered for a building.
- I do not think the names in my community reflect the people and cultures that live here.
- I have a different kind of NRCR project in mind.

This Handbook outlines a series of Principles that community groups need to work through in the context of their project, an 8-step process to approach the work, and additional resources and learnings from people who have been there and have completed projects like this before. The Handbook presents questions that you will need to answer as you move through your project. It does not tell you what those answers are. How you answer the questions and design your project depends on your context and what your community needs.

The research that led to the creation of this Handbook suggests that in order to carry out a successful NRCR project, you will need to:

- Understand your project's **relationship to the place on which it is located**.
- **Engage with your community** in a meaningful way.
- Seek a thorough understanding of the historical and contemporary context through **research**.

In this time and place, those conditions mean approaching your work in the spirit of reconciliation and seeking to understand what that means for your project, your context, and the legacy it may leave.

Heritage Calgary understands that the act of bestowing a name upon something, or someone, is intimate and, in many cases, sacred. We know that what we choose to commemorate has implications in our communities, sometimes for generations. And recent events have taught us that these conversations are incredibly vital. Throughout 2021, Heritage Calgary worked with a consultant team to engage stakeholders and community members, to conduct research, and to determine an appropriate NRCR process that is inclusive, mindful, intentional, and enduring for Calgary—a city located in **Treaty 7**. This Handbook and a companion report detailing the findings of this process are the result.

If you are beginning an NRCR project, we hope that the shared experience of others who have gone through projects like yours will help you navigate to a conclusion that best serves your community.

## Key Terms

**Naming:** Bestowing the name of an individual or family, flora or fauna, physical attribute, event, idea, place, or corporation on a physical public or community asset, such as a building, park, road, site, geographic feature, or neighbourhood.

**Renaming:** Changing the original, long-held, or current name of a physical public or community asset, such as a building, park, road, site, geographic feature, or neighbourhood.

**Commemoration:** Celebration or honouring of an individual, family, group, symbol, event or idea through a physical asset such as a statue, plaque, monument, or public art installation.<sup>1</sup>

**Removal:** The taking down or away of a commemoration installation.

**Treaty 7:** The Treaty signed by the Blackfoot including the Kainai, Piikani, and Siksika First Nations, the Stoney Nakoda including the Bearspaw, Chiniki, and Wesley First Nations, and the Tsuut'ina First Nation, and the Crown (Canada) on September 22, 1877. Treaty 7 outlined the relationship between the First Nations and the government of Canada for the area from the Rocky Mountains to the west, the Cypress Hills to the east, the Red Deer River to the north, and the U.S. border to the south. Treaty 7 territory is also home to the Métis Nation of Alberta Region 3.<sup>2</sup>

<sup>1</sup>Public art, or art in the public realm, is a discipline focusing on art that is physically accessible in both outside and indoor public spaces. Sometimes public art can be used to memorialize or commemorate. To learn more, visit City of Calgary, "Public Art in Calgary," accessed 31 January 2022, <https://www.calgary.ca/csps/recreation/public-art.html>.

<sup>2</sup>Métis Nation of Alberta Region 3 is also located in Treaty 4 and Treaty 6.

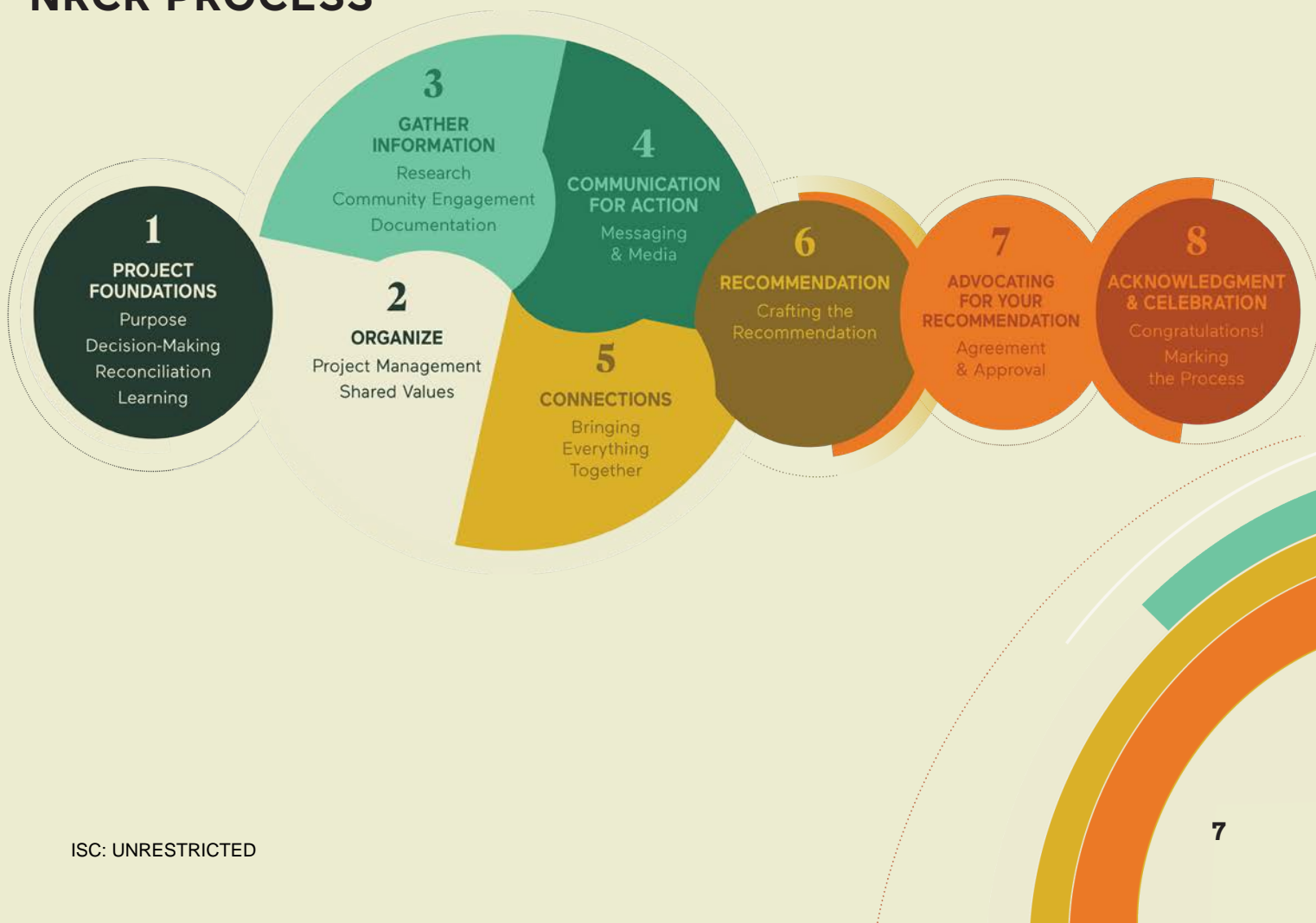
# HOW TO USE THIS HANDBOOK

This Handbook begins by outlining the core NRCR Principles and questions that your group will need to address in your project. It then outlines an 8 Step process for advancing your NRCR project. Each step begins by identifying a **Checklist** of the activities needed for that step and presents **Discussion Questions** to guide your group through the process. **Key Terms** are defined throughout, and **Tips from the Field**—from those who have been there before—are also included. You will find a full glossary, supplementary resources, selected references, and acknowledgments at the back.

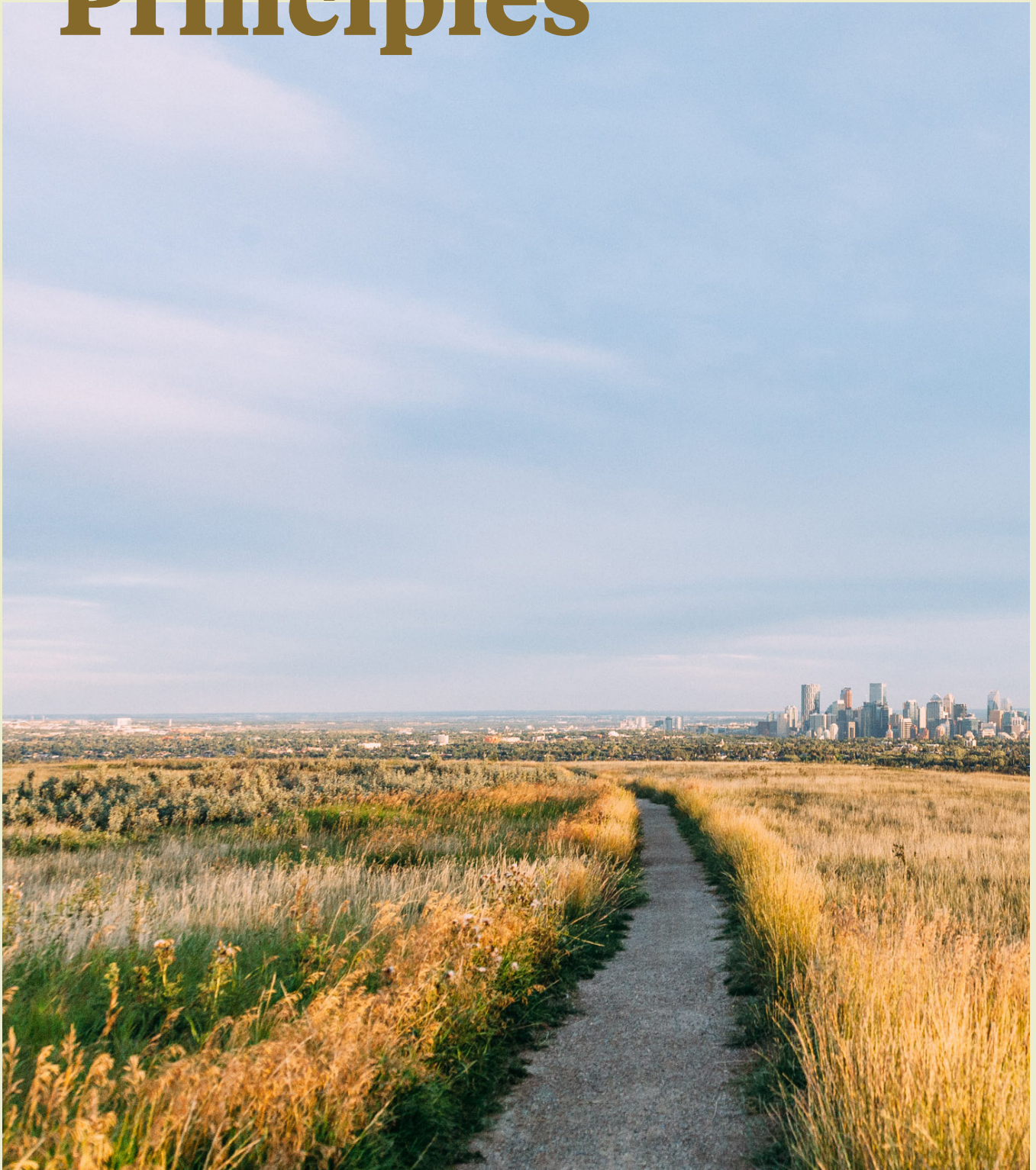
Heritage Calgary’s website is home to additional tools and resources and the companion report, the *Naming, Renaming, and Commemoration Project Final Report*, for those who would like to know more about the extensive community engagement and research project that led to this Handbook.

Review the whole Handbook before you start. It will be helpful to be familiar with the NRCR Principles as you move through the process. You are likely to find the steps are not always sequential, and you may find yourself moving back and forth as you stay responsive to what you are hearing and learning.

## NRCR PROCESS



# **NRCR Principles**



## USING THE NRCR PRINCIPLES

Naming, renaming, commemoration, and removal processes are each different from one another. In the end though, they are mostly about how we mark what is important to us in a moment in time and what we want to share into the future. We hope that those commemorations, values, and stories have strong roots in our history and remain meaningful for generations to come—and, in many cases, they will. Other times, we need to acknowledge that values have shifted, perspectives and experiences were left out, or stories are better told in different ways. That's normal, too—naming and renaming, and putting up and taking down commemorations, have been happening throughout history.

Everyone brings a different set of expectations and goals to their NRCR project. It can be overwhelming to think about all of the perspectives and processes that you will need to consider so you can make the best decisions for your **community**. As you plan your project, your group will need to have complicated discussions about how you will navigate decisions that are complex and lasting.

Fortunately, we can learn a great deal from others who have gone through projects like yours here in Calgary as well as in other communities. Diving into these conversations will help your project to be successful and hopefully to stand the test of time. The research and community engagement that led to the *NRCR Handbook* identified and tested a number of Principles that are core to making decisions in NRCR projects. They are:

- A. Involve the community and people for whom the issue is important.
- B. Understand the historical significance and original intention for the installation or name.
- C. Understand any harm associated with the individual, event, or practice identified.
- D. Engage with original namers or installers, or their community or descendants, when appropriate or possible.
- E. Understand the land on which the statue, memorial, or commemoration is being placed or that the name will relate to.
- F. Think about the physical context of the installation or naming/renaming opportunity.
- G. Identify opportunities for education and awareness (i.e., historical significance, diversity of the community, impact for equity-seeking communities).
- H. Amplify histories, people, and events that have been traditionally undertold or less known.
- I. Align with the values or principles of the community or organization.
- J. Explore the meaning or significance to the current community.
- K. Consider meaning and significance acquired or lost over time.
- L. Explore if the name or commemoration is honouring the whole person or a single act.

ISC: UNRESTRICTED

## Key Terms

### **Community:**

A community often refers to people living in the same physical location. Communities can also be any group of people bonded together through a common interest, experience, language, profession, faith, tradition, economy, identity, history, or cultural background. Often a community will have several other communities within it. A community is not usually homogeneous, made up of people who all agree or who act as a unit. An individual can belong to many communities.

## HOW DO WE USE THESE PRINCIPLES?

Review the NRCR Principles and consider how they apply to your project and how you will answer these questions in your research, in your community conversations, and in your planning. Discuss with your team:

- How do they influence your group's shared values as you move through the project?
- How will you address these Principles and answer these questions when you are asked them in the community, by impacted groups and people, or in the media?

At the end of the project, after the engagement and research is complete and a recommendation is being prepared and championed, come back to the Principles to identify if anything is missing in your approach.

*You don't need to answer all these questions before you start. Many of them will take a lot of thought, conversation, and historical or contemporary research—they will be addressed as you move through the process. Build them into your research, community engagement activities, and team meetings. Start by reviewing the 8 Step Process outlined in this Handbook and find the right spots in the process for your group to explore the questions that matter most.*



# NRCR PRINCIPLES

## A

Involve the community and people for whom the issue is important.

**Who** does this name or commemoration matter to?

Are they **involved** in your project?

What **role** would they like in the project? What role **aligns** with your project values and goals?

Is your project team and process **inclusive** of all impacted communities?

Does your project team reflect the **diversity** of your community?

**Who** are you leaving out?

## C

Understand any harm associated with the individual, event, or practice.

Does the name or commemoration recognize a person, event, or practice that is connected with a **negative, tragic, or harmful** experience? For whom? What is **their** perspective?

Sometimes we mark the dark parts of our history so we can remember and learn or to mark a loss or tragedy. If harm occurred in the past related to the name or commemoration, is the recognition **respectful** and **appropriate** for the context? Is it **teaching** something? Is it celebratory of a perspective that does **not** appropriately acknowledge the harm?

Does the commemoration or name **continue** to cause harm today?

## E

Understand the land on which the statue, memorial, or commemoration is being placed or that the name will relate to.

What **Indigenous territory** is your project located in?

What is the **history** and **contemporary context** of the land where the name or commemoration will stand?

Is the precise location of land where the name or commemoration will stand **sacred, culturally significant, or otherwise important** to one or more First Nations or communities?

How do you know? Have you done the research?

How will you **engage** the First Nation(s) or communities related to the site?

## PRINCIPLE

### QUESTIONS TO ADDRESS IN YOUR PROJECT AND ANSWER WITH YOUR COMMUNITY

## B

Understand the historical significance and original intention for the installation or name.

What did the original commemorators **intend** to recognize?

What was **significant** about the name or installation at the time?

What **historical context** does it represent, and how?

If this is a new name or installation, what is the **contemporary context** of this moment in history?

## D

Engage with original namers or installers, or their community or descendants, when appropriate or possible.

Who were the **namers** or **installers** of the commemoration?

Are they part of a **larger** community?

If a particular person or group is recognized, who are their **descendants**?

Is it **appropriate** to engage with them? Why or why not?

**How** will you engage with those families or community members? **What** do you want to know?

## F

Think about the physical context of the installation or naming/renaming opportunity.

What is **nearby** to the location of your name or commemoration? (i.e., in the neighbourhood, next door, sharing the area or space)

What **else** has happened there? What is the story of that place over time?

How is the space or area **used** today?

Is the name or commemoration **appropriate** for that context?

How do you know?

# NRCR PRINCIPLES

## PRINCIPLE

### QUESTIONS TO ADDRESS IN YOUR PROJECT AND ANSWER WITH YOUR COMMUNITY

# G

Identify opportunities for education and awareness

(i.e., historical significance, diversity of the community, impact for equity-seeking communities).

Does the name or commemoration recognize a person, event, or practice that people do not know about but could **learn** or **benefit** from?

Is the name or commemoration an **opportunity** to teach or share an idea or story that is important?

Is this the **best way** to tell that story or share that idea?

Does the name or commemoration need to be **contextualized**? Is there a way to add **interpretation** to tell a more complete story?

Does this name or commemoration add to a **fuller reflection** of the community by sharing the story of an underrepresented cultural group or diverse perspective? How will this name or commemoration **move** the community forward in a positive way?

# I

Align with the values or principles of the community or organization.

Does the name or commemoration align with the **values** of our community or organization today?

Why or why not?

How do you know?

# K

Consider meaning and significance acquired or lost over time.

Does the name or commemoration mean something **different** today?

Is that an opportunity to tell a more **complete** story?

Has the meaning or significance of the name or commemoration **changed** in a way that something about its presentation needs to change? Does it need to be interpreted differently? Removed? Contextualized?

# H

Amplify histories, people, and events that have been traditionally untold or less known.

Is the name or commemoration a **chance** to tell an untold story or to better reflect your community?

Is there something here to learn from or celebrate that **others** would benefit from knowing about?

# J

Explore the meaning or significance to the current community.

Does the name or commemoration still have **meaning** to the contemporary community?

Is there an opportunity for learning about that meaning?

Has the community **evolved** so that the importance of the name or commemoration is **no longer aligned** with community priorities?

Can that story be told in a way that is **more inclusive** or **appropriate**? Would there be a better outcome if it was told in a different place or through a different media that allows for a fuller contextualization?

Are there errors or oversights that need **correcting**? Or language that needs an update?

# L

Explore if the name or commemoration is honouring the whole person or a single act.

Does this name or commemoration **relate** to a particular person? What is their story?

Does the name or commemoration **over-emphasize** part of their story?

Was this person an active participant in, or responsible for, something that caused **harm**? If so, how does that position or act relate to their life story?

Is using a person's name or likeness the **best approach**, or is there another name or image relevant to the context, event, or work being honoured that might be a good idea?

# NRCR Process



# Step 1 Project Foundations

- ☐ Identify your project's purpose.
- ☐ Identify who makes decisions that affect your project, and how.
- ☐ Ground your project in reconciliation.
- ☐ Approach the project as an opportunity to learn.

**"Are you designing for comfort or for progress for the collective good?"**

*Bina Patel, CEO Saathi Impact Consulting<sup>3</sup>*

## PURPOSE

When embarking on a **naming, renaming, commemoration, or removal** project, clearly identify the purpose of your project. Start by discussing why this initiative is required. Express why it is important, its historical or contemporary significance as you understand it now, the impact on communities affected, and the positive change that is expected because of this work.

### Discussion Questions:

Is this initiative for:

- ☐ Naming
- ☐ Renaming
- ☐ Commemoration
- ☐ Removal

What is the purpose of the initiative? In other words, what do we want to accomplish and why?

<sup>3</sup>Bina Patel, "Moving Your Work into Action," keynote speaker at Partnership for Resilient Communities Peer Learning Workshop III from the Institute for Sustainable Communities, Chicago, IL, November 2018, accessed January 2022, <https://www.saathiimpact.com/post/design-for-progress>.

# DECISION-MAKING

At the beginning of the initiative, ensure there is an understanding of who owns the asset and, when the process is complete and a recommendation is ready, who can authorize or approve a recommendation. This may not be one organization; identify all of the people and organizations (businesses, government, non-profits, or NGOs) that have the authority to make decisions about your project's outcome.

## Discussion Questions:

Who owns the asset that is to be named, renamed, commemorated, or removed?

Who has authority to approve the naming, renaming, commemoration, or removal recommendation once the initiative is complete? What is their approval process?

Are there any government or institutional policies that need to be considered? (For example, the *City of Calgary Municipal Naming, Sponsorship and Naming Rights Policy* [CP2016-01], Calgary Board of Education policies on naming, or a corporate naming policy.<sup>4</sup>)

Who will hold the documentation gathered, the stories shared, and the records of the decisions made once the initiative is completed?

<sup>4</sup> City of Calgary, Corporate Analytics & Innovation, *Municipal Naming, Sponsorship and Naming Rights Policy*, (Calgary, AB: Corporate Analytics & Innovation, 2016), accessed January 2022, <https://www.calgary.ca/ca/city-clerks/council-policy-library/dcmo.html>

# RECONCILIATION

**"We were here from the beginning; work with us from the start. Reconciliation is an action."**

*Sheldon First Rider, Blackfoot Language Revival*

**Reconciliation** is an action and is based in truth, respect, relationship-building, and reciprocity. Involvement of Indigenous **Elders, Knowledge Keepers**, and community members throughout a naming, renaming, commemoration, or removal initiative is an opportunity to advance reconciliation between Indigenous and non-Indigenous people.

Working together with differing **worldviews** and respecting the differences, working in parallel, and gaining an understanding of where, or if, there are any overlaps in ways of working is known as **ethical space**. This way of working provides the opportunity to actively determine how a group will work together with multiple worldviews—Indigenous and non-Indigenous—and then to explore what collective goals the group wants to achieve.

Approach this way of working with openness and respect for different knowledge systems, practices, and language. Consider this an opportunity for learning, for sharing, and for building trust. Be open to what the worldviews are of those around the table; understand that they may be different from your own; be open to questions, and ask questions as an opportunity to gain understanding.

A commitment to engaging in ethical space from the beginning of a project is a starting point to build trusting relationships and to directly support reconciliation.

It is impossible to untangle naming and commemoration activities from their relationship with place and history. No matter the nature of your project, it's important to start with the land and the people who have been here since the beginning.

# Key Terms

**Reconciliation:** The Truth and Reconciliation Commission of Canada defines reconciliation as “coming to terms with events of the past in a manner that overcomes conflict and establishes a respectful and healthy relationship among people, going forward.”<sup>5</sup> Reconciliation is active and ongoing.

**Elder:** An Elder is an individual honoured in their community as a custodian and steward of their culture, history, and knowledge, and who understands how to share these with Indigenous and non-Indigenous communities. They are mentors in the community, sharing their knowledge and teaching younger generations on traditional ways. “One common trait among Indigenous Elders is a deep spirituality that influences every aspect of their lives and teachings. They strive to show by example—by living their lives according to deeply ingrained principles, values and teachings.”<sup>6</sup>

**Knowledge Keeper:** A Knowledge Keeper is an individual who has been taught the knowledge of their community’s culture, practices, and customs by Elders or other Knowledge Keepers and who has also been taught how to care for this knowledge. They are historians and also have lived experience that they can draw on to inform the importance of traditional practices and customs. Often they are considered apprentices to Elders.

**Worldview:** A worldview is how a culture expresses itself in individual practice; it is a collection of attitudes, values, stories, and expectations about the world around us, which inform our every thought and action.<sup>7</sup>

**Ethical Space:** A framework for guiding respectful interaction across cultural differences in a way that upholds the fundamental integrity of all knowledge systems entering that space. It is a model that creates a space of mutual trust, respect, equality, and collaboration.<sup>8</sup> Ethical space is “formed when two societies, with disparate worldviews, are poised to engage each other.”<sup>9</sup>

<sup>5</sup> Canada, Truth and Reconciliation Commission of Canada, *Honouring the Truth, Reconciling for the Future: Summary of the Final Report of the Truth and Reconciliation Commission of Canada* (Ottawa, 2015), 6.

<sup>6</sup> Bob Joseph, “Indigenous Elder Definition,” *Working Effectively with Indigenous Peoples* (blog), from Indigenous Corporate Training Inc., December 7, 2019, accessed January 2022, <https://www.ictinc.ca/blog/indigenous-elder-definition>.

<sup>7</sup> James W. Sire, *Naming the Elephant: Worldview as a Concept* (Downers Grove: InterVarsity Press, 2015).

<sup>8</sup> IISAAK OLAM Foundation, *Indigenous Protected and Conserved Areas (IPCAs) and Ethical Space*, December 2019, accessed January 2022, <https://www.iisaakolam.ca/our-work>.

<sup>9</sup> Willie Ermine, “The Ethical Space of Engagement,” *Indigenous Law Journal* 6, no. 1 (2007), 193.

## TIPS FROM THE FIELD

The Indigenous Peoples who are signatories to and reside in Treaty 7 are very diverse. It may take some research and conversation to understand who you need to engage with in carrying out your project. When working within ethical space, it is often advisable to establish boundaries or rules of engagement to frame your conversations, acknowledging that engaging with each First Nation, Inuit, and Métis community is different. If your project team does not already have representation from Indigenous communities or relationships to get you started, reach out to resources in your community to find out where to start and who you should talk to. Ask for advice on how to properly provide Protocol, seek **consent**, and learn how to approach the engagement in a good way. Review the resources that are available online and relevant to your community and your project.

Community groups often express that they do not know where to start if they have never participated in a project dealing with place and heritage. Sometimes community groups feel that their project really is not about Indigenous history and that this step might not be applicable. More often than not though, there are connections between your project, the land, and reconciliation that create opportunities for learning. The good news is that there is no shortage of resources available to help you get started. Asking is the best way to learn. If there is no reason to involve Indigenous advisors in the project, Elders, Knowledge Keepers, and community members will tell you so—and in that case, respecting wishes not to be involved should likewise be respected. Asking the important questions and approaching learning about the place your project is occurring with an open mind will always add to the depth of understanding you have about your project.

## Discussion Questions:

Do we have a full understanding of the history and contemporary context of the land our project is connected to and the people for whom it is significant?

Have we identified the project's connection to the land before beginning?

Have we engaged with Indigenous Elders, Knowledge Keepers, and community members in the process from the beginning? What involvement would they like? Are they members of the committee or working group?

## Discussion Questions:

How do we connect with an Indigenous Elder, Knowledge Keeper, or community member who is appropriate for the project? How do we gather a group of Elders and Knowledge Keepers who represent the different groups involved with Treaty 7?

How are we ensuring Indigenous inclusion is incorporated throughout the initiative?

Do we know the appropriate **Protocols** that need to be followed when engaging with Indigenous Elders, Knowledge Keepers, and community members?

Have we budgeted for Protocols and compensation of community members' time and wisdom?

How will we nurture the relationships beyond the initiative?

## Key Terms

**Protocols:** Signs of respect and recognition of the relationship between Indigenous and non-Indigenous communities. Protocol practices include offering tobacco to recognize the wisdom that Elders, Knowledge Keepers, and community members are providing and honorariums to compensate for the time committed to the conversation. Non-Indigenous participants should also provide a land acknowledgment at the beginning of meetings and gatherings.

**Consent:** In the context of engagement with Indigenous Peoples, consent refers to free, prior, and informed agreement of Indigenous individuals or communities to participate before a process begins. *Free* means not coerced or manipulated; *prior* means before beginning (and with enough time for all involved to agree); and *informed* means that relevant information relating to the project has been shared.<sup>10</sup>

<sup>10</sup> See also General Assembly of the United Nations, *United Nations Declaration on the Rights of Indigenous Peoples*, 2008, Article 32, accessed January 2022, [https://www.un.org/esa/socdev/unpfii/documents/DRIPS\\_en.pdf](https://www.un.org/esa/socdev/unpfii/documents/DRIPS_en.pdf).



# LEARNING

**"We need to create an environment where we are all comfortable that history is living, evolving and emerging. It is not static and not finished."**

*Jamilah Edwards, Lionheart Foundation*

Every person has a set of experiences, prejudices, preferences, and understandings that consciously and unconsciously affect their behaviour. As you embark on this process, spend some time understanding what biases you have when approaching this work, where your prejudices come into play, and where there are other experiences and perspectives that need to be considered.

Some people approach this learning wholeheartedly, while for others it's a hard path. But working in heritage and with cultures not your own is complicated, and when you identify what areas require additional skills or understandings and seek training to acquire them, you open up opportunities to add depth and value to your project. This might mean training in anti-racism, unconscious bias, anti-Indigenous bias, gender bias, and/or cultural competencies. You may also want to explore training in some of the skills this kind of a project needs, such as oral history, historical and archival research, working with media, or community engagement. Even if you have been working in culture or in community development for a long time, there is always something new to take away from the process. When possible, doing training together with your whole group builds a shared vocabulary and understanding that will help your project go more smoothly, especially when you start working in community and talking to the public about your project.

## Key Terms

**Bias:** Favouring one thing, person, or group over another. Showing implicit or explicit prejudice in actions, words, or practice.

## Discussion Questions:

What bias do we each bring to this process as individuals?

What learning would help us to be successful through the process?



## TIPS FROM THE FIELD

This was one of the greatest learnings people shared about going through naming, renaming, or commemoration projects in Calgary. Those who have been there identified anti-bias and cultural competency training and other skills development opportunities such as media training as one of the most valuable and rewarding activities their group undertook—even if they were unsure at first or thought they already understood their own biases.

NRCR projects deal head on with identity, culture, and representation in public spaces and how those ideas have changed over time. These conversations are very likely to cause your group to deal with things such racism, sexism, and prejudice of many kinds, both within and outside your group. These conversations are hard and take time. Approach them as opportunities to understand your own worldview, the positive and negative experiences you bring to the table, and how those things relate to others in your community. Additionally, consider what your group needs to ensure the psychological safety of your members and the people you are engaging with.

Starting off on the right foot can not only open doors, give you skills to deal with conflict or political pressures that might arise, and save you from unconsciously causing harm, but it might also be the difference between your project being successful or not.

## Step 2 Organize

- ☐ Agree on how you will make decisions.
- ☐ Identify who needs to be involved in the project team and how.
- ☐ Put project management supports in place.
- ☐ Set your shared values for the project.

## PROJECT MANAGEMENT

Naming, renaming, commemoration, or removal initiatives are not small projects. A great deal of time and energy can be saved if you set up some systems early to manage how you communicate, make decisions, and measure your success, as well as how you will deal with money, scheduling, and sharing information. Project management practices help you to ensure everyone on the team knows their jobs and tasks so that opportunities for community members to get involved are both clear and rewarding.

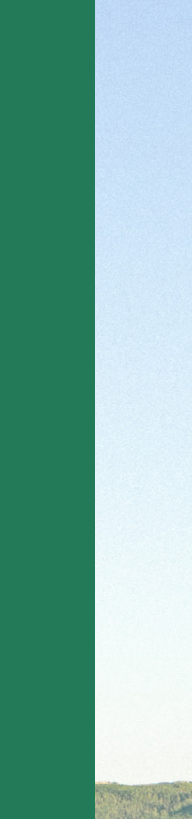
**Purpose:** To keep you focused, include the outcome that you identified in Step 1 that you want to accomplish on your meeting agendas and other project documents.

**Decisions:** Agree on a decision-making process and how decisions will be recorded and communicated. (For example, *"We will come to a consensus and record decisions in committee meeting notes that will be kept in a shared file."*)

**Budget:** Determine what is included in the budget and how you will handle holding money and paying for expenses. Decide how you will track and report on your expenses and revenues. If you are not associated with a non-profit or business that has systems in place, you may need to set up a bank account or decide how to use personal accounts. Identify which records need to be kept for accountability and to protect volunteers who are handling the money. For small projects, these systems do not need to be complicated, but they do need to be transparent.

**Schedule:** Establish a general schedule and include external deadlines that need to be met (e.g., City Council meetings) and a meeting schedule for your group as well as for project activities such as research and community engagement events. Use your schedule as a guide, knowing that this process will most likely take longer than you think it will. Consider using a shared calendar to keep your group organized.

**Communication:** Key messages, project updates, and other public-facing communications are discussed in Step 4. Think here about your internal communications: keep a contact list and be careful about sharing personal information. Do you need a specific project email address? Will you use a file sharing app? Is there a project management app that can help? Keep it simple, but use technology to make the work easier and information more accessible.



**Roles and Responsibilities:** Establish who is responsible for what tasks and how they will report on progress. Can volunteers accomplish all of these tasks, or do you need consultant or contractor supports? Use a volunteer management app to assign and track tasks. Do not forget to assign some of these project management tasks to people on your team who like to keep things organized.

**Risk:** Identify any risks that may impact success and talk about possible strategies to address the risk. This Handbook identifies many of the risks you are likely to encounter, and you may know of others. Talk through how you will handle conflict or communication issues in advance so that your team is prepared.

**Monitoring Your Progress:** Monitor the project's progress, and clarify if goals are being met and if any adjustments need to be made (for example, timelines or additional skills or capacity). Keep checking in on the NRCR Principles and on your project's purpose and shared values. Are you staying on track with what you hoped to accomplish?

## Discussion Questions:



Who will be on the committee or working group established to administer the process?

Does the committee or working group truly reflect the community? (Take a look forward to Step 3: "Community Engagement" to inform how you answer this question.)

Does our group include voices from all of the communities impacted by our project?

Who is taking on which roles? How will we make sure we all understand our jobs?

## TIPS FROM THE FIELD

Community groups make their budgets go further by finding in-kind donations for budget items such as space, materials and supplies, or services, and by using volunteer time. Use free versions of online tools, and look for resources available to community groups such as professional guidance or training opportunities. Use your networks and social media to ask for what you need. Consider these items in your budget:

PROJECT BUDGET		
Revenue	Amount	Source/Notes
Donations		
Grants		
Sponsorships		
Fundraising		
<b>TOTAL</b>		
Expenses	Amount	Item/Notes
<b>Space Rentals</b> for meetings and community events		
<b>Refreshments</b> for meetings and engagement activities		
<b>Training</b> for your group		
<b>Protocol</b> , including purchasing tobacco and providing honorariums		
<b>Subscriptions</b> for technology such as file sharing, volunteer organizing, and surveys		
<b>Professional Services</b> such as researcher, consultant or communications support, depending on project scope		
<b>Communications</b>		
<b>Project Supplies</b>		
<b>Research</b> for books or resources that can't be found for free, fees for photocopies or archival images		
<b>Events</b> for costs associated with community engagement, fundraising events, or a celebration when your project is finished		
<b>TOTAL</b>		



# SHARED VALUES

**"Calgary has been a gathering place for time immemorial. We need to work together."**

*Fred Powderface, Stoney Nakoda Elder*


Values are the commonly held beliefs that support a group working well together towards a common goal.

One of the key factors for success in naming, renaming, commemoration, or removal initiatives is determining the group's **shared values**. Shared values build an understanding of how you want to work together and set the tone for discussions, group work, and how to approach the project. These values can be used to ground conversations, can be referred to when issues arise, and can remind your group why everyone came together. This does not mean that discussion and debate shouldn't happen, but rather that conversations should happen in a respectful way and support coming to consensus as the goal. When determining your shared values, be inclusive of all of the members of your team, think critically about your communities' values, and look for commonalities. Record these values, check in on them, and share them with your community and with others who join your team as you go.

## Key Terms

**Shared Values:** Values are the agreed-upon core principles that inform how a group, organization, or family behaves, makes decisions, and acts.

### Discussion Questions:



What values are held by the community and by the individuals and groups involved?

What do I believe in? What is at the core of my work?

What are the shared values for the initiative?

## Step 3 Gather Information

- ☐ Identify your research question and topics.
- ☐ Find research resources.
- ☐ Identify who you need to talk to.
- ☐ Determine the best way to facilitate these community conversations.
- ☐ Involve your community.
- ☐ Document your findings.

## RESEARCH

**"Naming is not enough. We need to understand the deeper connections."**

*Matt Hiltermann, Historian, Métis Nation of Alberta Region 3*

Naming, renaming, commemoration, or removal projects involve researching the individual or family, flora or fauna, physical attribute, event, idea, place, or corporation that is being considered to understand its historical, cultural, geographical, or community significance.

Research can be historical or about the contemporary context and includes reviewing original documents and recordings, secondary sources such as books or articles, and oral histories. Records might be found at libraries, archives, museums, historical societies, or cultural centres. Some groups work with Elders, Knowledge Keepers, and trained historians in this step. Go back to the NRCR Principles and your groups discussions about the Principles to arrive at your research questions and topics.

### TIPS FROM THE FIELD

In addition to online research, archives, libraries and museums are helpful sources of historical information. Oral histories are different from community engagement and involve talking with people or their descendants who have firsthand knowledge to share. If you are researching Indigenous history, ensure you are speaking with the communities involved and consulting Indigenous sources.

Check out these organizations for more information about Calgary's history:

[Calgary Public Library – "Calgary's Story" at the Central Library](#)

[City of Calgary Archives](#)

[Glenbow Museum](#)

[Glenbow Western Research Centre](#)

[Heritage Calgary Inventory of Evaluated Historic Resources](#)

[Heritage Calgary Heritage Links](#)

[University of Calgary Archives and Special Collections](#)

[University of Calgary Libraries and Cultural Resources](#)

[Calgary and area museums](#)

[Chiniki Cultural Centre](#)

[Piikani Traditional Knowledge Services](#)

[Tsuut'ina Nation Culture/Museum](#)

[Heritage Calgary](#)

[Calgary and area cultural centres](#)



## Discussion Questions:

What are our research questions? Which NRCR Principles are most relevant to our project?

Where will we go to research historical information (culture, land, people)?

Where will you research current/contemporary information?

## COMMUNITY ENGAGEMENT

**"You need to be prepared to provide space for why these conversations have to take place."**

*Tim Fox, Calgary Foundation*

Engagement with communities is necessary to gather information, to build relationships and understanding, and also to garner support for the initiative. When considering the context of your NRCR project, there may be several communities, groups, and individuals you need to talk with about the project and its purpose. Talking to the people impacted by your project often identifies issues and understandings you haven't thought about yet. As you decide what you need to ask your community, also consider the practical and everyday implications of your project. For example, if you are naming or renaming in a neighbourhood, what are the implications for address changes, business names, and related road, park, and neighbourhood names? Gather this information in your **community engagement** activities and ensure it is considered in your recommendations.

Small group discussion, community events and townhalls, interviews, coffee talks, online surveys, polls, and social media campaigns are all common tools for community engagement. Some groups work with a facilitator for the larger or more contentious conversations. If your project is highly contested, a mediator might be a great investment to navigate difficult conversations.

## Discussion Questions:

Which communities, groups, and individuals need to be engaged in the process?

Once we have identified the communities, groups, and individuals that need to be engaged in the process, how will we engage with them?

- What questions will we ask?
- How will we gather information?  
Who will extend the invitation to participate?
- Do we have a variety of ways to engage with people? Are they accessible for diverse voices?
- How will we organize the information to ensure our findings are accurate, people are heard, and their input is appropriately incorporated?
- How will we respond to ensure the safety of engagement participants and our team if someone becomes aggressive or abusive?

## Key Terms

### Community Engagement:

"Community Engagement is the process by which citizens are engaged to work and learn together on behalf of their communities to create and realize bold visions for the future. Community Engagement can involve informing citizens about your initiative, inviting their input, collaborating with them to generate solutions, and partnering with the community from the beginning to tackle community issues." <sup>11</sup>

## TIPS FROM THE FIELD

Talk, talk, talk, and then talk some more.

Organizers of NRCR projects large and small, community-centred and with international attention, and from all over the world identify community engagement as the most important step in your project. NRCR projects are political by nature, and the more opportunities you create for authentic contributions, the easier it is to cut through the rhetoric to see what really matters to your community. Politicians, the media, your neighbours, and people you've never meet are going to want to know why your project is important and how your recommendations are sound and supported. Being able to credibly show that those impacted in your community were involved, were heard, and hopefully support your recommendation goes a long way.

<sup>11</sup> Tamarack Institute, "Community Engagement," accessed January 2022, [tamarackcommunity.ca/communityengagement](https://tamarackcommunity.ca/communityengagement).  
ISC: UNRESTRICTED

# DOCUMENTATION AND RECORDS

**“This is critically important work. To reflect the true stories of the history and heritage of this place, and how these histories impact the community now, and will in the future.”**

*Survey respondent*

Naming, renaming, commemoration, or removal initiatives can gather significant amounts of research, information, records, and correspondence. Have a process to document, keep and maintain records, and identify where these are kept throughout the initiative. Remember that the records you are generating document an important time in your community’s history. The stories and research you have gathered may not have been brought together before. When your project is over, consider finding an archives or museum to hold those records.

## Discussion Questions:

How are we documenting the information we gather through the research and engagement process?

Where is information kept so all involved in the project have access?

Will the information be made publicly accessible? Where will it go after our project is complete?

## Step 4 Communication for Action

- ☐ Identify your key messages.
- ☐ Choose a spokesperson(s).
- ☐ Build a communications strategy.
- ☐ Get the word out.

### MESSAGING AND MEDIA

Communicating the initiative's purpose, the reason for the NRCR project, and the research supporting the initiative, as well as advocating for the change you would like to see, requires clear and consistent messaging and a willingness to present to decision makers and possibly deal with media attention. Talk about what you really want people to know and where your message is most likely to be misunderstood, and craft your key messages from there. Remember that different audiences probably need to know different things and receive their information in different places. Consider your most important messages and tailor them to each audience. Community-based newsletters, cultural community media, and your stakeholder's communication channels can be very helpful in amplifying your messages. Sometimes this will involve doing some myth-busting about what your group is trying to accomplish and how you are going about it. Capture your plan in a **communications strategy** that you share with everyone in your group.

**"What comes out in the media as a result of these processes is really important, to help the public understand the reason for the decision. How this gets reported out to the community matters."**

*Sharon Hoiland, Southern Alberta Pioneers and their Descendants*

### Key Terms

**Communications Strategy:** A tool to help clarify and align messages and outline a plan for sharing those messages with the media and target audiences. It will probably include key messages, calls to action, channels and platforms, tactics, schedules, and contacts.

### Discussion Questions:

What do we really want our community and the broader public to know?



## Discussion Questions:

Thinking about our conversations so far, who:

- makes decisions that impact the project (government, asset owners, politicians)?
- needs to be involved (go back to our community engagement lists)?
- is directly impacted by the project (family members, community groups, nearby or related businesses and organizations)?
- might support our project?
- may create barriers?

What are our messages to each of these audiences?

What platforms will we use to get our message out to those audiences? Where are they getting their information?

Who will be our spokesperson? Does everyone involved have the key messages and know how to direct media questions?

Does our group need media training?



## Step 5 Connections

- ☐ Review what your community told you.
- ☐ Review what you learned in the research.
- ☐ Look back at your project purpose and values and at the NRCR Principles.
- ☐ Make connections between what you heard and learned and what you want to change.
- ☐ Decide where your thinking has shifted and where there is work left to do.

## BRINGING EVERYTHING TOGETHER


**“Naming is powerful...it gives our grandparents, those who walked before me, a voice.”**

*Marina Crane, Tsuut’ina Elder*

Once the research has been completed and engagement processes are concluded, and before the final recommendation is drafted, review the NRCR Principles from the start of the process and identify if all areas have been considered. Identify where there are direct connections to your project’s purpose and values and where you need to adjust your goals or approach.



### Discussion Questions:



Are there areas where our ideas or opinions have shifted or changed? Do our goals still align with what we heard from our communities?

How do we apply the NRCR Principles from the beginning of this process to what has been learned through the research and engagement work?

Are there areas missing? Is additional work required?

## Step 6 Recommendations

- ☐ Revisit the process you need to go through to have your recommendations approved and your name, rename, commemoration, or removal approved and/or implemented.
- ☐ Craft recommendations for the final decision makers to consider.
- ☐ Support your recommendations with what you learned from the research and heard from your communities.

### CRAFTING THE RECOMMENDATIONS

All of the information gathered from research, community engagement, and your discussions should inform the final recommendations that your group will bring forward to the final decision maker(s) for your project. Illustrate what contributed to the final recommendations and how this is supporting positive ways forward in the community.

#### Discussion Questions:

Considering what we learned from our community and through our research, what are we recommending to the decision-making authorities?

What do decision makers need to understand as they consider our recommendations?

How will we clearly present our case and share our findings?

## Step 7 Advocating for Your Recommendations

- ☐ Bring forward your recommendations to the final decision makers.
- ☐ Secure and deploy project supporters.
- ☐ Follow your recommendation through the approval process.
- ☐ Once approved, work with decision makers to implement your recommendations.

### AGREEMENT AND APPROVAL

When your NRCR project process is complete, submit the recommendation to the approving entity, owner, or community. This is a great time to call in the community members you met along the way who wanted to help. Identify people directly impacted by your project who will come forward with you to present your recommendations and champion them as you move through the approval process. Ensure that you clearly identify for the decision makers how your recommendations are supported through your research and by your community.

An approval process seldom consists of one meeting or presentation. Be prepared for this process to take time and go back to what you learned about communicating for action in Step 4 to make and support your case. Be aware you may need to negotiate on your recommendations. If negotiation is needed, go back to your values and goals and to what your community and research said, and use that to guide your decision-making. If your recommendation is approved, what does your group need to do to implement that recommendation? If your recommendation is not approved, is there another way to tell the story you are trying to tell?

### Key Terms

**Advocate:** Advocacy is actively working to advance a particular cause or issue to change opinion, policy, or practice.

### TIPS FROM THE FIELD

You identified the decision makers for your project in the first step in this process. It is smart to have involved them in the process along the way so that this final approval step is not the first they are hearing of your project. Knowing what the concerns of decision makers are from early on in the process allows you to consider and address them in your research, community engagement, and recommendations.

## Discussion Questions:

Who will present our recommendations, to whom, and how?

How will we use what we have learned throughout the project to **advocate** for our recommendation?

Once the final decision has been made, what do we need to do to wrap up the project?

## Step 8 Celebration and Acknowledgment

- ☐ Take stock of the work you have done and what you have accomplished and learned.
- ☐ Identify who was involved in your journey.
- ☐ Mark your learning and accomplishments.

### RECOGNIZE THE WORK

**"Naming and renaming can be a continuous reminder of the flow of history across our shared cultural and physical landscape."**

*Survey respondent*

Don't forget to celebrate your success! Whether or not you ended up where you thought you would at the beginning of your process, you have learned a great deal and made an important contribution to your community's story. Congratulations!

If you are naming or renaming a building, place, park or something else, or mounting a commemoration installation, it may be a good idea to host an opening, unveiling, or ceremony to mark the occasion. NRCR projects often deal with difficult topics and perhaps harm or trauma. A celebration might not be the right way for you to mark the end of your process. No matter the nature of your project, there were people who helped you along the way who probably would like to acknowledge the path that was travelled with you. Mark your learning and accomplishments with a ceremony, party, event, or splash that suits your project and community.

## Discussion Questions:

What is the best way to mark our project's conclusion?

Who should be included in the celebration or concluding activities?

Should we share our story with the media?

When should we get our group together again to reflect on our project and determine if there is follow-up needed?

# Glossary

## **Advocate**

Advocacy is actively working to advance a particular cause or issue to change opinion, policy, or practice.

## **Bias**

Favouring one thing, person, or group over another. Showing implicit or explicit prejudice in actions, words, or practice.

## **Commemoration**

Celebration or honouring of an individual, family, group, symbol, or event through a physical asset such as a statue, plaque, monument, or public art installation.

## **Community**

A community often refers to people living in the same physical location. Communities can also be any group of people bonded together through a common interest, experience, language, profession, faith, tradition, economy, identity, history, or cultural background. Often a community will have several other communities within it. A community is not usually homogenous, made up of people who all agree or who act as a unit. An individual can belong to many communities.

## **Community Engagement**

"The process by which citizens are engaged to work and learn together on behalf of their communities to create and realize bold visions for the future. Community Engagement can involve informing citizens about your initiative, inviting their input, collaborating with them to generate solutions, and partnering with the community from the beginning to tackle community issues."<sup>12</sup>

## **Communications Strategy**

A tool to help clarify and align messages and outline a plan for sharing those messages with the media and target audiences. It will probably include key messages, calls to action, channels and platforms, tactics, schedules, and contacts.

## **Consent**

In the context of engagement with Indigenous Peoples, consent refers to free, prior, and informed agreement of Indigenous individuals or communities to participate before a process begins. *Free* means not coerced or manipulated; *prior* means before beginning (and with enough time for all involved to agree); and *informed* means that relevant information relating to the project has been shared.<sup>13</sup>

## **Elder**

An Elder is an individual honoured in their community as a custodian and steward of their culture, history, and knowledge, and who understands how to share these with Indigenous and non-Indigenous communities. They are mentors in the community, sharing their knowledge and teaching younger generations about traditional ways. "One common trait among Indigenous Elders is a deep spirituality that influences every aspect of their lives and teachings. They strive to show by example—by living their lives according to deeply ingrained principles, values and teachings."<sup>14</sup>

<sup>12</sup> Tamarack Institute, "Community Engagement."

<sup>13</sup> See also General Assembly of the United Nations, United Nations Declaration on the Rights of Indigenous Peoples, 2008, Article 32.

<sup>14</sup> Bob Joseph, "Indigenous Elder Definition."

## **Ethical Space**

A framework for guiding respectful interaction across cultural differences in a way that upholds the fundamental integrity of all knowledge systems entering that space. It is a model that creates a space of mutual trust, respect, equality, and collaboration.<sup>15</sup> Ethical space is “formed when two societies, with disparate worldviews, are poised to engage each other.”<sup>16</sup>

## **Knowledge Keeper**

A Knowledge Keeper is an individual who has been taught the knowledge of their community’s culture, practices, and customs from Elders or other Knowledge Keepers, and who has also been taught how to care for this knowledge. They are historians and also have lived experience that they can draw on to inform the importance of traditional practices and customs. Often they are considered apprentices to Elders.

## **Naming**

Bestowing the name of an individual or family, flora or fauna, physical attribute, event, idea, place, or corporation on a physical public or community asset, such as a building, park, road, site, geographic feature, or neighbourhood.

## **Protocols**

Signs of respect and recognition of the relationship between Indigenous and non-Indigenous communities. Protocol practices include offering tobacco to recognize the wisdom that Elders, Knowledge Keepers, and community members are providing and honorariums to compensate for the time committed to the conversation. Non-Indigenous participants should also provide a land acknowledgement at the beginning of meetings and gatherings.

## **Removal**

The taking down or away of a commemoration.

## **Renaming**

Changing the original, long-held, or current name of a physical public or community asset, such as a building, park, road, site, geographic feature, or neighbourhood.

## **Shared Values**

Values are the agreed-upon core principles that inform how a group, organization, or family behaves, makes decisions, and acts.

## **Treaty 7**

The Treaty signed by the Blackfoot including the Kainai, Piikani, and Siksika First Nations, the Stoney Nakoda including the Bearspaw, Chiniki, and Wesley First Nations, and the Tsuut'ina First Nation, and the Crown (Canada) on September 22, 1877. Treaty 7 outlined the relationship between the First Nations and the government of Canada for the area from the Rocky Mountains to the west, the Cypress Hills to the east, the Red Deer River to the north, and the U.S. border to the south. Treaty 7 territory is also home to the Métis Nation of Alberta Region 3.

<sup>15</sup> IISAAK OLAM Foundation, Indigenous Protected and Conserved Areas (IPCAs) and Ethical Space.

<sup>16</sup> Ermine, “The Ethical Space of Engagement,” 193.

# Supplementary Resources

## RECONCILIATION

Calgary Foundation's *Indigenous Ally Toolkit* is a resource for individuals and organizations that provides a brief overview of Indigenous history, the importance of land acknowledgments and protocol, and how to build relationships and be an ally.

Calgary Foundation. *Indigenous Ally Toolkit*. 2019. Accessed January 2022.  
<https://calgaryfoundation.org/wp-content/uploads/Ally-Toolkit-web.pdf>

Reconciliation Canada provides a list of toolkits developed to support individuals, communities, and organizations of all types in having conversations on reconciliation in a safe, respectful, and open way.

Reconciliation Canada. *Toolkits*. Accessed January 2022. <https://reconciliationcanada.ca/resources/toolkits/>

## CHANGE

Change can be difficult. There are a number of strategies that organizations and communities can use to support positive change. For example, "Of/By/For All envision a world in which all people are empowered to share their talents to strengthen their communities. Communities in which people feel safe, welcome, and connected to the strangers who cross their paths every day."

Of/By/For All. *Free Resources*. Accessed January 2022. <https://www.ofbyforall.org/resources>

## RESEARCH

Research is the act of investigating, exploring, and gathering facts on a specific topic in order to inform decision-making. Research can include: *Primary Sources*, firsthand accounts written or created in the time period of the specified topic; *Secondary Sources*, resources that analyze, quote, and use primary sources as evidence or example to provide secondhand information and interpretation; and *Oral Histories*, narratives of past events based on personal experiences, memories, and stories from individuals directly, typically collected in a planned and recorded interview.

University of Lethbridge. *Plan Your Research: Developing a Research Question*. Accessed January 2022.  
<https://library.ulethbridge.ca/c.php?g=256460&p=1710376>

Calgary Public Library. *The Alberta Research Portal*. Accessed January 2022.  
<https://calgarylibrary.ca/read-learn-and-explore/digital-library/alberta-research-portal/>

Smithsonian Institution Archives. *How to Do Oral History*. Accessed January 2022.  
<https://siarchives.si.edu/history/how-do-oral-history>

## COMMUNITY ENGAGEMENT

Community engagement is the practice of going into your communities to ask questions, share, and learn together. Identifying your communities is the first step, as community goes beyond just a geographical location. Then decide the best way to involve community in the conversation based on their needs; different communities will require different approaches. Be clear about expectations for participation and what outcome you're working to achieve.

Tamarack Institute. *Community Engagement Planning Canvas*. Accessed January 2022.  
<https://www.tamarackcommunity.ca/library/community-engagement-planning-canvas>

## COMMUNICATIONS STRATEGY

A communications strategy is a plan for communicating with various audiences to achieve a goal. Creating a communications strategy allows your team to understand what to say, who to talk to, where to share information, when to talk to them, and how to respond to questions in a way that is consistent throughout your organization and clear to your audience.

Canada Helps. *Creating a Communications Plan*. Accessed January 2022.  
[https://www.canadahelps.org/media/C-Helps-webinar\\_CommsPlan\\_KF\\_ENG\\_Feb10.pdf](https://www.canadahelps.org/media/C-Helps-webinar_CommsPlan_KF_ENG_Feb10.pdf)

## ADVOCACY

Calgary Chamber of Voluntary Organizations' *Everyday Advocacy for Non-profits: A Guide to Policy Advocacy* offers various resources on planning and running an advocacy campaign, ranging from strategies to media coverage and more.

Calgary Chamber of Voluntary Organizations. *Policy Advocacy Tools*. Accessed January 2022.  
<https://www.calgarycvo.org/policy-advocacy-tools>

## SPONSORSHIP NAMING

Your organization will need to decide its own course of action when it comes to sponsorship naming, based on your organization's goals, mission, vision, and values, and how they align with a donor or corporation's values. The steps and Principles in the *NRCR Handbook* can help with determining that alignment.

As an example, please see Calgary Public Library's Board Policies on naming rights for sponsors, naming in recognition, and honorific naming.

Calgary Public Library. *Donations and Related Matters*. Accessed January 2022.  
<https://calgarylibrary.ca/about-the-library/library-board/board-policies/donations-and-related-matters/>

\* Online resource links change regularly. For up-to-date resource links, visit [www.heritagecalgary.ca](http://www.heritagecalgary.ca)

# Selected References

For a complete listing of references accessed during the NRC Project, see the References section of the companion report, NRC Project Final Report.

Calgary Aboriginal Urban Affairs Committee. *Indigenous Policy Framework*. City of Calgary. 11 April, 2017. <https://www.calgary.ca/content/dam/www/csps/cns/documents/cauac/indigenous-policy-framework.pdf>

Calgary Aboriginal Urban Affairs Committee (CAUAC). *White Goose Flying: A Report to Calgary City Council on the Indian Residential School Truth and Reconciliation*. City of Calgary. 2016. <https://www.calgary.ca/content/dam/www/csps/cns/documents/cauac/white-goose-flying-calls-to-action-cauac.pdf>

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Queen's University. *Final Report of the Building Name Consultation Advisory Committee*. Kingston, ON. 29 September 2020. Accessed January 2022. [https://www.queensu.ca/principal/sites/opvcwww/files/uploaded\\_files/Building%20Name%20Advisory%20Committee%20Final%20Report%20FINAL.pdf](https://www.queensu.ca/principal/sites/opvcwww/files/uploaded_files/Building%20Name%20Advisory%20Committee%20Final%20Report%20FINAL.pdf)

Yale University. *Report of the Committee to Establish Principles on Renaming*. New Haven, CT. 21 November 2016. Accessed January 2022. [https://president.yale.edu/sites/default/files/files/CEPR\\_FINAL\\_12-2-16.pdf](https://president.yale.edu/sites/default/files/files/CEPR_FINAL_12-2-16.pdf)

# Acknowledgments

Over 500 Calgarians participated in the Naming, Renaming, and Commemoration Project that led to the development of this Handbook. Heritage Calgary expresses a special thank you to all those who offered their time and thoughtful insights, guidance, and experiences to this project. In particular, thank you to the project team, Indigenous Sharing Circle, and the individuals, community groups, organizations, government departments, and agencies who participated in the community engagement and review:

- Indigenous Sharing Circle
- Individual interview participants
- Small Group Discussions participants
- NRC Questionnaire participants
- Information sessions participants
- NRC public survey respondents
- Email newsletter subscribers
- Draft review readers
- User test groups

## Indigenous Sharing Circle

- Sheldon First Rider, Elder, Blackfoot Language Revival
- Marina Crane, Tsuut'ina Elder
- Fred Powderface, Stoney Nakoda Elder
- Matt Hiltermann, Historian, Métis Nation of Alberta Region 3
- Paulette Fox, Kainai Nation Knowledge Keeper, Gathering Facilitator

## NRC Project Team

- Heritage Calgary
- Hatlie Group
- MD Consulting
- CIPR Communications



## Notes

Notes



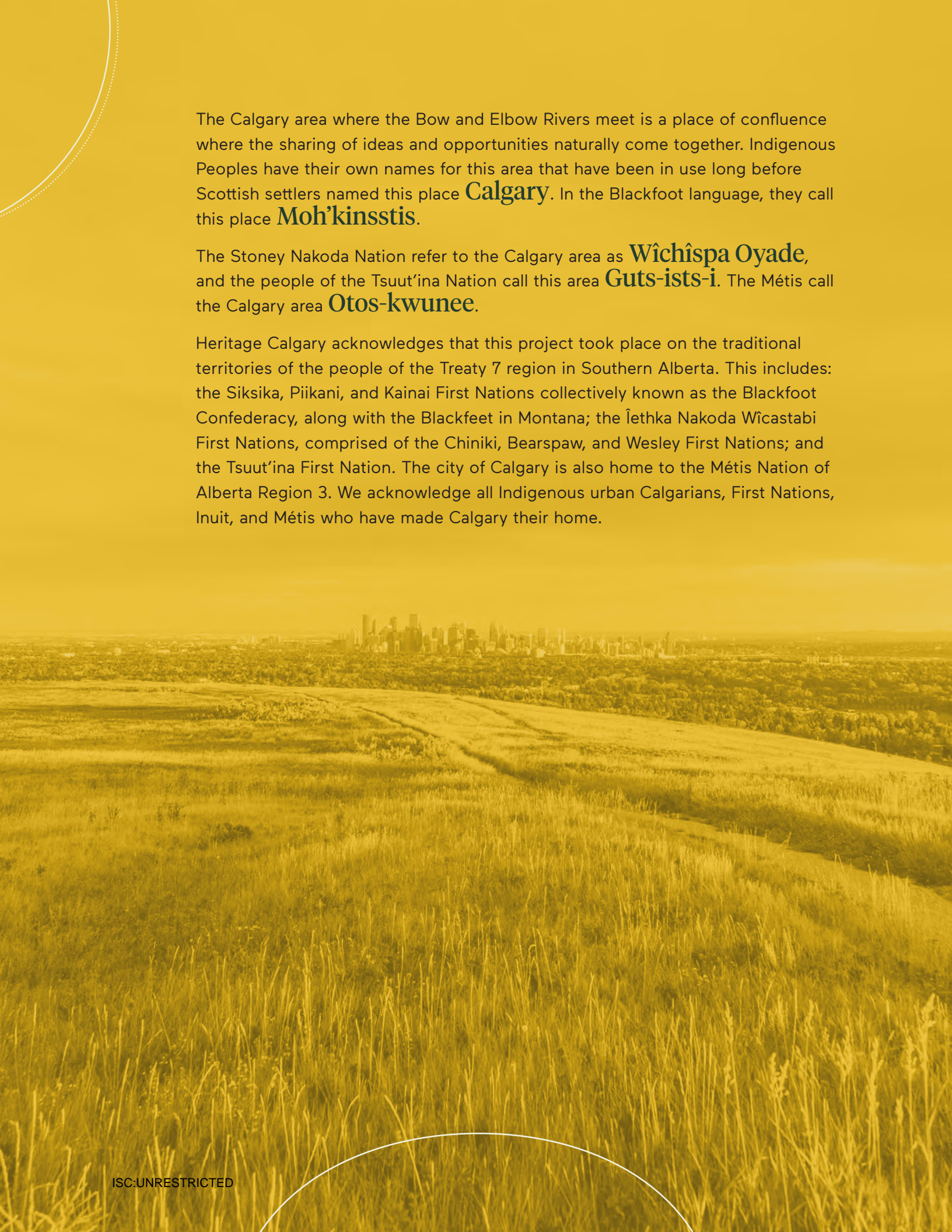

# The Naming, Renaming, and Commemoration Project

## FINAL REPORT

SUBMITTED BY HERITAGE CALGARY



**NRC** NAMING, RENAMING  
& COMMEMORATION



The Calgary area where the Bow and Elbow Rivers meet is a place of confluence where the sharing of ideas and opportunities naturally come together. Indigenous Peoples have their own names for this area that have been in use long before Scottish settlers named this place **Calgary**. In the Blackfoot language, they call this place **Moh'kinsstis**.

The Stoney Nakoda Nation refer to the Calgary area as **Wîchîspa Oyade**, and the people of the Tsuut'ina Nation call this area **Guts-ists-i**. The Métis call the Calgary area **Otos-kwunee**.

Heritage Calgary acknowledges that this project took place on the traditional territories of the people of the Treaty 7 region in Southern Alberta. This includes: the Siksika, Piikani, and Kainai First Nations collectively known as the Blackfoot Confederacy, along with the Blackfeet in Montana; the Îlethka Nakoda Wîcastabi First Nations, comprised of the Chiniki, Bearspaw, and Wesley First Nations; and the Tsuut'ina First Nation. The city of Calgary is also home to the Métis Nation of Alberta Region 3. We acknowledge all Indigenous urban Calgarians, First Nations, Inuit, and Métis who have made Calgary their home.

# The Naming, Renaming, and Commemoration Project

## FINAL REPORT

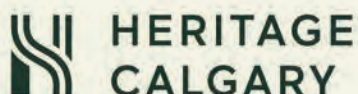
SUBMITTED BY HERITAGE CALGARY



**NRC** NAMING, RENAMING  
& COMMEMORATION

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Heritage Calgary gratefully acknowledges the City of Calgary for their support of this project through the Council Innovation Fund. The NRC Project was carried out under the leadership of Heritage Calgary and in conversation with the project's Indigenous Sharing Circle and many stakeholders and community members working in culture and community building in Calgary. Community engagement, writing, and compilation is by lead consultants Hatlie Group. Project management and research by MD Consulting. Communications strategy and management by CIPR Communications.



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# Executive Summary

THE INTENT OF HERITAGE CALGARY'S NRC PROJECT WAS TO CREATE A FRAMEWORK THAT CALGARY-BASED ORGANIZATIONS AND GROUPS INTERESTED IN PURSUING PLANS FOR NAMING, RENAMING, COMMEMORATION, AND REMOVAL CAN USE TO GUIDE THEIR OWN PROJECTS MOVING FORWARD.

In February 2021, Heritage Calgary applied to the Council Innovation Fund (CIF) with a proposal to develop a framework to address naming, renaming, and commemorations in Calgary at the request of a member of City Council. The proposal was approved by the Priorities and Finance Committee on February 16, 2021, and then by City Council on March 1, 2021. A competitive procurement process was undertaken and in May 2021 Heritage Calgary began executing on the outlined scope of work by engaging a consultant team of Hatlie Group (project lead, process design, community engagement, writing, and compilation), MD Consulting (project management, best practices, and cross-jurisdictional research), and CIPR Communications (communications strategy and management). Together with the consultant team, Heritage Calgary developed a timeline for research and community engagement but committed to a process that was community-driven and designed to be flexible to respond to what was heard.

The Naming, Renaming, and Commemoration (NRC) Project included parallel community engagement and research processes leading to the development of the *Naming, Renaming, Commemoration, and Removal (NRCR) Handbook* to aid community groups engaging in NRCR projects in Calgary.<sup>1</sup> By providing Principles and an 8 Step Process, the Handbook guides users through an NRCR process to:

- Understand a project's **relationship to the place on which it is located**.
- **Engage with community** in a meaningful way.
- Seek a thorough understanding of the historical and contemporary context through **research**.

In this time and place, those conditions mean approaching NRCR work in the spirit of reconciliation and seeking to understand what that means for each NRCR project, its context, and the legacy it may leave.

<sup>1</sup> You may notice a difference in the acronyms used in this report. The project undertaken from May 2021 to May 2022 was the Naming, Renaming, and Commemoration (NRC) Project. The result of that project was a product to aid in naming, renaming, commemoration, and removal (NRCR) work: the NRCR Handbook. All of this work can be discussed under the overarching concept of "commemoration."

This Final Report outlines the Project Approach and Activities that led to the NRCR Handbook; Findings of the NRC Project research and community engagement activities; and Recommendations for addressing needs in Calgary's communities, for the City of Calgary as it relates to policy and civic supports for NRCR activities, and for Heritage Calgary's next steps. A Glossary, References, and Acknowledgements are also provided.

The NRC Project was a unique opportunity to look critically and thoughtfully at a complex social issue with implications in Calgary and beyond. Moving beyond the rhetoric and carefully exploring the reasons why people acknowledge, honour, celebrate, and remember, as well as the mechanics and impacts of those decisions, resulted in a community-led, research-based resource that provides a process for complex and important conversations.

## NRC PROJECT RECOMMENDATIONS

### Needs in the Community

- Training and Learning
- Protocol and Indigenous Cultural Literacy
- Research and Records Repositories and Access

### Recommendations for the City of Calgary

- Policy and Interdepartmental Processes
- Reconciliation in Action
- Support and Resource the Implementation of Needs in the Community Recommendations

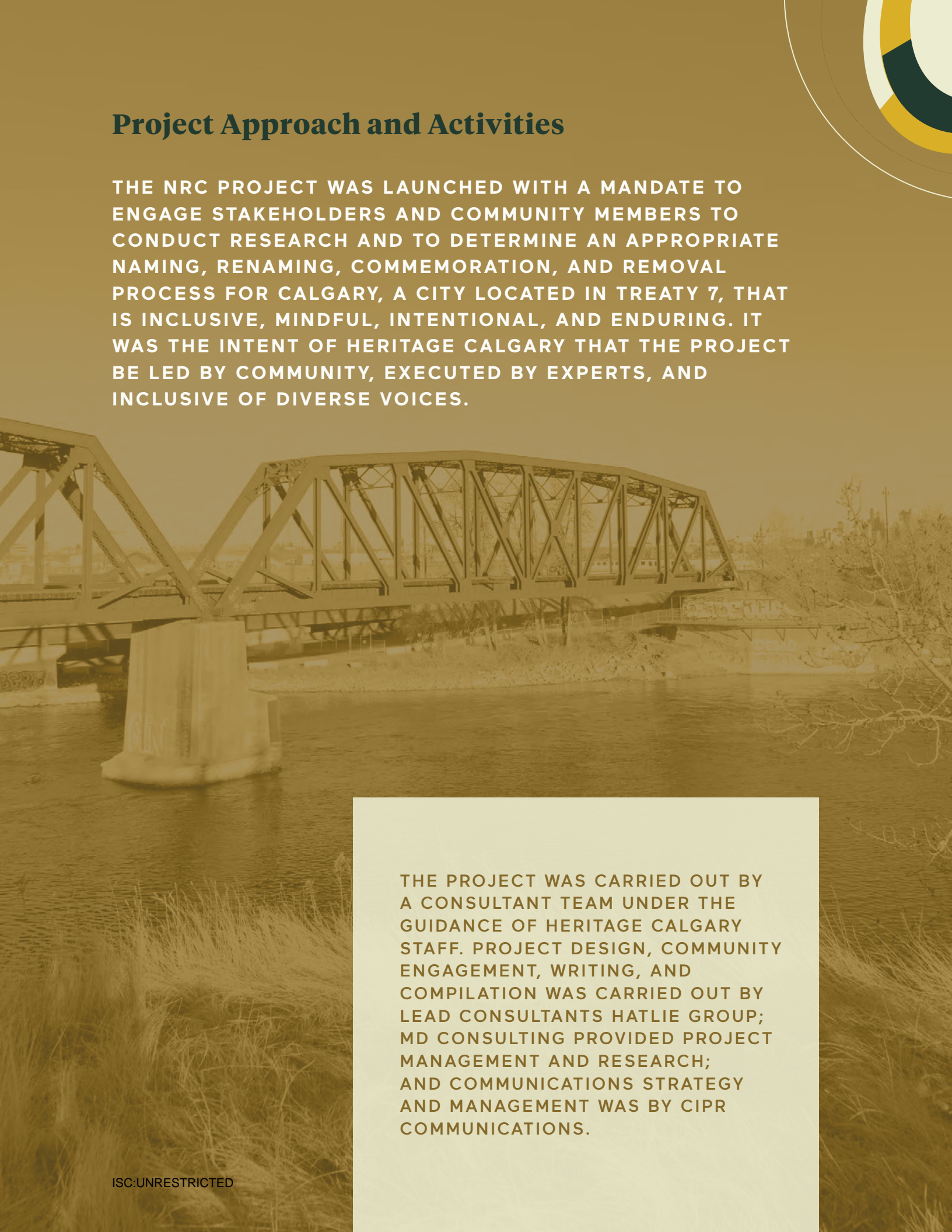
### Next Steps for Heritage Calgary

- Workshops and Heritage Work Supports



## Project Approach and Activities

THE NRC PROJECT WAS LAUNCHED WITH A MANDATE TO ENGAGE STAKEHOLDERS AND COMMUNITY MEMBERS TO CONDUCT RESEARCH AND TO DETERMINE AN APPROPRIATE NAMING, RENAMING, COMMEMORATION, AND REMOVAL PROCESS FOR CALGARY, A CITY LOCATED IN TREATY 7, THAT IS INCLUSIVE, MINDFUL, INTENTIONAL, AND ENDURING. IT WAS THE INTENT OF HERITAGE CALGARY THAT THE PROJECT BE LED BY COMMUNITY, EXECUTED BY EXPERTS, AND INCLUSIVE OF DIVERSE VOICES.



THE PROJECT WAS CARRIED OUT BY A CONSULTANT TEAM UNDER THE GUIDANCE OF HERITAGE CALGARY STAFF. PROJECT DESIGN, COMMUNITY ENGAGEMENT, WRITING, AND COMPILATION WAS CARRIED OUT BY LEAD CONSULTANTS HATLIE GROUP; MD CONSULTING PROVIDED PROJECT MANAGEMENT AND RESEARCH; AND COMMUNICATIONS STRATEGY AND MANAGEMENT WAS BY CIPR COMMUNICATIONS.

# PROJECT GROUNDING

TO KICK OFF THE PROJECT WITH A FOCUS ON CREATING A THOUGHTFUL AND INTENTIONAL PROCESS FROM START TO FINISH, THE NRC PROJECT TEAM CONDUCTED A *SHARED VALUES AND PRINCIPLES* SESSION ON MAY 26, 2021, WITH BLACKFOOT KNOWLEDGE KEEPER PAULETTE FOX AS FACILITATOR.

The session's purpose was to identify shared values, guiding principles, and develop a project success statement that would guide the project process and decision-making and how the Project Team would work together.

The following values, principles, and success statement were the result of that session, and were embedded throughout each step of the project.

## Shared Values

- We believe **trust** is the foundation of all positive relationships.
- We believe **respect** is the way we behave in action with each other.
- We believe **collaborative relationships** are mutually beneficial.
- We believe **openness** and **vulnerability** allow us to explore new ideas, to seek new ways of working, and to accept what we don't yet know.
- We believe that **Deep Listening** builds compassion and understanding by taking the time to be inclusive and engage thoughtfully.<sup>2</sup>
- We believe **patience** is necessary to gain understanding and to encourage empathy.
- We believe **resiliency** is the capacity for growth and change.
- We believe how you do anything is how you do everything.

## Guiding Principles

- **Trust:** The foundational condition of our work together; everyone brings wisdom, experience, and expertise to the table.
- **Conversation:** Consistent and constant; everyone has the opportunity to contribute; our conversations are a two-way dialogue building to consensus.
- **Work to Strength:** The whole will be stronger because of the unique skills and experience on the Team; we are stronger together.
- **Clear Leadership:** Everyone knows who is responsible for decisions, who to talk to, and that sharing concerns drives us to what is necessary.
- **Get-it-done-ness:** Sometimes done is better than perfect.
- **Celebration:** We applaud our wins, a-ha moments, and daily successes; we approach our work with smiles and laughter.

## PROJECT SUCCESS STATEMENT

BUILT FROM A STRONG PROCESS THAT IS INCLUSIVE AND WHERE COMMUNITY ACTIVELY CONTRIBUTES TO ITS DEVELOPMENT, THE *NAMING, RENAMING, COMMEMORATION, AND REMOVAL HANDBOOK* IS A LIVING, BREATHING DOCUMENT THAT RESONATES WITH THE COMMUNITY, IS PRACTICAL AND USEFUL, AND IS WIDELY RECOGNIZED WITHIN CALGARY AND BEYOND.

<sup>2</sup> Dr. Russell Kennedy, Dr. Meghan Kelly, Mr. Jefa Greenaway, and Prof. Brian Martin, *International Indigenous Design Charter: Protocols for Sharing Indigenous Knowledge in Professional Design Practice*, International Council of Design (Geelong, VIC, Australia: Deakin University 2018).

## Stakeholder Mapping and Engagement Strategy

With an identified need from the start for the NRC Project to be community-driven, it was vital to build a project plan that included multiple streams of engagement that key identified stakeholders and the wider Calgary community could actively take part in, in a way that was collaborative and receptive to community input.

On June 14, 2021, Heritage Calgary participated in a Stakeholder Mapping Exercise to identify the individuals, groups, organizations, and businesses that could use, have an interest in, or impact on the NRC Project and its final product. These identified stakeholders stemmed from multiple sectors, including arts, culture and heritage, ethnocultural and newcomer communities, government bodies and committees, schools, non-profits and advocacy groups, and communities and business improvement areas. They were organized into four stakeholder types:

- 1. Outcomes:** Those with a direct interest in what the project can achieve.
- 2. Users and Potential Users:** Anyone who will, or potentially will, use the Framework.
- 3. Funding/Authorizing Environment:** Those who provide financial support to the project or who make decisions impacting the project.
- 4. Partners and Collaborators:** External individuals, groups, or organizations who have or need a relationship with the project even though they may not be users.

This information was further refined to consider the influence and interest of each stakeholder. The information for each stakeholder was then categorized in an Engagement Category, determining the type of engagement that would be required within an overarching strategy. This also took into consideration the expectation of the stakeholder with regards to the type of engagement chosen, as well as the need for flexibility in scheduling the engagement strategy in order to be receptive to the thoughts, ideas, and guidance that would be shared throughout the various engagement activities.

The Team set out from the beginning to ensure that Indigenous voices were strong in the project's design and activities. This included establishing an Indigenous Sharing Circle to provide guidance and support to the project work, and also ensuring our interviews and small group discussions included a multiplicity of perspectives from Indigenous community members from artists to activists to the City of Calgary's Indigenous Relations Office (IRO) and others who had involvement with NRCR projects.

Further, the Team endeavoured to ensure the stakeholders who were consulted reflected the broader diversity of the community and specifically included and prioritized engaging with individuals and groups who were directly involved in NRCR activities and those impacted by NRCR activities, acknowledging that lived experience with these projects, and their consequences, would be critical to identifying a process that was both practiced and effective.

## Communications Strategy

Stemming from the results of the Shared Values and Principles session and the Stakeholder Mapping Exercise, a communications strategy was developed by CIPR Communications to support the multifaceted and phased approach that would support the NRC Project and Heritage Calgary in each step.

Communications efforts and tactics were tailored for specific phases of the project, including outreach, engagement, and publication and release. Much like the engagement strategy, the communications strategy approaches were developed with flexibility to change and to be responsive to what was heard.

### THE COMMUNICATIONS STRATEGY INCLUDED:

- Identifying communication priorities
- Identifying target audiences
- Identifying a media relations process
- Identifying and developing phased communications tactics
- Developing key messages
- Developing answers to context-setting questions
- Developing a crisis communications plan

# COMMUNITY ENGAGEMENT

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THE COMMUNITY ENGAGEMENT STRATEGY WAS DESIGNED AND LED BY HATLIE GROUP IN A PHASED APPROACH TO ALLOW FOR TIME BETWEEN ENGAGEMENT TACTICS TO INCORPORATE COMMUNITY FEEDBACK INTO THE NEXT PHASE AND TO ADJUST TACTICS AS NEEDED.

All three phases of community engagement took place between July 2021 and March 2022 and together accumulated over 500 touchpoints with community members. Timelines and schedules were kept intentionally loose so the right conversations with key people could take place and additional stakeholders could participate at a time that worked with their schedules. Protocol was prepared and honoured for all Indigenous stakeholders using methods agreed upon prior to the various engagement sessions.

**The community engagement strategy consisted of multiple streams, including the following:**

- Indigenous Sharing Circle
- Individual interview participants
- Small group discussions participants
- NRC questionnaire participants
- Information sessions participants
- NRC public survey respondents
- Email newsletter subscribers
- Draft review readers
- User test groups

## Phase 1

Between July and early August 2021, Hatlie Group conducted one-to-one interviews with a variety of community stakeholders identified in the Stakeholder Mapping Exercise. All identified interviewees had a direct interest in the issue and had been involved in recent advocacy and policy change work in some capacity. In preparation for these interviews, two question sets were created: one for individuals who had direct experience with naming, renaming, commemoration, or removal, and another set of questions for individuals who had a general interest in the topic.

During Phase 1, the NRC Project Team met with Indigenous community members for the first Indigenous Sharing Circle facilitated by Paulette Fox in September 2021. In this session, conversations were primarily focused on the significance of naming and renaming, doing so in spirit of reconciliation and with respect to and consideration of Indigenous land and history.

## INDIGENOUS SHARING CIRCLE

- Sheldon First Rider, Elder, Blackfoot Language Revival
- Marina Crane, Tsuut'ina Elder
- Fred Powderface, Stoney Nakoda Elder
- Matt Hiltermann, Historian, Métis Nation of Alberta Region 3
- Paulette Fox, Kainai Nation Knowledge Keeper, Gathering Facilitator

## Phase 2

Feedback and initial findings from Phase 1 were incorporated into the plan for Phase 2, which included an expansion of the scope and tactics. Phase 2 took place primarily in the fall and included follow-up interviews based on recommendations from the interviewees in Phase 1 as well as three small group discussions with a variety of community groups identified in the Stakeholder Mapping Exercise, using similar question sets as used in Phase 1 but tailored for a group setting.

In response to a growing list of recommended individuals to interview, a questionnaire was designed and distributed to individuals who were either unavailable for an interview during Phase 1 or who were recommended by other community stakeholders because of specific expertise or knowledge. These questions built upon the existing interview question sets and, based on the insights gathered in Phase 1, expanded to include more concrete questions about what the final product could look like.

A public survey was launched during Phase 2 and was distributed directly to seventy-four identified individuals and organizations and promoted actively to the general public through social media and targeted requests to share the survey. This survey resulted in a total of 409 responses.

The second Indigenous Sharing Circle with the NRC Project Team was held during this phase, and conversations were centred on the Handbook, what it could look like, and the content and considerations it would require.

## Phase 3

The final engagement phase took place in the early months of 2022 and focused on testing assumptions and identifying strategic issues with the first draft of the Handbook. To do this, a draft copy of the Handbook was delivered to user test groups as well as reader review individuals with experience working with and around NRCR projects. The user test groups included organizations identified in Calgary who have conducted, or are in the process of conducting, an NRCR project, and those who could envision themselves taking on such a project. The reader review included stakeholders who had already participated in the engagement process, members of City of Calgary administration, Heritage Calgary, and the members of the Indigenous Sharing Circle. The feedback gathered from the reviewers and testers were incorporated throughout the development of the final product, which included additions to the key terms and background context as well as design suggestions.

# RESEARCH REPORT

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THE RESEARCH STREAM OF THE NRC PROJECT WAS LED BY MD CONSULTING, AND THE PROCESS BEGAN DURING THE KICK OFF OF THE NRC PROJECT, WITH INITIAL WORK FOCUSING ON A WIDE-SCOPED, BEST-PRACTICE SCAN OF MUNICIPALITIES AND INSTITUTIONS THAT HAD ALREADY COMPLETED SUBSTANTIVE RESEARCH IN THIS AREA. THE FOLLOWING OBJECTIVES FRAMED THE INITIAL RESEARCH:

1. **WHAT WORK (AND WHY) HAS BEEN DONE IN NRC—FOR COMPARATIVE ANALYSIS FOR A CALGARY FRAMEWORK?**
  - a. Historically
  - b. Currently (recent past)
  - c. Best / Worst / Standard Practice
2. **WHAT ARE THE APPLIED LEARNINGS FROM THESE PROCESSES?**
3. **REVIEW OF CITY OF CALGARY'S CURRENT PRACTICES AND SYSTEMS SUPPORTS** (policy, guides, etc.)

The research focused on a Canadian context that could be compared to Calgary and a process that would work in Calgary, but the scope of research included global jurisdictions such as the United States, Australia, South Africa, and Singapore. Other areas of research included popular media, academic study and literature review, existing relevant policies, and one-on-one interviews, primarily with individuals from the Calgary region.

The results of the research were compiled into a final research report titled *NRC—Literature and Best Practice Review*. On September 6, 2021, MD Consulting submitted this research report, including a summary, attachments, and research files with notes, to Heritage Calgary. The findings and recommendations in that report were presented to the entire NRC Project Team on September 13, 2021. The research materials were made accessible to the NRC Project Team to inform the development of the Handbook. Prior to this, the research and community engagement streams had been working independently in a deliberate attempt to keep either stream from biasing the other. Beginning in the fall of 2021, MD Consulting and Hatlie Group began to work collaboratively in order to align the findings in the research and the community engagement and to apply best practices in a way that applied to the Calgary context.

# COMMUNICATIONS ACTIVITIES

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FOR THE FIRST FEW MONTHS OF THE PROJECT, CIPR COMMUNICATIONS FOCUSED ON CREATING THE COMMUNICATIONS STRATEGY, DESIGNING TEMPLATES FOR THE NRC PROJECT TEAM TO USE FOR INTERNAL COMMUNICATIONS AND PRESENTATIONS WITH EXTERNAL STAKEHOLDERS, AND ADDING THE NRC PROJECT LANDING PAGE TO THE HERITAGE CALGARY WEBSITE.

In the fall, the communications strategy began moving toward active promotion to engaged stakeholders and the greater public. This included the Heritage Calgary NRC Project Update newsletter outlining the work to date and providing extra information on the project, as well as the distribution of the public survey through direct email, the website, the newsletter, and social media posts. The first newsletter received over 100 opens, showing strong engagement and forwarding, and the survey pulled in over 400 responses, which CIPR monitored and reported on to the rest of the Project Team.

## THE COMMUNICATIONS STRATEGY INVOLVED MULTIPLE TACTICS AND STREAMS, INCLUDING:

- Development of a Communications Strategy and Tactical Plan
- Development of website and social media content
- Development of key messages
  - Email auto-response template
  - FAQ
- Project Design Assets: PowerPoint template, letterhead, word mark
- Building and distributing the engagement survey (with the Project Team)
- Engagement Design Assets
- Designing the NRC Update for Heritage Calgary newsletter
- Creating the NRC one-pager for Board/ stakeholders
- Building a communications kit for stakeholders
- Updates to the NRC logo
- Graphic design of the Handbook
- Execution of Handbook launch communications, media campaign, and tactics

# DELIVERABLES

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## NRCR Handbook

The *NRCR Handbook* begins by outlining the core NRCR Principles and questions that a community group will need to address in their project. It then outlines an 8 Step Process for advancing their NRCR project. Each step begins by identifying a **Checklist** of the activities needed for that step and presents **Discussion Questions** to guide the group through the process. **Key Terms** are defined throughout, and **Tips from the Field**—from those who have been there before—are also included. A full glossary, selected resources aimed at community groups, and key references are also included.

## NRCR Handbook Overview

This two-page summary of the NRCR Principles and 8 Step Process serve as an introduction to the Handbook and can be used by both Heritage Calgary and City of Calgary staff to direct community groups to this new resource. Community groups can use this Overview as a starting point to explore what may be necessary for a project.

## NRCR Web Presence

Heritage Calgary's website is home to additional tools and resources and the companion publications, the *NRCR Handbook* and this *Naming, Renaming, and Commemoration Project Final Report*.

## Final Report

Heritage Calgary gratefully acknowledges the City of Calgary for their support of this project through the Council Innovation Fund. This Final Report details the work supported by that funding and the outcomes of the project.

## Findings

FOR THE FIRST SEVERAL MONTHS OF THE NRC PROJECT, THE RESEARCH STREAM AND THE COMMUNITY ENGAGEMENT STREAM WERE KEPT INTENTIONALLY SEPARATE TO ENSURE THAT RESULTS FROM EITHER STREAM DID NOT BIAS THE OTHER BEFORE THE REVIEW AND ANALYSIS WAS COMPLETE.

AFTER THE INTERVIEWS OF PHASE 1 COMMUNITY ENGAGEMENT WERE COMPLETED, ALL THE DATA WAS COLLECTED AND A TYPOLOGICAL ANALYSIS WAS PERFORMED WHERE CATEGORIES EXPECTED TO BE REVEALED WERE IDENTIFIED. CAREFUL ATTENTION WAS GIVEN TO HOW THEY RELATE TO ONE ANOTHER, THE OUTLIERS, AND THE OVERARCHING THEMES. THESE CATEGORIES CAME FROM DEBRIEFINGS BASED ON WHAT WE HAD HEARD AND LEARNED FROM THE ENGAGEMENT ACTIVITIES.

WITH ENGAGEMENT BEING COMPLETED IN A PHASED APPROACH, SUBSEQUENT DATA FROM THE PHASE 2 INTERVIEWS AND SMALL GROUP DISCUSSIONS WERE FILTERED INTO THE EXISTING TYPOLOGY CATEGORIES AS THEY WERE COMPLETED TO FURTHER VALIDATE THOSE CATEGORIES AND ENSURE THAT ANY ADDITIONAL INFORMATION THAT AROSE WAS ACCOUNTED FOR.

# WHAT WE HEARD

THE INITIAL TYPOLOGY CATEGORIES INCLUDED: **POLICY, PROCESS, ENGAGING COMMUNITY, VALUES AND PRINCIPLES, PURPOSE, LAND/LOCATION CONNECTION, EDUCATION AND AWARENESS, LOCATION FOR HISTORY AND STORIES, AND CHALLENGES.**

Once the data was analyzed with these categories, it was evident that only two additions were needed. The first was to add a category for *Indigenous Lens*, which was initially included as a part of *Land/Location Connection*, but upon analysis, it became evident that the two needed to be separate, as Indigenous connections to Land and the relationship of NRCR projects to the Land demonstrated that they needed to be called out specifically. The other category that was added was *Change*, to include both the idea that “things change” and the fact that an NRCR project could enact a domino effect of change if multiple businesses, communities, roads, etc., use the same signifying name. The categories were then sorted into three sections as identified in the Findings below. These categories became the organizing ideas for embedding the data throughout the Handbook.

## FINDINGS

### PROCESS

- Policy
- Process (action and administration)
- Engaging Community

### FRAMEWORK CRITERIA

- Values and Principles
- Purpose
- Indigenous Lens
- Land/Location Connection
- Education and Awareness
- Location of History and Stories

### ISSUES AND CONCERNS

- Challenges
- Change

In more detail, the typology categories were defined as:

**Policy:** Connection to policy or lack of policy in decision-making

**Process:** The logistics of taking on this work, the administration, decision-making, final approval, overall process

**Engaging Community:** Who you define as community and how you ensure true diversity of engagement

**Values and Principles:** Connection to values and the inevitable change in values

**Purpose:** The reasons for naming, renaming, commemoration, or removal

**Indigenous Lens:** Ensuring the involvement of Indigenous Elders, Knowledge Keepers, communities, and community members from start of the process

**Land/Location Connection:** The representation of physical space and its relation to naming

**Education and Awareness:** Learning about history from a whole perspective and the general lack of awareness held by many

**History and Stories:** Who, what, where, why, and the significance of the names and history we commemorate

**Challenges:** Public opinion, lack of direction, and navigating the process

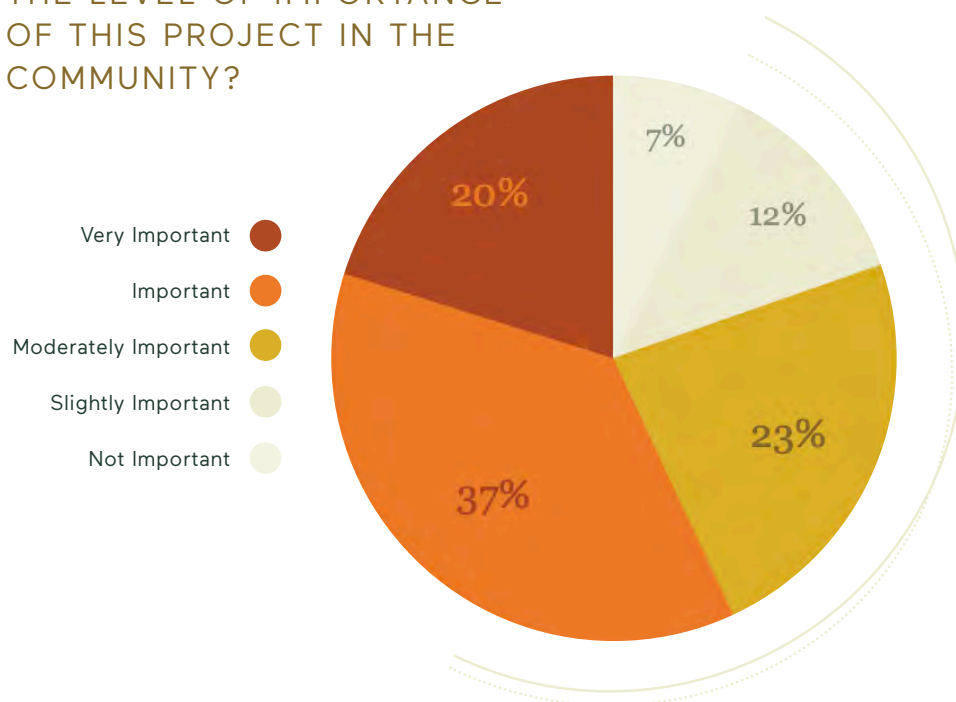
**Change:** The idea that things change and of NRCR activities causing change

## Public Survey Findings

The public survey showed strong interest in the project. When survey respondents were asked to rate the level of importance of this project in the community, the responses were overwhelmingly leaning on the side of moderately important to very important, accounting for 80.35% of the 402 individuals who answered this question:

The survey also allowed respondents to rank the importance of the Principles and ended with a qualitative question asking for feedback on the project and what was important to respondents about NRCR issues, and why. 261 survey respondents offered a written response to this question. The written responses were reviewed and aligned with the other engagement and research findings.

### Q. WHERE WOULD YOU RATE THE LEVEL OF IMPORTANCE OF THIS PROJECT IN THE COMMUNITY?



# WHAT WE FOUND

THE LITERATURE AND BEST PRACTICE REVIEW, CONDUCTED BY MD CONSULTING, INCLUDED ANNOTATIONS IN THE FORM OF CORNELL NOTES FOR SEVENTY PIECES OF INFORMATION, INCLUDING ACADEMIC PAPERS, REPORTS, AND GUIDING DOCUMENTS.

The research results were used to identify the overarching themes that could be applied to a Calgary-specific context, as well as identifying who else in Calgary was currently doing this work to ensure alignment and mitigate duplication. The review identified established policy, reports, and other documents that needed to be considered in developing a Calgary-specific framework and identified experiences with NRCR issues in similar jurisdictions. These resources were used to determine best practices for consideration. This amounted to the following key findings and recommendations:

The key findings represent the general themes found throughout the research are explained in detail in the Research Report Summary, and are more succinctly explained as:

- **Decision-Making:** NRCR activities should be designed for decision-making and for supplying decision makers with the information required for informed decisions.
- **Current Values:** Monuments and commemorations are a product of a specific time, and as time and values change, these resources and commemorations may change to reflect society and contemporary perceptions.
- **Community Engagement:** The most referenced and crucial aspect of NRCR. Community engagement, above all, should not be overlooked, shortened, or removed.
- **Process as a Product:** More voices in dialogue can further community cohesion — breaking barriers and developing social ties.
- **Political:** NRCR is political. There are tactics available to focus on productive dialogue and to limit polarizations and negative political discourse.
- **Truth:** Truth is challenged by both collective amnesia and multiple interpretations of the historical record. Regardless of these challenges, Truth is the starting point. This is reinforced through the activities and Calls to Action of the Truth and Reconciliation Commission (TRC).

## RECOMMENDATIONS

1. **Decision-Making**
2. **Community Engagement**
3. **Principle-Based**
4. **Indigenous Lens**
5. **Document and Communicate**

## KEY FINDINGS

- Decision-Making
- Current Values
- Community Engagement
- Process as a Product
- Political
- Truth
- Harm
- Historic Context
  - Time of Commemoration
  - Subject Matter
- Erasure (Non-Erasure)
- Documentation

- **Harm:** Reconciling harm—reckoning with truth and history—is a key goal of NRCR activities.
- **Historic Context:** The time of commemoration and subject matter must be considered. Decision makers should fully understand when and why this original commemoration took place and uncover the truth of the subject matter.
- **Erasure (Non-Erasure):** This was possibly the second-most recorded theme in the research and is primarily a product of the current discourse and reaction to NRCR issues as amplified by conversations about cancel-culture, collective amnesia, and historical blindness.
- **Documentation:** Clear, transparent documentation is required. The decision-making process from start to finish should be documented and accessible to the public.

These key findings were then further synthesized into Five Key Recommendations for consideration, focusing on the components that would further ensure the success of NRCR activities within the Calgary region.

The recommendations are described as:

1. **Decision-Making:** The main objective of the Handbook should be one of establishing a path toward straightforward decision-making.
2. **Community Engagement:** The Handbook must include allotment for robust and fulsome community engagement for each NRCR item under consideration.
3. **Principle-Based:** The Handbook should develop a principle-based evaluation system—local, contemporary values—with a consistent application for each NRCR item under consideration.
4. **Indigenous Lens:** The Handbook should establish a foundation in the Truth and Reconciliation Commission (TRC) Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and Treaty 7.
5. **Document and Communicate:** The Handbook should establish how the NRCR process will be documented and provide alternatives (tactics) for communication.

# WHAT WE LEARNED

AS MENTIONED, FOR THE FIRST SEVERAL MONTHS OF THE NRC PROJECT, THE RESEARCH STREAM AND THE COMMUNITY ENGAGEMENT STREAM WERE KEPT INTENTIONALLY SEPARATE TO ENSURE THAT RESULTS FROM EITHER STREAM DID NOT BIAS THE OTHER BEFORE THE REVIEW AND ANALYSIS WAS COMPLETE. MD CONSULTING AND HATLIE GROUP CAME TOGETHER ON SEPTEMBER 28, 2021 FOR A DATA ALIGNMENT MEETING TO COMPARE AND CONTRAST FINDINGS.

The outcome of the research and data alignment revealed that the Five Key Research Recommendations aligned directly with the findings of the Stakeholder Analysis Typologies, with the exception of the categories “Change” and “Challenge.” These categories, however, were found in the general themes and key findings of the research stream.

After sorting, filtering, and comparing the aligned findings, research follow-up items were actioned to allow for deeper examinations of specific topics. This alignment work launched a comprehensive review of findings, which allowed for the preliminary outlining and rough drafting of the NRCR Handbook, as well as giving direction for the questions to be asked in the Phase 2 Questionnaire in order to confirm the aligned findings and test assumptions.

RESEARCH RECOMMENDATIONS	STAKEHOLDER ANALYSIS TYPOLOGIES
1. Decision-Making	<ul style="list-style-type: none"><li>• Policy</li><li>• Process</li></ul>
2. Community Engagement	<ul style="list-style-type: none"><li>• Engaging Community</li></ul>
3. Principle-based	<ul style="list-style-type: none"><li>• Values and Principles</li><li>• Purpose</li></ul>
4. Indigenous Lens	<ul style="list-style-type: none"><li>• Indigenous Lens</li><li>• Land / Location Connection</li></ul>
5. Document and Communicate	<ul style="list-style-type: none"><li>• Education and Awareness</li><li>• History and Stories</li></ul>
	<ul style="list-style-type: none"><li>• Challenges</li><li>• Change</li></ul>

# NRCR PRINCIPLES

THE NRCR PRINCIPLES EMERGED FROM AND WERE TESTED THROUGH THE PROJECT'S RESEARCH AND COMMUNITY ENGAGEMENT ACTIVITIES. THE NRCR PRINCIPLES IDENTIFY THE COMMON PRINCIPLES THAT NRCR PROJECTS ENCOUNTER AND ADDRESS. DEPENDING ON THE NATURE OF THE NRCR PROJECT, CERTAIN PRINCIPLES MAY COME TO BE MORE IMPORTANT THAN THE OTHERS AND, IN SOME CASES, REPRESENT THE CORE QUESTIONS THAT COME TO DEFINE THE PROJECT.

The Principles present ideas and discussion questions to guide NRCR project teams through what might be complex discussions. What the Principles do not do, however, is provide answers for would-be namers and commemorators as to what is the "right" thing to do for their project. This is because NRCR projects are complex and highly contextual. Rather than identify in the Principle that one must always do this or that, the Principles encourage users to ask the questions, do the research, and talk with their communities about how that Principle relates to their particular project and context.

Each Principle is matched with a series of questions to guide that process. These Principles and their exploratory questions should be incorporated into a group's planning, captured in their research questions, and embedded in their community engagement discussions. Doing so proactively also serves as a risk mitigation strategy as the community group is less likely to be caught off-guard when the community or the media inevitably bring these questions into the project. Incorporating these Principles into the project research and engagement intentionally, will set the community group up to deal head-on with the questions that often pull projects off-plan and co-opt more important narratives around the communities' values and the full history and contemporary context of a project.

## NRCR Principles

- A. Involve the community and people for whom the issue is important.
- B. Understand the historical significance and original intention for the installation or name.
- C. Understand any harm associated with the individual, event, or practice identified.
- D. Engage with original namers or installers, or their community or descendants, when appropriate or possible.
- E. Understand the land on which the statue, memorial, or commemoration is being placed or that the name will relate to.
- F. Think about the physical context of the installation or naming/renaming opportunity.
- G. Identify opportunities for education and awareness (i.e., historical significance, diversity of the community, impact for equity-seeking communities).
- H. Amplify histories, people, and events that have been traditionally untold or less known.
- I. Align with the values or principles of the community or organization.
- J. Explore the meaning or significance to the current community.
- K. Consider meaning and significance acquired or lost over time.
- L. Explore if the name or commemoration is honouring the whole person or a single act.

# NRCR PRINCIPLES

## A

Involve the community and people for whom the issue is important.

**Who** does this name or commemoration matter to?

Are they **involved** in your project?

What **role** would they like in the project? What role **aligns** with your project values and goals?

Is your project team and process **inclusive** of all impacted communities?

Does your project team reflect the **diversity** of your community?

**Who** are you leaving out?

## C

Understand any harm associated with the individual, event, or practice.

Does the name or commemoration recognize a person, event, or practice that is connected with a **negative, tragic, or harmful** experience? For whom? What is **their** perspective?

Sometimes we mark the dark parts of our history so we can remember and learn or to mark a loss or tragedy. If harm occurred in the past related to the name or commemoration, is the recognition **respectful** and **appropriate** for the context? Is it **teaching** something? Is it celebratory of a perspective that does **not** appropriately acknowledge the harm?

Does the commemoration or name **continue** to cause harm today?

## E

Understand the land on which the statue, memorial, or commemoration is being placed or that the name will relate to.

What **Indigenous territory** is your project located in?

What is the **history** and **contemporary context** of the land where the name or commemoration will stand?

Is the precise location of land where the name or commemoration will stand **sacred, culturally significant, or otherwise important** to one or more First Nations or communities?

How do you know? Have you done the research?

How will you **engage** the First Nation(s) or communities related to the site?

## PRINCIPLE

### QUESTIONS TO ADDRESS IN YOUR PROJECT AND ANSWER WITH YOUR COMMUNITY

## B

Understand the historical significance and original intention for the installation or name.

What did the original commemorators **intend** to recognize?

What was **significant** about the name or installation at the time?

What **historical context** does it represent, and how?

If this is a new name or installation, what is the **contemporary context** of this moment in history?

## D

Engage with original namers or installers, or their community or descendants, when appropriate or possible.

Who were the **namers** or **installers** of the commemoration?

Are they part of a **larger** community?

If a particular person or group is recognized, who are their **descendants**?

Is it **appropriate** to engage with them? Why or why not?

**How** will you engage with those families or community members? **What** do you want to know?

## F

Think about the physical context of the installation or naming/renaming opportunity.

What is **nearby** to the location of your name or commemoration? (i.e., in the neighbourhood, next door, sharing the area or space)

What **else** has happened there? What is the story of that place over time?

How is the space or area **used** today?

Is the name or commemoration **appropriate** for that context?

How do you know?

# NRCR PRINCIPLES

## PRINCIPLE

### QUESTIONS TO ADDRESS IN YOUR PROJECT AND ANSWER WITH YOUR COMMUNITY

# G

Identify opportunities for education and awareness

(i.e., historical significance, diversity of the community, impact for equity-seeking communities).

Does the name or commemoration recognize a person, event, or practice that people do not know about but could **learn** or **benefit** from?

Is the name or commemoration an **opportunity** to teach or share an idea or story that is important?

Is this the **best way** to tell that story or share that idea?

Does the name or commemoration need to be **contextualized**? Is there a way to add **interpretation** to tell a more complete story?

Does this name or commemoration add to a **fuller reflection** of the community by sharing the story of an underrepresented cultural group or diverse perspective? How will this name or commemoration **move** the community forward in a positive way?

# I

Align with the values or principles of the community or organization.

Does the name or commemoration align with the **values** of our community or organization today?

Why or why not?

How do you know?

# K

Consider meaning and significance acquired or lost over time.

Does the name or commemoration mean something **different** today?

Is that an opportunity to tell a more **complete** story?

Has the meaning or significance of the name or commemoration **changed** in a way that something about its presentation needs to change? Does it need to be interpreted differently? Removed? Contextualized?

# H

Amplify histories, people, and events that have been traditionally untold or less known.

Is the name or commemoration a **chance** to tell an untold story or to better reflect your community?

Is there something here to learn from or celebrate that **others** would benefit from knowing about?

# J

Explore the meaning or significance to the current community.

Does the name or commemoration still have **meaning** to the contemporary community?

Is there an opportunity for learning about that meaning?

Has the community **evolved** so that the importance of the name or commemoration is **no longer aligned** with community priorities?

Can that story be told in a way that is **more inclusive** or **appropriate**? Would there be a better outcome if it was told in a different place or through a different media that allows for a fuller contextualization?

Are there errors or oversights that need **correcting**? Or language that needs an update?

# L

Explore if the name or commemoration is honouring the whole person or a single act.

Does this name or commemoration **relate** to a particular person? What is their story?

Does the name or commemoration **over-emphasize** part of their story?

Was this person an active participant in, or responsible for, something that caused **harm**? If so, how does that position or act relate to their life story?

Is using a person's name or likeness the **best approach**, or is there another name or image relevant to the context, event, or work being honoured that might be a good idea?

# THE NRCR PROCESS

## THE NRCR PROCESS IDENTIFIES EIGHT STEPS TO GUIDE COMMUNITY GROUPS THROUGH AN NRCR PROJECT.

The process is detailed in the *NRCR Handbook* and is structured around the core findings from the research and community engagement. Additionally, it provides practical advice on how to structure and carry out a community-based project. The community engagement findings, in particular, identified that often what community groups struggled with most was knowing how to organize and carry out complex projects. People who had been through an NRCR project asked for resources to aid community-based work.

In response, the Handbook contains additional resources from respected community service and public sector agencies and advice drawn from the research, community project best practices, and the advice of people who have been through NRCR projects. This allows groups to focus on the complex discussions they need to have and spend less energy on figuring out the mechanics of everything from establishing a team to project management to research and community engagement activities to communications strategies.



# Recommendations

NEEDS IN THE COMMUNITY  
RECOMMENDATIONS FOR THE CITY OF CALGARY  
NEXT STEPS FOR HERITAGE CALGARY

# NEEDS IN THE COMMUNITY

## Training and Learning

Participants in the community engagement routinely identified that they had gaps in their skill and knowledge sets when it comes to heritage work and working in diverse communities. Often individuals and community groups come to an NRCR project from a variety of backgrounds, in that they are not likely professional heritage or community planning workers. Everything from oral history, privacy and research ethics, research practices, media training, project management, and technology skills were identified as learning curves for interviewees and their teams. Perhaps the strongest training and learning gap identified was around anti-racism and anti-bias training, including baseline and more advanced learning in respect of Indigenous history and culture in Treaty 7 territory. This is not surprising as the TRC Inquiry and Calls to Action have clearly identified large-scale gaps in education and training in Indigenous history and culture at all levels of society.<sup>3</sup>

Additionally, working with communities that are culturally, economically, accessibility, language, and gender diverse, as well as intersectional, takes a unique skill set and often encompasses group learning. It is important to note that groups who have experience in NRCR work identified these needs themselves after they had completed projects. It was often suggested that their projects would have been stronger or smoother, and community cohesion and collaboration would have been advanced, if they had realized and rectified the gap in training earlier. In other words, everyone benefits if those who work with NRCR project groups proactively connect and encourage groups to get this kind of training early, and if they have experienced this kind of training themselves.

## RECOMMENDATION:

That those working with groups undertaking NRCR projects develop an understanding of what training is needed for NRCR work to be successful and effective, and a working knowledge of where that training can be acquired. Increase access to this training through clear communication, partnerships, and funding, especially training related to:

- Anti-bias training
- Anti-racism training
- Indigenous history and culture
- Cultural and historical research practices

## Protocol and Indigenous Cultural Literacy

Participants in the community engagement, including heritage organizations, professionals, and community members engaged in NRCR projects, identified a lack of familiarity with Indigenous Protocol processes and norms. Community-led NRCR projects are often very low-budget initiatives, and honoraria or funds to purchase items such as tobacco may not have been included in initial project budgets. Participants indicated that many understand and value that Protocol is important but found Protocol intimidating or did not know where to start. This is almost always addressed through access to information and resources about how to offer Protocol respectfully and appropriately.

In addition to Protocol, non-Indigenous and Indigenous community engagement participants identified how difficult it can be for community groups to identify who should

<sup>3</sup> Truth and Reconciliation Commission of Canada (TRC), Truth and Reconciliation Commission Calls to Action: Calls to Action 24, 27, 28, 59, 60, 62, 63, 64, 65, 86, and 92iii, Winnipeg, Manitoba, 2015.

be approached to be involved in an NRCR project. Considerations around respect for the time of Elders and Knowledge Keepers, avoiding tokenistic involvement, involving local First Nations or community members with the appropriate connections to the project, and even understanding the links of NRCR projects to the land and historical context they are situated in, were identified. The burden on Indigenous communities to participate in projects such as NRCR projects can be high as more organizations are realizing the need for more engagement and broader perspectives on culture work. Planning for compensation for this time and expertise should be part of the design of NRCR projects from the beginning.

### RECOMMENDATION:

That heritage organizations such as Heritage Calgary work with Indigenous and government partners at all levels to advocate for and establish funding for community-centred resources. These resources would provide help to non-profit and private sector organizations to connect with information, guidance, relationships, and—especially for non-profit and community groups—funding, to respectfully and appropriately approach Indigenous communities and individuals to assist in cultural projects, including NRCR projects.

## Research and Records Repositories and Access

Calgary is home to many cultural and heritage facilities that hold the records and artifacts that together tell the stories of the Calgary area. These museums, archives, historical societies, cultural centres and societies, and educational institutions tell important parts of the story, but each has a specific focus on a piece of Calgary's history. There is no organization or facility with a mandate to holistically collect, manage, and share the records, collections, and stories of Calgary. This approach creates gaps for members of the public in knowing where to go for research resources and to deposit the records they create. It also creates gaps in the type of stories and histories that have the opportunity to be told because there is no organization that is proactively seeking to ensure that the diversity of Calgary's history, and the stories of the place and its people, are preserved and shared. This directly impacts the ability of NRCR project teams to conduct comprehensive historical research.

### RECOMMENDATION:

That the heritage and cultural organizations in Calgary and area convene to identify gaps and develop a strategy for ensuring that all of Calgary's stories have the opportunity to be protected and shared. The strategy should consider:

- Accessibility of records
- Space for researchers and for artifact and archival collections storage
- Gaps in the collection of tangible and intangible heritage/repository for collections
- Representation of cultural, economic, accessibility, language, and gender diverse histories

## Policy and Interdepartmental Processes

The NRC Project was intended to conduct research and community engagement in order to develop a process that Calgary-based organizations and groups interested in pursuing plans for naming, renaming, commemoration, and removal can use to guide their own projects. The City of Calgary has simultaneously been reviewing their Municipal Naming, Sponsorship and Naming Rights Policy,<sup>4</sup> and the NRC Project Team met several times with the Naming and Sponsorships staff of Corporate Analytics & Innovation, as well as several other City of Calgary departments and staff including (but not limited to) the Indigenous Relations Office (IRO), Parks, and the Chinatown Tomorrow project. Amending the City of Calgary Naming Policy, and related procedures and practices, is an opportunity to reorganize how naming is considered and managed in each of the departments that touch naming and commemoration activities. Understanding how each of those activities intersect, or do not intersect when they could, will provide the opportunity to ensure that internal city processes consistently consider the NRCR Principles and that these Principles are broadly reflected in the decision-making of the City of Calgary as it relates to NRCR activities.

## RECOMMENDATION:

That the City of Calgary Municipal Naming, Sponsorship and Naming Rights Policy's proposed amendments support and reference the NRCR Handbook and the NRCR Principles it presents. It is recommended that the anticipated proposed amendments ensure that naming and renaming projects in Calgary include a research and community engagement component and support the City of Calgary's commitment to reconciliation as expressed in the *White Goose Flying* report.<sup>5</sup> The policy should allow for renaming decisions to be made. Additionally, when naming, renaming, commemoration, or removal recommendations are made to the City of Calgary, they should follow from a process that demonstrates that both historical and contemporary research (including a multiplicity of sources and perspectives) and community engagement that is inclusive, involving those affected, and inclusive of Indigenous and diverse voices, have occurred.

<sup>4</sup> City of Calgary, Corporate Analytics & Innovation, Policy CP2016-01: Municipal Naming, Sponsorship and Naming Rights Policy, Calgary, Alberta, July 20, 2020.

<sup>5</sup> Calgary Aboriginal Urban Affairs Committee (CAUAC), *White Goose Flying: Report to Calgary City Council on the Indian Residential School Truth and Reconciliation*, City of Calgary, 2016, <https://www.calgary.ca/content/dam/www/csps/cns/documents/cauac/white-goose-flying-calls-to-action-cauac.pdf>.

## Reconciliation in Action

NRCR projects provide an important opportunity for the City of Calgary to stand in reconciliation at a policy and systems level. The relationship between any NRCR project, the land it is situated on, and its historical and contemporary context needs to consider the reconciliation environment that is driving NRCR discourse in Calgary in this time and place.

## RECOMMENDATION:

That the City of Calgary consider internal NRCR activities and decision-making as an opportunity to stand in reconciliation, including but not limited to:

- Acknowledging the relationship between land and place and commemoration activities, and especially in City-directed NRCR activities and decision-making;
- Providing funds, and working with other levels of government to provide funds, for Protocol and a community resources office to supplement the work of the IRO at the community level;
- Ensuring that education and training for city administrators on Indigenous history and culture, in a Treaty 7, TRC, and UNDRIP context, is provided on an ongoing basis and at the right level and that it is geared to the individual's job and responsibilities, and as indicated in Call to Action #57:

### **"Professional Development and Training for Public Servants**

57. We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.”<sup>6</sup>

<sup>6</sup> Truth and Reconciliation Commission of Canada (TRC), Truth and Reconciliation Commission Calls to Action: Call to Action 57, Winnipeg, Manitoba, 2015.

## **Support and Resource the Implementation of Needs in the Community Recommendations**

Calgary has a strong and vibrant heritage and cultural ecosystem that includes many organizations and community groups working to support heritage work in Calgary. This project identified where there are gaps in this heritage infrastructure from the community's perspective. Many of these gaps are related to the changing nature of heritage work in diverse and inclusive communities. The work identified in the "Needs in the Community" Recommendations are important supports that would benefit many organizations working in this sector and implementing these supports would benefit from funding and support from the City of Calgary.

### **RECOMMENDATION:**

That the City of Calgary identify where resources can be provided to Heritage Calgary and other heritage organizations to implement the recommendations identified as Needs in the Community. Funding provided to address these needs should be directed to increasing capacity for community-based heritage work in Calgary.

## NEXT STEPS FOR HERITAGE CALGARY

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### **Workshops and Heritage Work Supports**

Participants in the community engagement suggested that the NRC Project has identified a unique opportunity for Heritage Calgary to look broadly at the heritage infrastructure in the City of Calgary and what supports are needed to facilitate community heritage work. Workshops, advocacy work, and facilitating connections among the participants in Calgary's heritage ecology are all ways that Heritage Calgary can play a crucial role in advancing supports for heritage work in Calgary that would benefit everyone.

### **RECOMMENDATION:**

That NRCR workshops for the public based on the NRCR Principles and 8 Step Process be created and delivered. These workshops would also benefit the City of Calgary by providing a resource to which city administration could direct Calgarians who are thinking about or beginning NRCR projects.



## Glossary

**Advocate:** Advocacy is actively working to advance a particular cause or issue to change opinion, policy, or practice.

**Bias:** Favouring one thing, person, or group over another. Showing implicit or explicit prejudice in actions, words, or practice.

**Commemoration:** Celebration or honouring of an individual, family, group, symbol, or event through a physical asset such as a statue, plaque, monument, or public art installation.

**Community:** A community often refers to people living in the same physical location. Communities can also be any group of people bonded together through a common interest, experience, language, profession, faith, tradition, economy, identity, history, or cultural background. Often a community will have several other communities within it. A community is not usually homogenous, made up of people who all agree or who act as a unit. An individual can belong to many communities.

**Community Engagement:** “The process by which citizens are engaged to work and learn together on behalf of their communities to create and realize bold visions for the future. Community engagement can involve informing citizens about your initiative, inviting their input, collaborating with them to generate solutions, and partnering with the community from the beginning to tackle community issues.”<sup>7</sup>

**Communications Strategy:** A tool to help clarify and align messages and outline a plan for sharing those messages with the media and target audiences. It will probably include key messages, calls to action, channels and platforms, tactics, schedules, and contacts.


**Consent:** In the context of engagement with Indigenous peoples, consent refers to free, prior, and informed agreement of Indigenous individuals or communities to participate before a process begins. *Free* means not coerced or manipulated; *prior* means before beginning (and with enough time for all involved to agree); and *informed* means that relevant information relating to the project has been shared.<sup>8</sup>

**Elder:** An Elder is an individual honoured in their community as a custodian and steward of their culture, history, and knowledge, and who understands how to share these with Indigenous and non-Indigenous communities. They are mentors in the community, sharing their knowledge and teaching younger generations about traditional ways. “One common trait among Indigenous Elders is a deep spirituality that influences every aspect of their lives and teachings. They strive to show by example—by living their lives according to deeply ingrained principles, values and teachings.”<sup>9</sup>

<sup>7</sup> Tamarack Institute, “Community Engagement,” accessed January 2022, <https://www.tamarackcommunity.ca/communityengagement>.

<sup>8</sup> See also United Nations, *United Nations Declaration on the Rights of Indigenous Peoples*, 2008, Article 32, accessed January 2022, [https://www.un.org/sea/socdev/unpfii/documents/DRIPs\\_en.pdf](https://www.un.org/sea/socdev/unpfii/documents/DRIPs_en.pdf).

<sup>9</sup> Bob Joseph, “Indigenous Elder Definition,” *Working Effectively with Indigenous Peoples* blog from Indigenous Corporate Training Inc., December 7, 2019, accessed January 2022, <https://www.ictinc.ca/blog/indigenous-elder-definition>.



**Ethical Space:** A framework for guiding respectful interaction across cultural differences in a way that upholds the fundamental integrity of all knowledge systems entering that space. It is a model that creates a space of mutual trust, respect, equality, and collaboration.<sup>10</sup> Ethical space is “formed when two societies, with disparate worldviews, are poised to engage each other.”<sup>11</sup>

**Knowledge Keeper:** A Knowledge Keeper is an individual who has been taught the knowledge of their community’s culture, practices, and customs from Elders or other Knowledge Keepers, and who has also been taught how to care for this knowledge. They are historians and also have lived experience that they can draw on to inform the importance of traditional practices and customs. Often they are considered apprentices to Elders.

**Naming:** Bestowing the name of an individual or family, flora or fauna, physical attribute, event, idea, place, or corporation on a physical public or community asset, such as a building, park, road, site, geographic feature, or neighbourhood.

**Naming, Renaming, and Commemoration (NRC) Project:** The project undertaken by Heritage Calgary to engage stakeholders and community members, to conduct research, and to determine an appropriate naming, renaming, commemoration, and removal process for Calgary, a city located in Treaty 7, that is inclusive, mindful, intentional, and enduring.

**Naming, Renaming, Commemoration, and Removal (NRCR) Handbook:** A guide to assist community groups in conducting NRCR projects that outlines Principles, an 8 Step Process, and provides additional information and resources. The NRCR Handbook was a product of the NRC Project.

**Protocols:** Signs of respect and recognition of the relationship between Indigenous and non-Indigenous communities. Protocol practices include offering tobacco to recognize the wisdom that Elders, Knowledge Keepers, and community members are providing and honorariums to compensate for the time committed to the conversation. Non-Indigenous participants should also provide a land acknowledgement at the beginning of meetings and gatherings.


**Removal:** The taking down or away of a commemoration.

**Renaming:** Changing the original, long-held, or current name of a physical public or community asset, such as a building, park, road, site, geographic feature, or neighbourhood.

**Shared Values:** Values are the agreed-upon core principles that inform how a group, organization, or family behaves, makes decisions, and acts.

<sup>10</sup> IISAAK OLAM Foundation, *Indigenous Protected and Conserved Areas (IPCAs) and Ethical Space*, December 2019, accessed January 2022, <https://www.iisaakolam.ca/our-work>.

<sup>11</sup> Willie Ermine, “The Ethical Space of Engagement,” *Indigenous Law Journal* 6, no. 1 (2007), 193.



**Treaty 7:** The Treaty signed by the Blackfoot including the Kainai, Piikani, and Siksika First Nations, the Stoney Nakoda including the Bearspaw, Chiniki, and Wesley First Nations, and the Tsuut'ina First Nation, and the Crown (Canada) on September 22, 1877. Treaty 7 outlines the relationship between the First Nations and the government of Canada for the area from the Rocky Mountains to the west, the Cypress Hills to the east, the Red Deer River to the north, and the U.S. border to the south. Treaty 7 territory is also home to the Métis Nation of Alberta Region 3.

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Heritage Calgary expresses a special thank you to all those who offered their time and thoughtful insights, guidance, and experiences to this project. In particular, thank you to the Project Team, Indigenous Sharing Circle, and the individuals, community groups, organizations, and government departments and agencies who participated in the community engagement and review:

## INDIGENOUS SHARING CIRCLE MEMBERS

### INDIVIDUAL INTERVIEW PARTICIPANTS

### SMALL GROUP DISCUSSIONS PARTICIPANTS

### NRC QUESTIONNAIRE PARTICIPANTS

### INFORMATION SESSIONS PARTICIPANTS

### NRC PUBLIC SURVEY RESPONDENTS

### EMAIL NEWSLETTER SUBSCRIBERS

### DRAFT REVIEW READERS

### USER TEST GROUPS

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- Marina Crane, Tsuut'ina Elder
- Fred Powderface, Stoney Nakoda Elder
- Matt Hiltermann, Historian, Métis Nation of Alberta Region 3
- Paulette Fox, Kainai Nation Knowledge Keeper, Gathering Facilitator

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HERITAGE  
CALGARY

**NRC** NAMING, RENAMING  
& COMMEMORATION

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# The Naming, Renaming, and Commemoration Project

FINAL REPORT

SUBMITTED BY HERITAGE CALGARY

MAY 2022



# Overview



# Overview



The Calgary area where the Bow and Elbow Rivers meet is a place of confluence where the sharing of ideas and opportunities naturally come together. Indigenous Peoples have their own names for this area that have been in use long before Scottish settlers named this place **Calgary**. In the Blackfoot language, they call this place **Moh'kinsstis**.

The Stoney Nakoda Nation refer to the Calgary area as **Wichîspa Oyade**, and the people of the Tsuut'ina Nation call this area **Guts-ists-i**. The Métis call the Calgary area **Otos-kwunee**.

Heritage Calgary acknowledges that this project took place on the traditional territories of the people of the Treaty 7 region in Southern Alberta. This includes: the Siksika, Piikani, and Kainai First Nations collectively known as the Blackfoot Confederacy, along with the Blackfeet in Montana; the Îethka Nakoda Wicastabi First Nations, comprised of the Chiniki, Bearspaw, and Wesley First Nations; and the Tsuut'ina First Nation. The city of Calgary is also home to the Métis Nation of Alberta Region 3. We acknowledge all Indigenous urban Calgarians, First Nations, Inuit, and Métis who have made Calgary their home.



# Principles

## THE NRCR PRINCIPLES IDENTIFY THE COMMON PRINCIPLES THAT NRCR PROJECTS ENCOUNTER AND ADDRESS.

### NRCR Principles

- A. Involve the community and people for whom the issue is important.
- B. Understand the historical significance and original intention for the installation or name.
- C. Understand any harm associated with the individual, event, or practice identified.
- D. Engage with original namers or installers, or their community or descendants, when appropriate or possible.
- E. Understand the land on which the statue, memorial, or commemoration is being placed or that the name will relate to.
- F. Think about the physical context of the installation or naming/renaming opportunity.
- G. Identify opportunities for education and awareness (i.e., historical significance, diversity of the community, impact for equity-seeking communities).
- H. Amplify histories, people, and events that have been traditionally untold or less known.
- I. Align with the values or principles of the community or organization.
- J. Explore the meaning or significance to the current community.
- K. Consider meaning and significance acquired or lost over time.
- L. Explore if the name or commemoration is honouring the whole person or a single act.

### NRCR PRINCIPLES

PRINCIPLE	QUESTIONS TO ADDRESS IN YOUR PROJECT AND ANSWER WITH YOUR COMMUNITY
<b>A</b> Involve the community and people for whom the issue is important.	<b>Who</b> does this name or commemoration matter to? Are they <b>involved</b> in your project? What <b>role</b> would they like in the project? What <b>role</b> <b>aligns</b> with your project values and goals? Is your project team and process <b>inclusive</b> of all impacted communities? Does your project team reflect the <b>diversity</b> of your community? <b>Who</b> are you leaving out?
<b>B</b> Understand the historical significance and original intention for the installation or name.	What did the original commemorators <b>intend</b> to recognize? What was <b>significant</b> about the name or installation at the time? What <b>historical context</b> does it represent, and how? If this is a new name or installation, what is the <b>contemporary context</b> of this moment in history?
<b>C</b> Understand any harm associated with the individual, event, or practice.	Does the name or commemoration recognize a person, event, or practice that is connected with a <b>negative, tragic, or harmful</b> experience? For whom? What is <b>their perspective</b> ? Sometimes we mark the dark parts of our history so we can remember and learn or to mark a loss or tragedy. If harm occurred in the past related to the name or commemoration, is the recognition <b>respectful and appropriate</b> for the context? Is it <b>teaching</b> something? Is it <b>celebratory</b> of a perspective that does <b>not</b> appropriately acknowledge the harm? Does the commemoration or name <b>continue</b> to cause harm today?
<b>D</b> Engage with original namers or installers, or their community or descendants, when appropriate or possible.	Who were the <b>namers</b> or <b>installers</b> of the commemoration? Are they part of a <b>larger community</b> ? If a particular person or group is recognized, who are their <b>descendants</b> ? Is it <b>appropriate</b> to engage with them? Why or why not? How will you engage with those families or community members? <b>What</b> do you want to know?
<b>E</b> Understand the land on which the statue, memorial, or commemoration is being placed or that the name will relate to.	What <b>Indigenous territory</b> is your project located on? What is the <b>history and contemporary context</b> of the land where the name or commemoration will stand? Is the precise location of land where the name or commemoration will stand <b>sacred, culturally significant, or otherwise important</b> to one or more First Nations or communities? How do you know? Have you done the research? How will you <b>engage</b> the First Nation(s) or communities related to the site?

### NRCR PRINCIPLES

PRINCIPLE	QUESTIONS TO ADDRESS IN YOUR PROJECT AND ANSWER WITH YOUR COMMUNITY
<b>G</b> Identify opportunities for education and awareness (i.e., historical significance, diversity of the community, impact for equity-seeking communities).	Does the name or commemoration recognize a person, event, or practice that people do not know about but could <b>learn</b> or <b>benefit</b> from? Is the name or commemoration an <b>opportunity</b> to teach or share an idea or story that is important? Is this the <b>best way</b> to tell that story or share that idea? Does the name or commemoration need to be <b>contextualized</b> ? Is there a way to add <b>interpretation</b> to tell a more complete story? Does this name or commemoration add to a <b>fuller reflection</b> of the community by sharing the story of an underrepresented cultural group or diverse perspective? How will this name or commemoration <b>move</b> the community forward in a positive way?
<b>I</b> Align with the values or principles of the community or organization.	Does the name or commemoration align with the <b>values</b> of our community or organization today? Why or why not? How do you know?
<b>K</b> Consider meaning and significance acquired or lost over time.	Does the name or commemoration mean something <b>different</b> today? Is that an opportunity to tell a more <b>complete</b> story? Has the meaning or significance of the name or commemoration <b>changed</b> in a way that something about its presentation needs to change? Does it need to be interpreted differently? Removed? Contextualized?

<b>H</b> Amplify histories, people, and events that have been traditionally untold or less known.	Is the name or commemoration a <b>chance</b> to tell an untold story or to better reflect your community? Is there something here to learn from or celebrate that <b>others</b> would benefit from knowing about?
<b>J</b> Explore the meaning or significance to the current community.	Does the name or commemoration still have <b>meaning</b> to the contemporary community? Is there an opportunity for learning about that meaning? Has the community <b>evolved</b> so that the importance of the name or commemoration is <b>no longer aligned</b> with community priorities? Can that story be told in a way that is <b>more inclusive or appropriate</b> ? Would there be a better outcome if it was told in a different place or through a different media that allows for a fuller contextualization? Are there errors or oversights that need <b>correcting</b> ? Or language that needs an update?
<b>L</b> Explore if the name or commemoration is honouring the whole person or a single act.	Does this name or commemoration <b>relate</b> to a particular person? What is their story? Does the name or commemoration <b>over-emphasize</b> part of their story? Was this person an active participant in, or responsible for, something that caused harm? If so, how does that position or act relate to their life story? Is using a person's name or likeness the <b>best approach</b> , or is there another name or image relevant to the context, event, or work being honoured that might be a good idea?

# Process

THE NRCR PROCESS IDENTIFIES EIGHT STEPS TO GUIDE COMMUNITY GROUPS THROUGH AN NRCR PROJECT.



# Recommendations

Training and Learning

Protocol and Indigenous Cultural Literacy

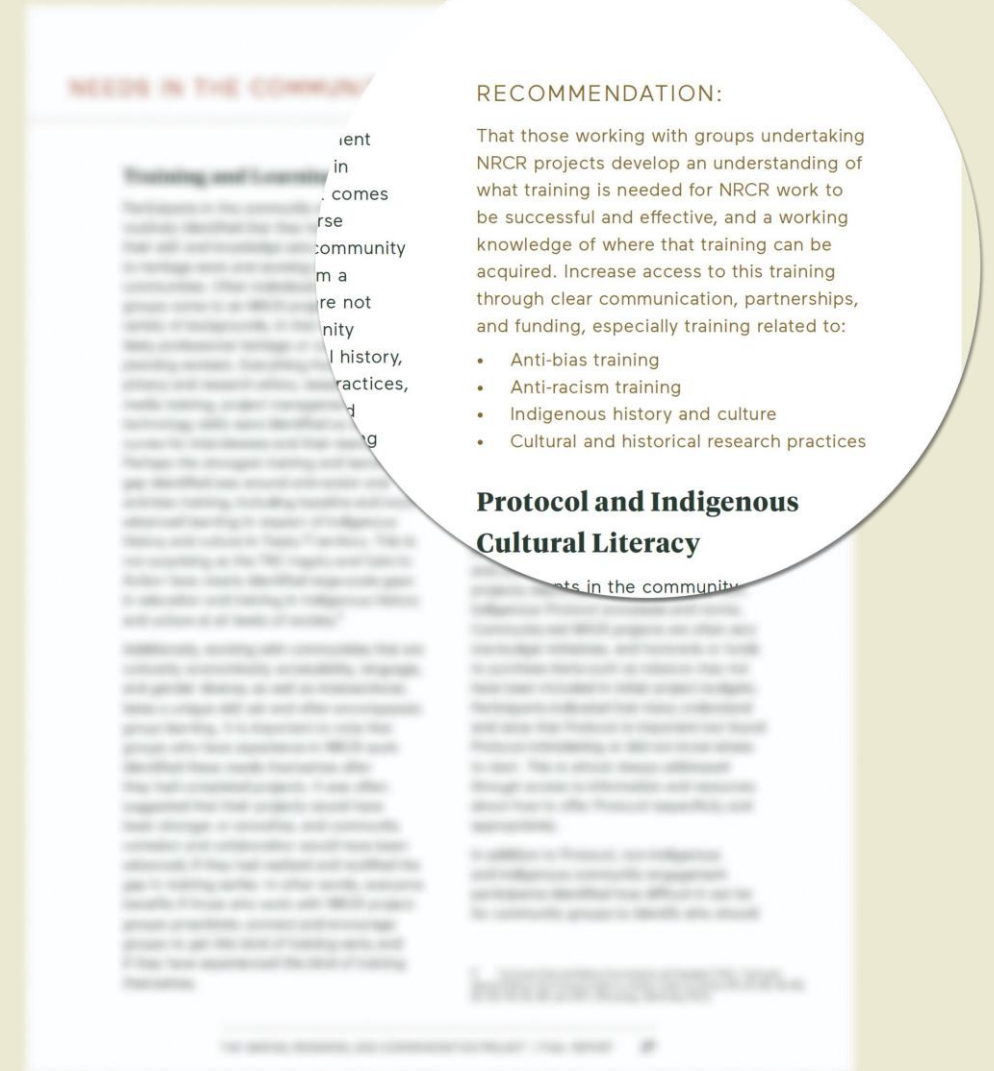
Research and Records Repositories and Access

Policy and Interdepartmental Processes

Reconciliation in Action

Support and Resource Implementation

Workshops and Heritage Work Supports



# Acknowledgment

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## The Naming, Renaming, and Commemoration Project

FINAL REPORT

SUBMITTED BY HERITAGE CALGARY

MAY 2022

Heritage Calgary gratefully acknowledges the City of Calgary for their support of this project through the Council Innovation Fund. The NRC Project was carried out under the leadership of Heritage Calgary and in conversation with the project's Indigenous Sharing Circle and many stakeholders and community members working in culture and community building in Calgary. Community engagement, writing, and compilation is by lead consultants Hatlie Group. Project management and research by MD Consulting. Communications strategy and management by CIPR Communications.





## 2022 Assessment and Tax Circumstances Report 1

### RECOMMENDATION(S):

That the Executive Committee recommend that Council, under the authority of section 347 of the Municipal Government Act (MGA):

1. Cancel property taxes and Business Improvement Area levies (Attachment 2); and
2. Cancel municipal property taxes for qualifying non-profit organizations (Attachment 3).

### HIGHLIGHTS

- **Reason for recommendations:** Twice a year, Council approval is requested to cancel taxes accrued on individual tax accounts.
- **What does this mean for Calgarians?** It ensures that property taxes are cancelled if they were levied incorrectly and also benefits eligible non-profit organizations.
- **Why does it matter?** This report recommends that Council cancels \$297,731.68 in property taxes overall to support accuracy, fairness, and transparency.
- The \$281,349.50 detailed in attachment 2 of this report is for the applicable 2019-2021 taxes accrued on property accounts that meet Administration's criteria for prior year tax cancellation including properties that were taxed in error due to issues such as timing of information receipt, incorrect data, and technical/human error.
- The \$16,382.18 detailed in attachment 3 of this report is for the applicable 2017-2021 municipal property taxes for non-profit organizations that applied and qualified for tax cancellations under the *Non-Profit Tax Mitigation Policy*.
- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Background and Previous Council Direction is included as Attachment 1.

### DISCUSSION

#### Tax Cancellations Related to Prior Years' Assessment Rolls (Attachment 2)

Administration cannot amend the assessment roll or cancel taxes for previous years. This report brings previous year's taxes to Council that Administration recommends for cancellation. The recommended cancellations would cancel or reduce both the municipal and provincial property taxes. Upon cancellation, the provincial portion of the property tax is a cost to The City until it is recovered next year through the provincial property tax rate calculation. If Council chooses not to support the recommendation, the tax liabilities and amounts owed will remain as originally billed.

#### Exempt Organizations and the *Non-Profit Tax Mitigation Policy* (Attachment 3)

Non-profit organizations that provide public facilities are generally exempt from property tax through the MGA and the *Community Organization Property Tax Exemption Regulation* (COPTER). Some property tax exemptions require the property and/or facility be used for an exempt purpose. Exemptions based on use do not apply to properties and/or facilities while under construction. To address this issue Council adopted the *Non-Profit Tax Mitigation Policy (Policy)* to cancel the municipal property taxes of non-profit organizations that paid tax during the construction period of their facility and whose subsequent use of the property met the criteria for property tax exemption. If Council chooses not to support the recommendation, the tax liabilities and amounts paid will remain as originally billed.

## 2022 Assessment and Tax Circumstances Report 1

### STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

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

### IMPLICATIONS

#### Social

Non-profit organizations can receive tax cancellations for properties under construction.

#### Environmental

Not applicable.

#### Economic

The taxpayers and non-profit organizations listed in this report will receive tax cancellations.

#### Service and Financial Implications

#### Existing operating funding - one-time

\$297,731.68

Description	2022 Report 1	2022 Report 2	2022 Total	2022 Budget
Attachment 2-Prior Years' Assessment Rolls	\$281,349.50	NA	\$281,349.50	\$1,000,000.00
Attachment 3-Non-Profit Tax Mitigation Policy	\$16,382.18	NA	\$16,382.18	\$1,000,000.00

### RISK

Property owners face a financial risk if this report is not brought forward as refunds would not get issued for assessment errors and non-profit organizations would not get tax cancellations they are expecting via the *Policy*.

### ATTACHMENT(S)

1. Previous Council Direction, Background
2. List of Tax Cancellations Related to Prior Years' Assessment Rolls
3. List of Tax Cancellations Related to the *Non-Profit Tax Mitigation Policy* Presentation

#### Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Carla Male	Corporate Planning and Financial Services	Approve
Eddie Lee	Corporate Planning and Financial Services	Approve
Katie Black	Community Services	Inform

## Background

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### **Tax Cancellations Related to Prior Years' Assessment Rolls**

Section 305 of the MGA allows corrections or amendments to the property assessment roll only during the current tax year. A current year amendment to an individual assessment triggers a corresponding adjustment to the current year taxes for that account.

Property owners have a responsibility to inform the municipality of assessment errors or changes to their property in a timely manner for Administration to make the relevant changes to the property assessment accounts within the current taxation year. This self-reporting is encouraged every year before the end of the 67-day Customer Review Period that follows each assessment notice mailing although self-reporting is accepted year-round. Administration does not have the ability to alter property assessment rolls of prior years.

Inaccuracies in assessment rolls may result from several factors, including but not limited to operational considerations associated with year-end assessment roll production, timing of communication between business units, and incorrect data or mailing address information.

Generally, valid cancellation requests are for tax amounts that were levied as a result of the following circumstances:

- an incorrect issuance of a property assessment
- a property assessment correction error
- a tax exemption processing error
- year-end timing and/or systems issues

Administration uses the following criteria to determine if the circumstances and corresponding property or Business Improvement Area tax amounts should be brought forward to Council in this biannual report:

- Typically, the inaccuracy was reported within two years of the occurrence
- One of the following:
  - Assessment was advised of the inaccuracy within the year the inaccuracy occurred, but the correction was either not processed or incorrectly processed
  - the taxpayer was not aware and/or was not notified of the change in assessment and was unable to bring the inaccuracy to the assessor's attention within the Customer Review Period
  - the property or Business Improvement Area assessment account was set up in error, and the assessment notice was sent to the wrong party
  - another City department(s) was notified by the taxpayer of a change to the business and Assessment was not notified during the applicable taxation year.

The recommended adjustments to property tax accounts due to assessment roll corrections would cancel or reduce both the municipal and provincial property taxes. Upon cancellation, the provincial portion of the property tax is a cost to The City until it is recovered next year through the provincial property tax rate calculation. Any tax cancellations in this report supported by Council will be funded through the tax cancellation budget. If Council chooses not to support the recommendation, the tax liabilities and amounts owed will remain as originally billed. Individual requests for prior years' tax cancellation that met these criteria are listed in Attachment 2.

**Exempt Organizations and the Non-Profit Tax Mitigation Policy**

At the 2014 December 15 Regular Meeting of Council, through C2014-0919, Council adopted the *Non-Profit Tax Mitigation Policy* to cancel the property taxes of non-profit organizations that paid tax during the construction period of their facility and whose subsequent use of the property met the criteria for property tax exemption. The *Policy* is administered using the Assessment and Tax Circumstances Report for administrative efficiency.

Property tax exemptions are governed by the MGA and the *Community Organization Property Tax Exemption Regulation* (COPTER). Provisions in the legislation differ based on the use of the property and the nature of the organization which holds it. One of the differences is the tax treatment of non-profit-held property that is not in use because of construction or renovation. Property held by specific entities such as public institutions (e.g. hospitals, public colleges and universities) is exempt from property tax when it is under construction/renovation. Property that is held by non-profit organizations and societies and is to be used for an approved activity (e.g. places of worship, chambers of commerce, food banks, and under certain conditions, arts and cultural activities) is not property tax exempt until it is actually in use for these purposes. To be considered for municipal property tax cancellation under the *Policy*, organizations must attain property tax exemption for the property under the provincial legislation. Until the property is completed and occupied, and being used for the exempt purpose, applicants pay municipal and provincial property taxes.

The *Policy* ensures that tax cancellations for properties and/or facilities that are under construction are conducted in an equitable and consistent manner through an open and transparent process. The following criteria are used to determine if the circumstances and corresponding municipal property tax amounts should be brought forward to Council:

- From the *Policy*
  - a building permit for the site was issued after the date established in the *Policy*; and
  - the organization has filed the necessary application form to request tax cancellation under the *Policy* to Assessment; and
  - upon completion and occupancy, the organization has filed an application for property tax exemption under the MGA or COPTER to Assessment and the application has been approved.

The non-profit organization must meet all the above criteria to qualify for a tax cancellation under the *Policy*. Then up to four years of the municipal taxes paid over the construction period are subject to retroactive cancellation. The value of the cancellation amount is based on the municipal tax levied during the eligible period the property was under construction and is retroactive to the organization attaining property tax exemption under provincial legislation. The eligible period begins the year that the required application is submitted to Assessment. If the application is submitted the same year the building permit is issued, the period begins as of the date the permit is issued. If the application is submitted at any point thereafter, the eligible period begins January 01 of the year in which the application is received by Assessment. The period ends either four years from the date that the eligible period begins or when the property becomes exempt from taxation, whichever is earlier. The recommended adjustments due to the *Policy* would cancel or reduce only the municipal property taxes in each organization's account. If Council chooses not to support the recommendation, the tax liabilities and amounts paid will remain as originally billed. The individual tax amounts to be cancelled for each of the qualifying Non-Profit Tax Mitigation applicants are listed in Attachment 2.

## Previous Council Direction

This is a routine report that is presented to Council twice per year.

### Assessment and Tax Circumstances Report Timeline

DATE	DIRECTION	DESCRIPTION
11/15/2021	Motion Carried	2021 Assessment and Tax Circumstances Report 2 Combined Meeting of Council
11/9/2021	Motion Carried	2021 Assessment and Tax Circumstances Report 2 Executive Committee
5/31/2021	Motion Carried	2021 Assessment and Tax Circumstances Report 1 Combined Meeting of Council
5/18/2021	Motion Carried	2021 Assessment and Tax Circumstances Report 1 Priorities and Finance Committee
11/2/2020	Motion Carried	2020 Assessment and Tax Circumstances Report 2 Combined Meeting of Council
10/13/2020	Motion Carried	2020 Assessment and Tax Circumstances Report 2 Priorities and Finance Committee
Numerous	NA	Multiple Assessment and Tax Circumstances Reports Throughout the years many Assessment and Tax Circumstances Reports have gone to Council and Committee.
12/15/2014	Motion Carried	Non-Profit Tax Mitigation Policy At the 2014 December 15 Regular Meeting of Council, through C2014-0919, Council adopted the Non-Profit Tax Mitigation Policy to cancel the property taxes of non-profit organizations that paid tax during the construction period of their facility and whose subsequent use of the property met the criteria for property tax exemption.

## Bylaws, Regulations, Council Policies

The following are excerpts of the relevant Bylaws, Regulations, and Council Policies

### Community Organization Property Tax Exemption Regulation (COPTER) Excerpt of Section 15

Day cares, museums, and other facilities

15 A non-profit organization that holds property on which any of the following facilities are operated may apply to the municipality within whose area the property is located for an exemption from taxation:

- (a) a facility used for sports or recreation to the extent that the facility is not used in the operation of a professional sports franchise;
- (b) a facility used for fairs or exhibitions, including agricultural exhibitions;
- (c) a facility used for the arts or a museum;
- ...
- (e) a facility used by a linguistic organization if
  - (i) the use of the property by the general public is actively encouraged, and
  - (ii) a sign is prominently posted in the facility indicating the hours that the whole or part of the facility is accessible to the public;
- (f) a facility used by an ethno-cultural association for sports, recreation or education or for charitable or other benevolent purposes if
  - (i) the use of the property by the general public is actively encouraged, and
  - (ii) a sign is prominently posted in the facility indicating the hours that the whole or part of the facility is accessible to the public;
- (g) a facility in a municipality operated and used by an organization for a charitable or benevolent purpose where the majority of the organization's beneficiaries do not reside in the municipality;
- (h) a facility used as a thrift shop;
- (i) a facility used as a sheltered workshop;
- (j) a facility operated and used by a chamber of commerce;
- (k) a facility used for a charitable or benevolent purpose that is for the benefit of the general public if
  - (i) the charitable or benevolent purpose for which the facility is primarily used is a purpose that benefits the general public in the municipality in which the facility is located, and
  - (ii) the resources of the non-profit organization that holds the facility are devoted chiefly to the charitable or benevolent purpose for which the facility is used.

AR 281/98 s15;283/2003;182/2008;77/2010

### Municipal Government Act (MGA) Excerpt of Section 203

#### Delegation by council

**203(1)** A council may by bylaw delegate any of its powers, duties or functions under this or any other enactment or a bylaw to a council committee or any person unless an enactment or bylaw provides otherwise.

(2) A council may not delegate

...

- (d) its power with respect to taxes under section 347, and

...

RSA 2000 cM-26 s203;2019 c22 s10(6)

### Municipal Government Act (MGA) Excerpt of Section 305

**Correction of roll**

**305(1)** If it is discovered that there is an error, omission or misdescription in any of the information shown on the assessment roll,

- (a) the assessor may correct the assessment roll for the current year only, and
- (b) on correcting the roll, an amended assessment notice must be prepared and sent to the assessed person.

**(1.1)** Where an assessor corrects the assessment roll in respect of an assessment about which a complaint has been made, the assessor must send to the assessment review board or the Municipal Government Board, as the case may be, no later than the time required by the regulations,

- (a) a copy of the amended assessment notice, and
- (b) a statement containing the following information:
  - (i) the reason for which the assessment roll was corrected;
  - (ii) what correction was made;
  - (iii) how the correction affected the amount of the assessment.

**(1.2)** Where the assessor sends a copy of an amended assessment notice under subsection (1.1) before the date of the hearing in respect of the complaint,

- (a) the complaint is cancelled,
- (b) the complainant's complaint fees must be returned, and
- (c) the complainant has a new right of complaint in respect of the amended assessment notice.

...

**(3)** If exempt property becomes taxable or taxable property becomes exempt under section 364.1, 364.2 or 368, the assessment roll must be corrected for the current year only and an amended assessment notice must be prepared and sent to the assessed person.

...

RSA 2000 cM- 26 s305;2002 c19 s8;2009 c29 s7;  
2015 c8 s43;2016 c24 s37;2017 c13 s1(24);2019 c6 s

**Report to Minister**

**305.1** If an assessment roll is corrected under section 305 or changed under section 477 or 517, the municipality must, in the form and within the time prescribed by the regulations, report the correction or change, as the case may be, to the Minister.

2002 c19 s9

***Municipal Government Act (MGA) Excerpt of Section 347*****Cancellation, reduction, refund or deferral of taxes**

**347(1)** If a council considers it equitable to do so, it may, generally or with respect to a particular taxable property or business or a class of taxable property or business, do one or more of the following, with or without conditions:

- (a) cancel or reduce tax arrears;
- (b) cancel or refund all or part of a tax;
- (c) defer the collection of a tax.

**(2)** A council may phase in a tax increase or decrease resulting from the preparation of any new assessment.

1994 cM 26.1 s347

***Municipal Government Act (MGA) Excerpt of Section 362*****Exemptions for Government, churches and other bodies**

**362(1)** The following are exempt from taxation under this Division:

...

(k) property held by a religious body and used chiefly for divine service, public worship or religious education and any parcel of land that is held by the religious body and used only as a parking area in connection with those purposes;

(l) property consisting of any of the following:

- (i) a parcel of land, to a maximum of 10 hectares, that is used as a cemetery as defined in the Cemeteries Act;
- (ii) any additional land that has been conveyed by the owner of the cemetery to individuals to be used as burial sites;
- (iii) any improvement on land described in subclause (i) or (ii) that is used for burial purposes;

(m) property held by

- (i) a foundation constituted under the Senior Citizens Housing Act, RSA 1980 cS-13, before July 1, 1994, or
- (ii) a management body established under the Alberta Housing Act, and used to provide senior citizens with lodge accommodation as defined in the Alberta Housing Act;

(n) property that is

...

- (ii) held by a non-profit organization and used solely for community games, sports, athletics or recreation for the benefit of the general public,
- (iii) used for a charitable or benevolent purpose that is for the benefit of the general public, and owned by

(A) the Crown in right of Alberta or Canada, a municipality or any other body that is exempt from taxation under this Division and held by a non-profit organization, or

(B) by a non-profit organization,

(iv) held by a non-profit organization and used to provide senior citizens with lodge accommodation as defined in the Alberta Housing Act, or

(v) held by and used in connection with a society as defined in the Agricultural Societies Act or with a community association as defined in the regulations, and that meets the qualifications and conditions in the regulations and any other property that is described and that meets the qualifications and conditions in the regulations;

(o) property

- (i) owned by a municipality and used solely for the operation of an airport by the municipality, or
- (ii) held under a lease, licence or permit from a municipality and used solely for the operation of an airport by the lessee, licensee or permittee;

...

RSA 2000 cM-26 s362; 2003 cP-19.5 s142; 2012 cE-0.3 s279;  
2017 c13 s1(35); 2018 c19 s71

## ***Non-Profit Tax Mitigation Policy***

**Policy Title:** Non-Profit Tax Mitigation

**Policy Number:** PDA002

**Report Number:** C2014-0919

**Approved by:** Council

**Effective Date:** 2014 December 15

**Business Unit:** Assessment

## **COUNCIL POLICY**

### **BACKGROUND**

1. Non-profit organizations that provide public facilities are generally exempt from property tax through the Municipal Government Act (RSA 2000, c M-26) (MGA) and the Community Organization Property Tax Exemption Regulation (AR281/98) (COPTER). These property tax exemptions require that property and/or facility is actually used for an exempt purpose. Taking direction from a 2008 Court of Queen's Bench decision (Edmonton (City) v. North Pointe Community Church, 2008 ABQB 110), exemptions based on use do not generally apply to properties and/or facilities that are under construction and not actually in use for an exempt purpose.
2. Prior to this policy, Council provided tax relief for the affected non-profit organizations through its tax cancellation powers under section 347 of the MGA on a case by case basis.

### **PURPOSE**

3. This policy will ensure that tax cancellations for properties and/or facilities that are under construction in Calgary are conducted in an equitable and consistent manner through an open and transparent process.
4. This policy will:
  - a. guide how Council addresses the issue of property taxes for a non-profit organization that holds a property and/or facility under construction in Calgary and is not exempt from taxation by using its tax cancellation powers in section 347 of the MGA;
  - b. set out the eligibility criteria that qualifies a non-profit organization for a tax cancellation under the policy; and,
  - c. set out the procedure through which tax cancellations are administered.
5. The policy does not limit Council's discretion in exercising its section 347 powers under the MGA.

### **APPLICABILITY**

6. This policy applies to properties and/or facilities that qualify under the following sections in the MGA and COPTER, where "use" has been interpreted by the Court of Queen's Bench not to include the construction period of the property and/or facility:
  - a. Sections 362(1)(k-m), 362(1)(n)(ii)-(iv), and 362(o) of the MGA, and
  - b. Sections 15(a)-(c) and 15(e)-(k) of the COPTER

### **DEFINITIONS**

7. In this Council Policy:
  - a. "Building Permit" means a permit issued under the Calgary Building Permit Bylaw 64M94 and defined in the Alberta Building Code 2014.

**POLICY**

8. For up to four years, Council will consider cancelling the municipal taxes for non-profit organizations that hold a property and/or facility that is under construction in Calgary when all of the following criteria have been met:
  - a. A building permit for the site has been issued;
  - b. The non-profit organization has filed the necessary application forms to qualify for the tax cancellation under this policy to Assessment; and,
  - c. Upon completion and occupancy of the facility, the organization has filed an application for property tax exemption under the MGA or COPTER to Assessment and the application has been approved.
9. Transition Program
  - a. Notwithstanding section 11(a)(iii), to aid with transition, this policy will apply to projects that would have qualified had the program been in place on 2013 January 01, so long as an application for cancellation under this section is filed by 2015 December 31.

**PROCEDURE**

10. Applications for tax cancellation and property and business tax exemption are available directly from Assessment and from calgary.ca and must be submitted to Assessment for consideration.
11. Timing
  - a. Cancellation Period
    - i. The cancellation period begins when a building permit has been issued so long as an application for cancellation has been filed within the same calendar year.
    - ii. The cancellation period ends either 4 years from the date of that the cancellation period begins or when the subject property becomes exempt from taxation, whichever is earlier.
    - iii. If an application is filed in a calendar year following the issuance of a building permit, then the cancellation period will begin on January 1 of the year in which an application is submitted.
  - b. Cancellation Timing
    - i. Applications will be reviewed by Assessment and those properties and/or facilities that qualify for tax cancellation under this policy will be placed on the semi-annual Assessment and Tax Circumstances Report as soon as possible after qualification.

**AMENDMENTS**

2016 October 13 - Minor revision relates to the update of Alberta Building Code 2006 to Alberta Building Code 2014, which defines "Building Permit" for the purposes of this Council policy

## List of Tax Cancellations Related to Prior Years' Assessment Rolls

Issue #	Roll Number	Account Address	Tax Cancellation (\$)	Reason
<b><u>PROPERTY TAX CANCELLATIONS</u></b>				
<b>2019</b>				
<b>1</b>	061058509	4112 MONTGOMERY View NW	\$2,392.11	Category II: The Assessment Business Unit was advised in the year the assessment error occurred but failed to process the correction. This is for the same account as line 3 below.
<b>2020</b>				
<b>2</b>	037180015	3512 33 Street NW	\$15,432.11	Category II: The Assessment Business Unit was advised in the year the assessment error occurred but failed to process the correction.
<b>3</b>	061058509	4112 MONTGOMERY View NW	\$2,783.25	Category II: The Assessment Business Unit was advised in the year the assessment error occurred but failed to process the correction. This is for the same account as line 1 above.
<b>4</b>	174987867	307 99 ARBOUR LAKE Road NW	\$193.07	Category IV: Another City department(s) was notified by the taxpayer of a change to the business and the Assessment business unit was not notified accordingly during the applicable taxation year to correct the assessment.
<b>5</b>	202848503	13810 52 Street NE	\$443.86	Category III: The property or business assessment account was set up in error, and the assessment notice was sent to the wrong party.
<b>6</b>	202848511	13810 52 Street NE	\$3,904.98	Category III: The property or business assessment account was set up in error, and the

				assessment notice was sent to the wrong party.
Issue #	Roll Number	Account Address	Tax Cancellation (\$)	Reason
<b>2021</b>				
<b>7</b>	031006588	102, 2635 37 AV NE	\$945.35	Category I: The property owner was not aware and/or was not notified of the change in assessment and so was unable to bring the error to the assessor's attention within the Customer Review Period.
<b>8</b>	037138104	260, 4039 Brentwood RD NW	\$10,705.65	Category II: The Assessment Business Unit was advised in the year the assessment error occurred but failed to process the correction.
<b>9</b>	069017705	1140 8 ST SE	\$5,603.40	Category IV: Another City department(s) was notified by the taxpayer of a change to the business and the Assessment business unit was not notified accordingly during the applicable taxation year to correct the assessment.
<b>10</b>	201639531	4628/4630 16 AV NW	\$3,167.92	Category I: The property owner was not aware and/or was not notified of the change in assessment and so was unable to bring the error to the assessor's attention within the Customer Review Period.
<b>11</b>	201773785	5 REDSTONE HE NE	\$121,996.99	Category I: The property owner was not aware and/or was not notified of the change in assessment and so was unable to bring the error to the assessor's attention within the Customer Review Period. This is for the same account as lines 1, 2, 3, and 7 in Attachment 3.
<b>12</b>	202248803	40 AUBURN MEADOWS ST SE	\$2,032.53	Category II: The Assessment Business Unit was advised in the year the assessment error occurred but failed to process the correction.

Issue #	Roll Number	Account Address	Tax Cancellation (\$)	Reason
13	202792776	216, 20 Saddlestone DR NE	\$10,886.12	Category I: The property owner was not aware and/or was not notified of the change in assessment and so was unable to bring the error to the assessor's attention within the Customer Review Period.
14	202792784	218, 20 Saddlestone DR NE	\$7,352.06	Category I: The property owner was not aware and/or was not notified of the change in assessment and so was unable to bring the error to the assessor's attention within the Customer Review Period.
15	202854436	155 LEGACY GLEN PARADE SE	\$106.66	Category II: The Assessment Business Unit was advised in the year the assessment error occurred but failed to process the correction.
16	202901377	399 9 Avenue SE	\$89,917.76	Category II: The Assessment Business Unit was advised in the year the assessment error occurred but failed to process the correction.
<b><u>BUSINESS IMPROVEMENT AREA TAX CANCELLATIONS</u></b>				
<b>2020</b>				
17	863811	3527 18 Street SW	\$3,073.34	Category II: The Assessment Business Unit was advised in the year the assessment error occurred but failed to process the correction.
18	15755663	#110 150 9 AV SW	\$412.34	Category IV: Another City department(s) was notified by the taxpayer of a change to the business and the Assessment business unit was not notified accordingly during the applicable taxation year to correct the assessment.

<b>\$281,349.50</b>	<b>Total Tax Cancellation</b>
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## List of Tax Cancellations Related to *Non-Profit Tax Mitigation Policy*

Issue #	Roll Number	Account Address	Tax Cancellation (\$)	Reason
<b><u>PROPERTY TAX CANCELLATIONS</u></b>				
<b>2017</b>				
<b>1</b>	201773785	5 Redstone Heights NE	\$1,690.84	The municipal property tax cancellation is for the Redeemed Christian Church of God-Calgary. It meets the criteria for property tax exemption under Municipal Government Act section 362(1)(k) Divine Worship or Education. The cancellation is from 2017 February 22 to 2017 December 31 and is for the same account as line items 2, 3 and 7 below as well as item 11 in Attachment 2.
<b>2018</b>				
<b>2</b>	201773785	5 Redstone Heights NE	\$1,940.95	The municipal property tax cancellation is for the Redeemed Christian Church of God-Calgary. It meets the criteria for property tax exemption under Municipal Government Act section 362(1)(k) Divine Worship or Education. The cancellation is from 2018 January 1 to 2018 December 31 and is for the same account as line items 1, 3 and 7 above and below as well as item 11 in Attachment 2.
<b>2019</b>				
<b>3</b>	201773785	5 Redstone Heights NE	\$2,094.87	The municipal property tax cancellation is for the Redeemed Christian Church of God-Calgary. It meets the criteria for property tax exemption under Municipal Government Act section 362(1)(k) Divine Worship or Education. The cancellation is from 2019 January 1 to 2019 December 31 and is for the same account as line

				items 1, 2 and 7 above and below as well as item 11 in Attachment 2.
Issue #	Roll Number	Account Address	Tax Cancellation (\$)	Reason
<b>2020</b>				
<b>4</b>	027501303	705, 4656 Westwinds DR NE	\$359.50	The municipal property tax cancellation is for the Sanatan Hindu Cultural Society. It meets the criteria for property tax exemption under Municipal Government Act section 362(1)(k) Divine Worship or Education. The cancellation is from 2020 December 15 to 2020 December 31 and is for the same account as line item 8 below.
<b>5</b>	054500806	611, 3208 8 AV NE	\$1,815.98	The municipal property tax cancellation is for the Jamaican Canadian Association Alberta. It meets the criteria for property tax exemption under Municipal Government Act section 362(1)(n)(iii)(B) Charitable-Non-Profit Owned. The cancellation is from 2020 July 20 to 2020 December 31.
<b>6</b>	054500822	609, 3208 8 AV NE	\$1,805.28	The municipal property tax cancellation is for the Jamaican Canadian Association Alberta. It meets the criteria for property tax exemption under Municipal Government Act section 362(1)(n)(iii)(B) Charitable-Non-Profit Owned. The cancellation is from 2020 July 20 to 2020 December 31.
<b>7</b>	201773785	5 Redstone Heights NE	\$2,377.80	The municipal property tax cancellation is for the Redeemed Christian Church of God-Calgary. It meets the criteria for property tax exemption under Municipal Government Act section 362(1)(k) Divine Worship or Education. The cancellation is from 2020 January 1 to 2020 December 31 and is for the same account as line items 1, 2 and 3 above as well as item 11 in Attachment 2.

Issue #	Roll Number	Account Address	Tax Cancellation (\$)	Reason
<b>2021</b>				
<b>8</b>	027501303	705, 4656 Westwinds DR NE	\$1,477.69	The municipal property tax cancellation is for the Sanatan Hindu Cultural Society. It meets the criteria for property tax exemption under Municipal Government Act section 362(1)(k) Divine Worship or Education. The cancellation is from 2021 January 1 to 2021 March 6 and is for the same account as line item 4 above.
<b>9</b>	072007909	922 38 ST NE	\$631.98	The municipal property tax cancellation is for the Jam Tse Cho Ling Tibetan Buddhist Temple. It meets the criteria for property tax exemption under Municipal Government Act section 362(1)(k) Divine Worship or Education. The cancellation is from 2021 June 23 to 2021 December 31.
<b>10</b>	202793220	3343 49 ST SW	\$2,187.29	The municipal property tax cancellation is for the Abundant Life Church Society. It meets the criteria for property tax exemption under Municipal Government Act section 362(1)(k) Divine Worship or Education. The cancellation is from 2021 January 1 to 2021 August 21.
			<b>\$16,382.18</b>	<b>Total Tax Cancellation</b>



# 2022 Assessment and Tax Circumstances Report 1

Executive Committee

2022 May 17



## Recommendations

EC2022-0425  
PRESENTATION

That the Executive Committee recommend that Council, under the authority of section 347 of the Municipal Government Act (MGA):

- 1) Cancel property taxes and Business Improvement Area levies (Attachment 2); and
- 2) Cancel municipal property taxes for qualifying non-profit organizations (Attachment 3).

## Assessment related tax cancellations

Occasionally errors happen that don't get identified/addressed until outside the current tax year. Administration does not have the legislated authority to correct those types of errors, but Council does.

To be eligible, the error must have been reported within two years and one of:

- Assessment was notified in the year but was not correctly processed
- Taxpayer was not aware of a change and couldn't bring it to The City in time
- Account was set up in error and assessment notice was sent to wrong party
- Other City department was notified but they didn't notify Assessment in time



## Non-Profit Tax Mitigation Policy

EC2022-0425  
PRESENTATION

This report includes municipal property tax cancellations for non-profit organizations for exempt properties while under construction.

To be eligible, an applicant must have all the following:

- Building permit issued
- Application for tax cancellation submitted
- Property tax exemption submission approved
- The property has begun to be used for the exempt purpose



## 2022 Tax Cancellation Summary

Description	2022 Report 1	2022 Report 2	2022 Total	2022 Budget
Attachment 2- Prior Years' Assessment Rolls	\$281,349.50	\$0.00	\$281,349.50	\$1,000,000
Attachment 3- Non-Profit Tax Mitigation Policy	\$16,382.18	\$0.00	\$16,382.18	\$1,000,000

## Recommendations

That the Executive Committee recommend that Council, under the authority of section 347 of the Municipal Government Act (MGA):

- 1) Cancel property taxes and Business Improvement Area levies (Attachment 2); and
- 2) Cancel municipal property taxes for qualifying non-profit organizations (Attachment 3).

## Residential Heritage Tax Incentive

### RECOMMENDATION(S):

That Executive Committee receive this Report for the Corporate Record.

### HIGHLIGHTS

- This report provides Council with information on the Residential Heritage Tax Incentive program to inform deliberations for the One Calgary 2023-2026 Service Plans and Budgets. If approved as part of the budget process, the program would offer a municipal tax credit to the owners of residential properties with identified heritage value to encourage them to designate their properties as Municipal Historic Resources.
- **What does this mean to Calgarians?** Properties with heritage value are not protected against the possibility of significant modification or demolition unless they are designated or otherwise legally protected. Through this program, Calgarians would see more properties newly designated and protected in perpetuity. This ensures that, as Calgary continues to grow and change, more of the built heritage that matters to Calgarians will be retained.
- **Why does this matter?** Conserving heritage through designations strengthens a meaningful shared connection to Calgary's evolving identity. It supports the vibrancy of communities, reduces negative environmental impacts from demolition and construction, promotes economic activity, and builds knowledge of Calgary's history.
- A property tax credit has the most significant potential of all heritage tools and incentives to increase the number of residential designations in Calgary. Based on a 2019 survey of non-designated property owners, 40 per cent would be "almost certain" to designate in exchange for a tax credit. As a result, full implementation of the program could achieve over 250 new designations in as little as 10 years.
- This report builds on the previously approved Heritage Conservation Tools and Incentives report (PUD2020-0758). At that time, Council supported deferring a decision on a tax credit to the 2023-2026 One Calgary Service Plans and Budgets, with a requirement to return to Executive Committee (previously Priorities and Finance Committee), prior to budget deliberations.
- Administration plans to propose a \$5 million investment in the 2023-2026 budget, with the intent to pilot the program, evaluate public interest, and inform future budget considerations. Council will be able to decide on the program and this pilot funding as part of a comprehensive review of funding priorities during budget deliberations. There are no financial implications directly as a result of this report.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods, a healthy and green city, a well-run city

### DISCUSSION

In 2019, Council supported work to develop tools and incentives that would encourage the conservation of Calgary's built heritage, following a report on City-owned heritage assets and best practices for encouraging heritage conservation (PFC2019-0223). In 2020, Administration presented the Heritage Conservation Tools and Incentives report which provided an evaluation of recommended initiatives (PUD2020-0758). Heritage policy tools, an increase to the Heritage Resource Conservation Grant Program, and a residential tax credit were recommended as they

## **Residential Heritage Tax Incentive**

are likely to result in meaningful improvements to heritage conservation. Initiatives such as differential tax classes and a non-residential tax credit were not recommended based on the complexities of implementation and the reduced likelihood of incentivizing conservation. Council supported both the report overall and the implementation of heritage policy tools. For more information on the recommended tools and incentives, see Attachment 3.

However, due to financial uncertainty around the then emerging COVID-19 pandemic, Council also supported deferring both an increase to the Heritage Resource Conservation Grant Program and a decision on a residential tax credit to the 2023-2026 One Calgary Service Plans and Budgets. For more information on past Council direction, see Attachment 1.

### **Program Overview**

The Residential Heritage Tax Incentive program, if approved as a pilot in the One Calgary 2023-2026 Service Plans and Budgets, would make privately-owned residential properties that are designated as Municipal Historic Resources eligible for an 80 per cent reduction to the municipal portion of their property taxes. Properties may qualify one time to receive the tax credit for up to a maximum period of 15 years, or up to a maximum amount of \$50,000, whichever comes first. Local improvement levies, penalties, fines, and other special tax bill charges will not be eligible for reduction.

The incentive amount makes heritage designation a more financially viable alternative to redevelopment, thus providing owners with more balanced options when choosing between redevelopment and heritage conservation. A direct property tax credit is also an immediate benefit for property owners and complements the existing Historic Resource Conservation Grant Program that can only be used for approved restoration and rehabilitation work. Grants require owners to provide matching funds, which may be financially out of reach for many owners, thus making grants on their own a less compelling reason to designate.

The program would also address a key legislative gap. The Historic Resources Act requires cities to financially compensate property owners if designation decreases a property's economic value. However, there are no regulations for determining compensation. As such, Calgary has relied on the goodwill of property owners to designate without compensation. Establishing a defined compensation method would make designation more attractive to more owners and streamline the designation process for The City.

Should the pilot phase prove successful, Administration projects a fully implemented program could result in over 250 newly designated residential properties in as little as ten years. Given that 44 residential properties were designated since the enactment of the Historic Resources Act in 1978, achieving over 250 new designations would result in an approximate 600 per cent increase in designated properties in roughly one quarter of the time as the previous 44.

### **Updates Since 2020**

Administration received updated 2021 tax information to refine the program's projected cost model. Should the four-year pilot prove successful, the refined model brings down the estimated upper end cost of a fully implemented program from approximately \$18 million to \$16 million in 2021 dollars. This includes the initial \$5 million for the pilot phase and one staff position required to administer the program. Newly designated properties were also added to the list of immediately eligible properties.

Because of the refined cost estimates since PUD2020-0758, Administration plans to propose an increase the tax reduction percentage from the previously proposed 75 per cent to 80 per cent.

## **Residential Heritage Tax Incentive**

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The higher percentage may increase the appeal of designation and the overall costs of full implementation are still below those presented in 2020.

Previously, Administration considered a grant or rebate to reimburse owners for taxes paid. These options are less understandable, attractive, or immediate to Calgarians. To improve the transparency, ease of understanding, and attractiveness of the program, Administration recommends providing a direct credit on a property's tax bill.

### **Financial Implications**

There are no financial implications directly as a result of this report. Administration plans to propose a \$5 million pilot investment in the Residential Heritage Tax Incentive program for consideration in the One Calgary 2023-2026 Service Plans and Budget. This includes the one staff member required to implement the program.

A \$5 million investment is expected to result in approximately 60 new designations over four years, for an approximate 136 per cent increase in roughly one tenth of the time as the previous 44 designations. A larger funding allocation would support more new designations across the four-year pilot. However, \$5 million is a conservative allocation that will allow Administration to pilot the program, evaluate public interest, and inform future budget considerations.

## **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

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

### **Heritage Calgary**

Heritage Calgary was engaged and submitted a letter in support. (Attachment 5).

### **General Engagement**

Beyond Heritage Calgary, no new engagement was conducted for this report. See attachment 4 for a summary of past engagement.

## **IMPLICATIONS**

### **Social**

Heritage conservation helps frame Calgary's evolving identity in a way that can be shared across generations and cultures. It builds knowledge of Calgary's past, which helps to explain where Calgarians are now and inform where they are going next.

Calgarians care about the look, feel, and function of their communities. As Calgary continues to grow and change, maintaining physical and highly visible connections to history supports community vibrancy and identity.

In support of this, 94 per cent of Calgarians surveyed in the 2020 Citizen Perspectives Survey agreed that conserving heritage is important to Calgary's culture and 83 per cent agreed that it is important to them personally.

## **Residential Heritage Tax Incentive**

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### **Environmental**

Heritage conservation directly contributes to climate action through the retention and reuse of existing buildings. The Calgary Heritage Strategy outlines the following environmental benefits:

- Less construction and demolition debris enters the waste stream
- No energy used for demolition
- No energy used for construction
- Reuse of embedded energy in building materials and assemblies

### **Economic**

Heritage conservation creates economic activity through property restoration and rehabilitation. Skilled trades and specialized companies are often required to achieve the standards necessary to maintain the integrity of designated properties. An increase in the number of designated properties would increase the demand for these services.

Heritage conservation increases the desirability of an area, thus encouraging investment in new homes and businesses, including the renovation and redevelopment of non-heritage properties. Areas with concentrations of heritage also act as draws for local and visiting tourists who patronize local businesses.

### **Service and Financial Implications**

There are no service or financial implications directly as a result of this report. For information on service and financial implications if the Residential Heritage Tax Incentive is approved as part of the One Calgary 2023-2026 Service Plans and Budgets, see Attachment 2.

### **RISK**

There are no risks directly as a result of this report. For information on risks if the Residential Heritage Tax Incentive is or is not approved as part of the One Calgary 2023-2026 Service Plans and Budgets, see Attachment 2.

### **ATTACHMENT(S)**

Attachment 1: Previous Council Direction Summary  
Attachment 2: Program Analysis  
Attachment 3: Tools and Incentives Summary  
Attachment 4: Engagement Summary  
Attachment 5: Heritage Calgary Letter of Support  
Attachment 6: Residential Heritage Tax Incentive Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Stuart Dalglish	Planning and Development Services	Approve
Carla Male	Chief Financial Officer	Inform
Denise Jakal	Law	Inform

# Previous Council Direction Summary

## Residential Heritage Tax Incentive

### Context

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The City of Calgary's approach to heritage conservation is guided by the Municipal Development Plan and the Calgary Heritage Strategy. These documents highlight the value of heritage, the need to identify and protect heritage assets, and the need to encourage heritage conservation through policy tools and financial incentives.

Administration's work on tools and incentives was accelerated in 2019 (PFC2019-0223) following an update on City-owned heritage assets, an overview of best practice heritage conservation tools that could be implemented in Calgary, and the loss of the Enoch Sales House to fire in early 2019.

Administration subsequently presented the Heritage Conservation Tools and Incentives report in 2020 (PUD2020-0758) with recommendations on measures that would encourage heritage conservation in Calgary. Council supported Administration's overall recommended approach. However, due to financial uncertainty around the then emerging COVID-19 pandemic, investments were temporarily scaled back or deferred. This report fulfils Council direction to report back on the creation of a tax credit program to incentivize the designation of residential properties as Municipal Historic Resources.

### Previous Council Direction

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DATE	REPORT NUMBER	DIRECTION
2022 February 15	IP2022-0053	City Planning Policy Roadmap 2022 That the Infrastructure and Planning Committee recommends that Council direct Administration to adjust the reporting timeline for the residential tax credit financial incentive package for consideration in the 2023-2026 budget deliberations and to return to the Executive Committee no later than Q3 2022.
2020 July 27	PUD2020-0758	Heritage Conservation Tools and Incentives 1. Undertake a two-year phased program (2021 – 2023) to implement the heritage area policy tools, using the recommended thresholds, through the local area planning process, Land Use Bylaw amendments, or associated land use redesignations, and return to the Standing Policy Committee on Planning and Urban Development to report on the progress in Q1 2024; 2. Alter the City-wide Historic Resource Conservation Grant Program by: a) Preparing a mid-cycle budget request for a \$2 million increase to the base budget and funding for the City-wide Historic Resource Conservation Grant Program from \$500,000 to \$2.5 million;

DATE	REPORT NUMBER	DIRECTION
		<p>b) Restructuring the grant program to direct \$2 million to non-residential conservation projects with a cap of \$1 million per project, and reserve \$500,000 for residential projects with the existing cap of \$125,000; and,</p> <p>3. Return to the Priorities and Finance Committee no later than Q1 2022 with the residential tax credit financial incentive package for consideration in the 2023-2026 budget deliberations.</p>
2020 April 1	PUD2020-0259	<p>Heritage Conservation Tools and Incentives</p> <p>1. Direct Administration to return to the Standing Policy Committee on Planning and Urban Development no later than 2020 October 7 with refined financial tools and incentives, respecting future financial constraints in the face of the global COVID-19 pandemic; and</p> <p>2. Recommendations to be brought to mid-cycle budget in November. Recommendations may also incorporate any relevant pre-COVID-19 considerations as outlined in Attachment 13.</p>
2019 November 6	PUD2019-1359	<p>Heritage Preservation Tools and Incentives</p> <p>Heritage Preservation Tools and Financial Incentives, PUD2019-1359 Due Q4 2019 to be moved to no later than April 2020.</p>
2019 March 5	PFC2019-0223	<p>City of Calgary Heritage Assets</p> <p>That the Priorities and Finance Committee direct Administration to conduct further analysis on heritage preservation tools and financial incentives and report back to SPC on Planning and Urban Development no later than Q4 2019.</p>

# Program Analysis

Residential Heritage Tax Incentive

## Core Value

"We conserve heritage resources because they have value to our community – aesthetic, historic, scientific, economic, cultural, social, natural and/or spiritual qualities that make a place important or significant for past, present and future generations." – Municipal Development Plan 2.3.3

## Program Overview

The Residential Heritage Tax Incentive program would offer a municipal tax credit to the owners of residential properties with identified heritage value to encourage them to designate their properties as Municipal Historic Resources. The program would only apply to privately-owned properties that were originally constructed as solely residential developments and that remain assessed as such. Non-residential and mixed-use buildings would not be eligible for this program.

Designated properties would receive a reduction of 80 per cent to their annual municipal property taxes, excluding local improvement levies, penalties, fines, and other special tax bill charges. No reductions to the provincial portion are proposed.

Properties could qualify one time to receive the tax credit for up to a maximum period of 15 years, up to a maximum amount of \$50,000, whichever comes sooner.

## Eligible Properties and Projected Program Uptake

44 currently designated properties would already be eligible for the program. Administration expects all 44 would enter the program. A further 232 properties on the Inventory of Evaluated Historic Resources would require designation to be eligible. Visual surveys also identified 433 potential Inventory sites that would require both evaluation and designation. Of these currently non-designated sites, over 250 properties are projected to access the program if sufficient funding is available to support the applications of all interested property owners (Table 1). This is based on a 2019 survey of owners of non-designated properties that identified 40 per cent would be "almost certain" to designate in exchange for a tax reduction.

Status	Potentially Eligible for Incentive	Projected Program Uptake	Responsible Organization	Estimated Maximum Yearly Capacity
<b>Non-Inventory Sites:</b> Properties that would qualify for the Inventory, but are not yet listed, can request evaluation and approval by Heritage Calgary.	433	173	Heritage Calgary	20 annual evaluations (up from previous average of 10-15)
<b>Inventory Sites:</b> Owners of Inventory properties can pursue designation. Collaboration with Administration would create a proposed designation bylaw for Council consideration.	232	93	Heritage Calgary and The City of Calgary	50 annual designations (up from current target of 7)
<b>Designated Sites:</b> Owners of designated Municipal Historic Resource properties already meet the eligibility criteria.	44	44	The City of Calgary	All designated sites can be processed
<b>Total</b>	<b>709</b>	<b>310</b>		

Table 1: Eligible sites by inventory and designation status – Values are approximate

Should the pilot phase prove successful, Administration projects that a fully implemented program could result in over 250 newly designated residential properties in as little as ten years. Given that 44 residential properties were designated since the enactment of the Historic Resources Act in 1978, achieving over 250 new designations would result in an approximate 600 per cent increase in designations in roughly one quarter of the time as the previous 44.

## Assumptions

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1. \$50,000 is an appropriate program limit. As properties see increases in redevelopment potential (through new Local Area Plans, City-initiated Land Use Redesignations, or individual applications), average assessed property values may increase. These increases can be approximately 13 per cent to 30 per cent depending on context. The Residential Heritage Tax Incentive program incentivizes property owners to designate by providing them with unrestricted property tax savings. Because of this, the Residential Heritage Tax Incentive is more proportionate to the effort, risks, and expenses of redesignating and redeveloping a property than the existing Historic Resources Conservation Grant.
2. An 80 per cent property tax reduction over 15 years is a balanced approach. Lower percentages would allow fewer properties to reach the maximum \$50,000 incentive over the 15-year duration, while higher percentages would increase the program cost. At an 80 per cent reduction, approximately 236 (76 per cent) of the projected 310 properties in the program could receive between \$30,000 and \$50,000, while approximately 134 properties (43 per cent) could receive the maximum \$50,000 (see Table 2).

## Staff Resources

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Administration would require the addition of one Full-Time Equivalent position to liaise with Heritage Calgary on evaluations, process the upswing in designations, and administer the new program. The position would facilitate a significant increase in Administration's annual designation capacity of up to 50, versus the current target of seven. The position would also liaise internally on credit disbursement. Should the four-year pilot prove successful, this position, as well as other internal service costs, are estimated at \$3.6 million over the life of a fully implemented program.

## Financial Analysis Methods

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Administration created a model to project annual costs of a fully implemented Residential Heritage Tax Incentive program. This model included all currently eligible properties. It also included a randomized sampling of 40 per cent of potentially eligible properties, with entry to the program divided over the years. The number of properties assigned to each year represents the capacity for evaluations and designations that are possible if both Heritage Calgary and Administration are adequately resourced. This model represents a hypothetical list of properties that would enter the program.

Using tax account information, an 80 per cent reduction was applied to the annual property taxes of each property in the model, with total tax reduction costs then projected for each year. Properties contributed to the model's annual costs until they reached 15 years in the program, or a maximum reduction of \$50,000, whichever came first. The grand total of each year's estimated tax reductions then represents the estimated total cost of the Residential Heritage Tax Incentive.

## Financial Analysis Results

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Based on the projected maximum uptake, and assuming success of the initial four-year pilot, Administration's model estimated total tax reductions over the life of the program of approximately \$12.4 million. Combining expected total tax reductions, the staff position, and internal resources, the projected

total cost of the Residential Heritage Tax Incentive program is approximately \$16 million. The program is anticipated to last for approximately 24 years for all properties to reach their maximum 15 year and/or \$50,000 benefit, regardless of what year they entered the program.

Inventory and Non-Inventory Sites		
Able to Claim	Number of Properties	Total Value of Tax Credit
\$50,000 (maximum)	113	\$5,650,000
Between \$40,000 and \$49,999	32	\$1,414,000
Between \$30,000 and \$39,999	53	\$1,848,000
Between \$20,000 and \$29,999	58	\$1,462,000
Less than \$20,000	10	\$170,000
<b>Total</b>	<b>266</b>	<b>\$10,544,000</b>
Existing Designated Sites		
Able to Claim	Number of Properties	Total Value of Tax Credit
\$50,000 (maximum)	21	\$1,050,000
Between \$40,000 and \$49,999	5	\$226,000
Between \$30,000 and \$39,999	12	\$433,000
Between \$20,000 and \$29,999	4	\$100,000
Less than \$20,000	2	\$35,000
<b>Total</b>	<b>44</b>	<b>\$1,844,000</b>
<b>Grand Totals</b>	<b>310</b>	<b>\$12,388,000</b>

Table 2: Projected tax credit claims – Values are approximate

Program uptake is expected to be high over the first four years, dependent on funding allocation, with annual costs highest over the first ten years as the most properties are receiving their highest annual benefit. After these first ten years, fewer properties are expected to enter the program. Lower or more protracted funding allocations may shift these expectations.



Figure 1: Projected annual costs for the Residential Heritage Tax Incentive over time

## Budget Implications

Over the first four years of the program, coinciding with the One Calgary 2023-2026 Service Plan and Budgets, the program could scale between approximately \$2.5 million and \$9 million. On the low end, Administration would only be able to administer the program for those properties already designated as Municipal Historic Resources. No new designations would be incentivized. On the high end, Administration could achieve over 150 new designations over four years.

Administration plans to propose a \$5 million initial funding commitment for consideration in the 2023-2026 budget process. This would support a four-year pilot of the Residential Heritage Tax Incentive program.

This funding would allow for all 44 existing designated properties to enter the program and would incentivize approximately 60 new designations. 60 new designations would result in an approximate 136 per cent increase in roughly one tenth of the time as the previous 44 designations

While more designations over the first four years could be incented with more funds, Administration identified \$5 million as a conservative approach to piloting the program. This more conservative approach would allow for scaling up on Inventory evaluations by Heritage Calgary and on designations by Administration.

During this pilot, Administration would evaluate public interest in the program to inform future budget considerations. Applications would also be restricted to a first-come-first-served basis to stay within the \$5 million allocation. Should interest in the program quickly and significantly exceed what is possible to fund with the \$5 million, a mid-cycle adjustment is also possible.

Administration recommends, and has built into the budget proposal, that the initial four-year investment in the program would cover both the cost of the tax incentive for those four years and the cost to fulfill the full \$50,000 reduction for properties entering the program between 2023-2026. This ensures that, should Council discontinue the program after 2026, The City could still fulfil its legal and financial obligations to these properties without an additional budget request.

## Limitations of Evaluation and Projections

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All estimated costs are in 2021 dollars, reflecting the most recent property tax information. Projecting future costs is limited by the uncertainty of assessment changes, tax rate changes, inflation, and various economic considerations beyond The City of Calgary's control.

The number of properties currently designated as Municipal Historic Resources is correct as of 2022 April 1. Additional properties may be designated before the program is implemented.

It is only possible to estimate the number of properties that enter the program. Uptake may be lower or higher based on funding allocated to the program. Uptake may vary based on the life circumstances of individual property owners. Other economic, real estate, and redevelopment considerations beyond Administration's ability to control or project may also factor.

Heritage Calgary is key to the success of this program and designations in general. This organization is responsible for evaluations and its evaluation capacity is tied to consistent operating funding from The City of Calgary.

## Risks and Mitigation

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The greatest risk associated with this initiative is the risk of not implementing the program. Most residential properties with heritage value remain unprotected against the possibility of major modifications or demolition. Not approving this financial incentive as part of the One Calgary 2023-2026 Service Plans and Budgets would prolong the risk of losing both heritage properties and Calgary's cultural heritage.

Loss of heritage is raised by some community members as a point of opposition to redevelopment and the intensification policies of the Municipal Development Plan. Not implementing the full suite of heritage tools and incentives proposed in PUD2020-0758 would result in elevated opposition to other city building objectives because The City of Calgary may be perceived to not have kept its policy promises to communities on heritage conservation.

Applications to the program may be less than anticipated. Fewer properties would be designated as a result. While this may result in reduced effectiveness of the program, the financial implications are mitigated by funds only being spent if applications are made.

Property taxes for eligible and potentially eligible properties are based on 2021 data. Property assessments and tax rates may change over the course of the program, causing the \$50,000 incentive for each property to be exhausted faster or slower. Individual properties cannot receive more than \$50,000 in tax reductions, so no additional property-level mitigation is required. Administration can also stage new applications to keep total annual tax reductions within budget, even if annual program costs increase for properties already in the program.

The program is dependent on funding in the 2023-2026 Service Plans and Budgets. If the program is not funded to at least the amount identified, the program cannot advance.

The number of new designations as Municipal Historic Resources that The City can process is limited by staff resources. With the required Full Time Equivalent position, Administration could support up to 50 new designations per year. Without this position, and assuming the projected increased demand for designations, the current rate of approximately seven new designations per year would severely compromise the Residential Heritage Tax Incentive program's potential.

Should the current or future Council decide to cease funding for the Residential Heritage Tax Incentive at any time, The City risks defaulting on its legal and financial obligations to program applicants. This is mitigated by Administration proposing to secure funding for the full 15-year and/or \$50,000 commitment for properties entering the program between 2023-2026. This ensures they can be paid out even if no new applications are possible.



# Tools and Incentives Summary

## Residential Heritage Tax Incentive

### General

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Supporting heritage conservation relies on policy tools, financial incentives, and regulations. The Municipal Government Act, Historic Resources Act, and other legislation provide limited power to Alberta municipalities to mandate heritage conservation. Therefore, The City of Calgary primarily relies on incentives that encourage heritage conservation, as well as policy tools that encourage development that is more complementary to existing built heritage.

The tools and incentives described below are intended to work as a complementary suite of measures. Some are more likely to result in the conservation of properties in perpetuity through designation as Municipal Historic Resources. In contrast, others more generally encourage the retention of historical structures and streetscapes. The measures also increase in specificity and development control based on the concentration of heritage assets in an area. Implemented together, they should significantly increase heritage conservation in Calgary.

### Financial Incentives

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#### Residential Heritage Tax Incentive (proposed)

The Residential Heritage Tax Incentive program would offer a municipal tax credit to the owners of residential properties with identified heritage value to encourage them to designate their properties as Municipal Historic Resources. If approved, properties that are designated as Municipal Historic Resources would be eligible for an 80 per cent reduction to the municipal portion of their property taxes. Properties may qualify one time to receive the tax credit for up to a maximum period of 15 years, up to a maximum amount of \$50,000, whichever comes first.

This program was proposed in the 2020 Heritage Conservation Tools and Incentives report, with a decision deferred to the 2023-2026 One Calgary Service Plans and Budgets.

Through providing unrestricted funds via a tax credit, the Residential Heritage Tax Incentive has the most potential of all tools and incentives to increase the number of designations in Calgary.

#### Municipal Heritage Resource Conservation Grant (existing)

The City of Calgary offers the Historic Resource Conservation Grant to residential and non-residential properties designated as Municipal Historic Resources or in the process of designation. The Grant can be applied to restoration, rehabilitation, and preservation work. The Grant helps offset costs associated with specialized work on heritage properties. Property owners must provide matching funds to qualify.

Council approved an increase to the grant as part of the 2020 Heritage Conservation Tools and Incentives report. For 2021 and 2022, \$500,000 per year is available for residential properties, with a cap of \$125,000 per property, and \$1 million per year is available



Figure 1: Jackson Residence before and after restoration

for non-residential, with a cap of \$1 million per property. This was an increase from the previous \$500,000 total annual funding and \$125,000 cap for both residential and non-residential properties.

Due to the requirement to provide matching funds, which is not financially feasible for all property owners, the ability of the grant to incentivize new residential designations is limited. Demand for grants also continues to be high and the program is often over-subscribed.

## Policy Tools

### Layer 1 - Incentive Areas (in development)

To broadly incentivize the retention of heritage assets in our city, this policy tool will offer additional development potential or incentives to developments that retain a heritage asset on site. This tool is intended to apply broadly within the built-out area to sites that have identified residential heritage assets. These incentives do not otherwise restrict or inhibit development. The Incentive Areas tools would be implemented through a City-initiated Land Use Bylaw amendment.

While this tool encourages heritage conservation through additional development potential, it does not require designations as Municipal Historic Resources. It is thus unlikely on its own to significantly increase the number of residential designations.

### Layer 2 - Discretionary Guideline Area (in development)

To incentivize the retention of heritage homes in areas of the city with moderate to high historical integrity (25-49 per cent heritage assets), this policy tool will build upon Layer 1 by making all uses (other than those incentivized by Layer 1) discretionary. As such, they will be subject to local heritage design guidelines. Many uses that are permitted today, such as single-detached dwellings, will become discretionary in these defined areas to allow design guidelines to address heritage form elements. These guidelines will apply to all developments within the area boundary, not just parcels with heritage assets.



Figure 2: Heritage guidelines example from North Hill Communities engagement

The Discretionary Guideline Areas will be implemented through the Local Area Plan process, with work underway now in communities covered by the North Hill Communities Local Area Plan.

While this tool encourages heritage retention through development that is more consistent with an area's built heritage, it does not require designations as Municipal Historic Resources. It is thus unlikely on its own to significantly increase the number of residential designations.

### Layer 3 - Direct Control Heritage Area (in development)

To incentivize the conservation of heritage assets in areas of the city with the highest historical integrity (greater than 50 per cent heritage assets), this policy tool is intended to encourage the conservation of heritage assets through specific architectural controls and limited redevelopment potential. These measures must be implemented through a Land Use Redesignation to a Direct Control district.

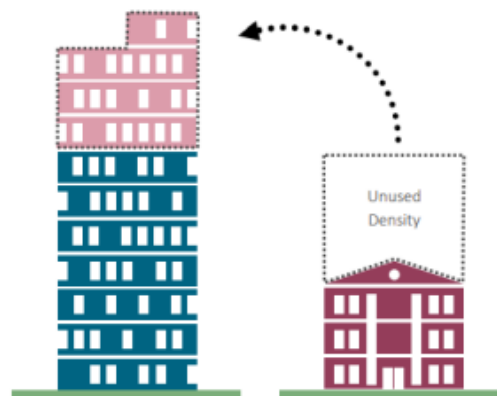
Because Layer 3 will already restrict development potential, owners of heritage assets covered by Layer 3 may be more likely to designate their properties as Municipal Historic Resources to retain them in perpetuity. However, the tool can only be implemented in select areas and a high-level of property owner “buy-in” is preferred before pursuing this approach. As such, Layer 3’s ability to incentivize new residential designations on its own is limited.

### **Density Bonussing** (existing)

Density bonussing is the practice of granting additional development potential over an established maximum in exchange for public amenities that offset the impacts of additional density and height. Density bonussing is possible in certain Calgary communities through developers providing on-site publicly accessible open spaces, on-site affordable housing, amenity fund financial contributions, community space, and/or other prescribed public amenities. The review of density bonussing practices in Calgary is ongoing.

The transfer of unused density from a designated Municipal Historic Resource to a non-heritage site is a bonussing option in select communities. This tool has been used to designate approximately 15 Municipal Historic Resources. Heritage conservation work, fund contributions benefitting heritage, and on-site heritage retention also have bonussing potential.

While density bonussing is a useful tool for heritage conservation, it has limited applicability. Only the most centrally located Calgary communities have sufficient density and height potential to make heritage density transfer viable. The trade-offs between the amenities provided by a development and the increased development potential must also occur in the same community. Heritage conservation is also only one of several bonussing options, with other on-site public amenity options potentially generating more, or more cost-effective, benefits for developers. As such, density bonussing is unlikely to significantly increase the number of residential designations across Calgary’s broader heritage-rich communities.



*Figure 3: Illustration of heritage density transfer*



# Engagement Summary

## Residential Heritage Tax Incentive

### Heritage Calgary

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Heritage Calgary was engaged throughout work on the overall Heritage Conservation Tools and Incentives initiative, including the Residential Heritage Tax Incentive. This Civic Partner is responsible for:

- Advising Council on all matters related to Calgary's heritage;
- Evaluating potential historic sites;
- Maintaining the Inventory of Evaluated Historic Resources; and
- Promoting public awareness of our shared heritage.

Heritage Calgary is essential to the success of the Residential Heritage Tax Incentive since it is responsible for evaluating sites that are potentially eligible for designation and, thus, application for the tax credit incentive. Heritage Calgary's ability to support the increased number of designations caused by the Residential Heritage Tax Incentive is heavily dependent on sufficient operating funding from The City of Calgary. This report does not request funding for Heritage Calgary, which is independently funded through the Civic Partner program.

Heritage Calgary submitted a letter in support of the Residential Heritage Tax Incentive (Attachment 5).

### General Engagement

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Beyond Heritage Calgary, no new engagement was conducted for this report. Extensive engagement was conducted previously for the Heritage Conservation Tools and Incentives report (PUD2020-0758) and there were no changes to the intent of the tax credit incentive since that time. Previous engagement included:

- Through One Calgary 2019-2022 Service Plans and Budgets engagement conducted in October 2018, "investing in heritage" was identified by the public as having value.
- An online and mail-in questionnaire was conducted with owners of non-designated sites on the Inventory of Evaluated Historic Resources. This was done to better understand perspectives regarding legal protection and what financial incentives would be required for property owners to consider heritage designation. The questionnaire found that 40% of these property owners would be "almost certain" to designate in exchange for a tax reduction.
- In-person engagement with select stakeholders in February and October 2019, including heritage advocacy groups, community associations, Councillors, and members of Calgary's development industry.
- A stakeholder information session was held on 2020 January 29 to share the proposed tools and explore alternatives.
- [www.calgary.ca/heritage](http://www.calgary.ca/heritage) provides information on conservation, designation, and grants. It includes regular updates on the Heritage Conservation Tools and Incentives work.
- Through ongoing Local Area Plan processes (North Hill Communities, Heritage Communities, Westbrook Communities, etc.), heritage conservation and community identity were identified as primary concerns for stakeholders that require clear direction and tools.
- Administration provided a confidential Calgary Planning Commission workshop on 2020 January 8 to solicit feedback and direction on a draft version of the Heritage Conservation Tools and Incentives work.



# Heritage Calgary Letter of Support



May 4, 2022

**Mayor Jyoti Gondek**  
**Chair – Executive Committee**  
City of Calgary  
PO Box 2100, Stn. M  
Calgary AB, T2P 2M5

Dear Mayor Gondek & Committee:

**Re: EC2022-0527 Residential Heritage Tax Incentive**

Heritage Calgary, in accordance with our role to advise Council and Administration on heritage matters in the city of Calgary, would like to take this opportunity to support the Residential Heritage Tax Incentive program that is being brought forward for consideration as part of the One Calgary 2023-2026 Service Plans and Budgets.

Over the last five years, we have heard from Calgarians that more tools and incentives are needed to protect our city's heritage. The Residential Heritage Tax Incentive will be a useful tool to help preserve Calgary's heritage.

The proposed incentive makes heritage designation a more financially viable alternative to redevelopment, thus providing owners with more balanced options when choosing between redevelopment and heritage conservation.

We strongly encourage Council to fund this investment come the November budget.

Sincerely,

A handwritten signature in blue ink that reads 'Josh Traptow'.

**Josh Traptow**  
**Chief Executive Officer**  
**Heritage Calgary**





# Residential Heritage Tax Incentive

Executive Committee, 2022-05-17, EC2022-0527

ISC: Unrestricted

# Residential Heritage Tax Incentive

## Previous direction:

- Develop financial incentives
- Propose tax credit funding in the 2023-2026 budget



## Recommendation:

- That the Executive Committee receive this report for the Corporate Record.

# Why Heritage Matters

## Benefits of heritage:

- Social
- Environmental
- Economic



## Calgarians say:

- Heritage conservation is important to Calgary's culture: **94%**
- Heritage conservation is important to me personally: **83%**
- More should be done to support heritage conservation: **86%**

# Residential Heritage Tax Incentive

## Program overview:

- Municipal property tax credit
- An **80%** tax reduction
- Up to **15 years** or **\$50,000**
- Defined compensation
- Pilot approach



Turcotte (Caldwell) Residence

## Projected Results

### Pilot phase:

- 60 new designations
- 136% increase



### Full program:

- 250+ new designations
- 600% increase

# Financial Implications

## Cost overview:

- No implications today
- **\$5 million** pilot proposal in the 2023-2026 budget
- **\$16 million** projected for full implementation over **24 years**
- Down from **\$18 million**



## Recommendation

That the Executive Committee receive this report for the Corporate Record.





Community Services Report to  
Executive Committee  
2022 May 17

ISC: UNRESTRICTED  
EC2022-0575  
Page 1 of 4

## **Calgary Economic Development – Economic Strategy Update**

### **RECOMMENDATION:**

That the Executive Committee recommend Council receive this report for the Corporate Record.

### **HIGHLIGHTS**

- This report provides an update on implementation of *Calgary in the New Economy: An economic strategy for Calgary* (Strategy) since the last update to the Priorities and Finance Committee in 2021 May. It also presents a pressure-tested Strategy based on community engagement and scenario analysis with a broad range of community and business stakeholders in 2021.
- **What does this mean to Calgarians?** The Strategy is a living document and roadmap that guides collaborative community economic development activities and establishes shared priorities across government, industry, community and educational institutions to support a strong, vibrant and diversified economy. To adapt to the economic disruptions in Calgary including COVID-19, Calgary Economic Development pressure-tested the Strategy in 2021 to ensure it remains relevant, future-focused, and outlines the right path for Calgary's economic prosperity.
- **Why does this matter?** Undertaking collective community action, defining shared goals, and leveraging resources from across the community is critical to support a strong and vibrant local economy. Pressure-testing the Strategy on a continuous basis through community feedback and outreach ensures that it reflects broader economic and environmental shifts.
- On 2021 May 18 the Priorities and Finance Committee received PFC2021-0556 Calgary Economic Development - Economic Strategy Update for the Corporate Record.
- Strategic Alignment to Council's Citizen Priorities: A prosperous city
- Background and Previous Council Direction is included as Attachment 1.

### **DISCUSSION**

Calgary Economic Development Ltd. is a City of Calgary wholly owned subsidiary and Civic Partner that stewards the Council-approved *Calgary in the New Economy: An economic strategy for Calgary* (Strategy). The Strategy is activated through a coordinated community effort of community members, businesses, educators, government, entrepreneurs, innovators and other key partners to collectively achieve Calgary's shared economic prosperity. The Strategy's vision is driven forward by community partners that implement actions within their organizations and sectors, and collaborate with partners and the broader community.

#### **2021 Progress Update**

Annually, as directed by Council, Calgary Economic Development provides an update on Strategy implementation to the Executive Committee. A summary of key highlights from 2021 is included in Attachment 2, and a detailed update is included in Attachment 3. The update includes an executive summary, performance measure scorecard, and 2021 highlights and detailed updates for each of the four focus areas (talent, innovation, place, and business environment) including activities, performance measures and planned 2022 actions.

In 2021, one key highlight among many was accelerated growth of Calgary's technology and innovation ecosystem. 2021 saw a number of global, leading technology companies announce

## **Calgary Economic Development - Economic Strategy Update**

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new locations in Calgary, including new Canadian headquarter locations, and the launch of centres of excellence, accelerators and innovation labs. Calgary startups including well-known Symend, Neo Financial, and Helcim set a record for venture capital investment with \$500 million invested across 66 deals. Programs and services supported Calgarians to train and retrain to be a part of the technology sector including AltaML's Applied Lab, Edge Up 2.0, NPower, and Lighthouse Labs. The Platform Innovation Centre also completed construction and is slated to open to the public later in 2022.

### **Pressure-Testing the Strategy**

The Strategy is a living document that guides collective actions. In 2021 Calgary Economic Development tested the relevance of the Strategy through research, scenario analysis and community engagement. More than 720 community members and businesses were engaged through an online survey, open houses and focus groups, and Calgary Economic Development worked with EY and The City's Strategic Foresight team to test the strategy against global political, economic, social, technological, environmental and legal macro-shifts and three key future scenarios. The pressure-tested Strategy is included as Attachment 4. Overall, the process confirmed that the Strategy's fundamental direction and focus remains relevant, but the language needed to be refined to be more inclusive, inspiring, and reflective of all Calgarians. The revised Strategy shifts from "focus areas" to "drivers, renames the "Place" driver to "Liveability" and identifies transformational initiatives under each driver. It also identifies a new driver: Brand/Reputation to reflect the importance of Calgary's brand and reputation in attracting and retaining people, companies and capital. The Strategy also focuses on diversification, broadens the application of technology and innovation across all sectors, and includes climate change actions in targets and performance measures. The revised Strategy also embeds the human side of economic development by addressing equity, diversity and inclusion and Indigenous Reconciliation.

Following previous direction from Council, the next update to the Executive Committee will be by 2023 May.

## **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

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

In 2021, more than 720 community members and businesses were engaged in pressure testing the Strategy through a public online survey, open houses and focus groups. The detailed 2021 progress update included in Attachment 4 was compiled by Calgary Economic Development through stakeholder engagement and consultation with a broad network of business and community leaders, and partner organizations, and members of Administration.

## **IMPLICATIONS**

### **Social**

## **Calgary Economic Development - Economic Strategy Update**

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One of the core values of the Strategy is inclusion, and inclusion and diversity are built into several drivers (formerly called “focus areas”), most notably Talent and Place/Liveability. Based on community feedback, the updated Strategy includes new language that is more inclusive and accessible.

### **Environmental**

Implementation of the Strategy aligns with the *Resilient Calgary* strategy that focuses on the future of Calgary’s natural infrastructure, and developing future-ready infrastructure. Updates under Place/Liveability focus on actions related to preparing for extreme events, including alignment to The City’s Climate Resilience Strategy through new key performance measures related to greenhouse gas emissions and investment in climate change infrastructure.

### **Economic**

The Strategy guides Calgary Economic Development, The City, community, and other stakeholders’ economic development efforts. The governance and implementation model supports a collaborative approach to economic development in Calgary where stakeholders work together towards shared goals.

### **Service and Financial Implications**

#### **Existing operating funding - base**

\$9,752,765

2021 operating funding was approved for Calgary Economic Development in the One Calgary budget under the Economic Development and Tourism line of service. Implementation is also supported by a broad range of City Civic Partners funded by The City.

### **RISK**

As steward of the Strategy, Calgary Economic Development Ltd. is responsible for identifying and mitigating risks related to implementation, including assessing the capacity of partners to deliver on actions. Testing the Strategy against global trends and future scenarios on a continuous basis also mitigates potential risks to execution and ensures the Strategy remains relevant and future-proof.

To manage risk, Calgary Economic Development has an Enterprise Risk Matrix in place and implementation of the Strategy is included on Calgary Economic Development’s corporate balanced scorecard that is monitored by its board of directors. Additional details about Calgary Economic Development’s risk management is included in the Civic Partner Audit Report (AC2022-0387).

### **ATTACHMENT(S)**

1. Previous Council Direction
2. Progress Report 2021 Summary
3. Calgary in the New Economy: Progress Report
4. Calgary in the New Economy
5. Presentation

**Community Services Report to  
Executive Committee  
2022 May 17**

**ISC: UNRESTRICTED  
EC2022-0575  
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**Calgary Economic Development - Economic Strategy Update**

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Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Not Applicable		

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
3/18/2021	PFC2021-0556	Economic Strategy Update That the Priorities and Finance Committee receive this report for the Corporate Record.
9/8/2020	PFC2020-0969	Economic Strategy Update That the Priorities and Finance Committee recommends that Council receive this report for information.
5/19/2019	PFC2020-0604	Economic Strategy Update That the Priorities and Finance Committee recommends that Council receive this report for information.
6/25/2018	PFC2018-0668	10 Year Economic Strategy Update and Refresh That the Priorities and Finance Committee recommends that Council approve Calgary in the New Economy: An Update to the Economic Strategy for Calgary.
5/29/2017	PFC2017-0472	10 Year Economic Strategy Update That Council receive this report for information.
6/13/2016	PFC2016-0396	10 Year Economic Strategy Update That Council 1. Receive this report for information; and 2. Direct Calgary Economic Development to report back with Innovate Calgary and Administration to the Priorities and Finance Committee with a plan to develop an Innovation Framework for Calgary for approval no later than 2016 May prior to release of \$325 thousand of the \$7 million referenced in recommendation 1 of PFC2016-0081.
12/15/2015	PFC2015-0821	10 Year Economic Strategy Update That Council approve the 10 Year Economic Strategy Update (PFC2015-0821) and direct Calgary Economic Development to provide an annual report to the Priorities and Finance Committee no later than May each year, commencing 2016 May.



# CALGARY IN THE NEW ECONOMY PROGRESS REPORT 2021



*Calgary in the New Economy* sets out an ambitious vision for the city to create long-term prosperity and opportunities for all Calgarians. The key focus areas work in tandem to create a more resilient, inclusive economy, and the Opportunity Calgary Investment Fund has emerged as an important catalyst to accelerate the strategy.

In 2021, Calgarians continued to adjust to the impacts of COVID-19, lockdowns and unpredictable swings in the global economy. In true Calgary spirit, residents and businesses demonstrated resiliency and optimism when faced with these challenges and embraced new opportunities.

## 2021 STRATEGY REFINEMENT

Given the historic economic uncertainty in the world, we pressure-tested *Calgary in the New Economy* with hundreds of Calgarians to evaluate the relevance, resilience and adaptability of the strategy. This included:

- A scenario analysis to identify global trends that will impact the strategy based on their relevance to Calgary.
- Engagement with more than 720 diverse community members and businesses through surveys, open houses and focus groups.

*Calgary in the New Economy* is a strategy for our community. It is vital the strategy evolves through continuous feedback loops and public involvement. This is not the responsibility of one organization but rather a community effort.



## FOCUS AREAS

Significant achievements and advancements occurred in all areas of focus in 2021:

### TALENT:

**BE CANADA'S DESTINATION FOR TALENT.**



**Future Skills Centre**

**INVESTED OVER \$5 MILLION**

in the EDGE UP 2.0 program to provide tech training for 320 displaced oil and gas professionals.

**OVER 80 FULL-TIME JOBS**

were created by the **Trade Accelerator Program graduates** and more than **29,000 sq. ft. of office** and warehouse space was occupied.

**Calgary Economic Development began work with the**

**CITY'S SEVEN POST-SECONDARY INSTITUTIONS**

to support a **Work Integrated Learning (WIL)** project for students.

**87 PER CENT**

of the **45 graduates** of the **Applied AI Lab from AltaML**, an OCIF beneficiary company, **secured jobs within 60 days** of graduation.

### INNOVATION:

**BE CANADA'S LEADING B2B INNOVATION ECOSYSTEM.**

**University of Calgary was**

**RANKED NO. 1**

for startups among Canadian research institutions.

**Alberta IoT helped expand**

**45 CALGARY COMPANIES**

in the Internet of Things space through its Fast Track program.

**Harvest Venture Builder, an OCIF-beneficiary, and partners**

**LAUNCHED A \$14 MILLION VENTURE CAPITAL FUND**

to help pre-scale founders of fintech companies

**The Oil Sands Pathway to**

**NET ZERO**

was established to achieve net zero greenhouse gas emissions by 2050.

**A RECORD \$500 MILLION**

in venture capital was invested in Calgary with 66 financings.



## PLACE:

BE CANADA'S MOST LIVABLE CITY.



### Infrastructure projects to REVITALIZE CALGARY'S CITY CENTRE

were advanced including the Glenbow Museum, Arts Commons and BMO Convention Centre.

### City Council approved the Greater Downtown Plan, COMMITTING \$200 MILLION

to the strategy and a \$100-million office conversion incentive program.

### THE CITY'S CLIMATE RESILIENCE STRATEGY

was updated with the declaration of a **climate emergency** to achieve **municipal net-zero goals by 2050**.

**THE GREEN LINE LRT,**  
the **largest infrastructure project** in Calgary's history, was approved for provincial and federal funding.

**The inaugural Chinook Blast saw  
391,903 PEOPLE ATTEND**

## BUSINESS ENVIRONMENT:

BE CANADA'S MOST BUSINESS-FRIENDLY CITY.

The **impact of film and television production** was a record

**\$522 MILLION**

following changes to the provincial Film and Television Tax Credit.

### The Alberta Energy Transition Study showcased how a **NET-ZERO STRATEGY**

could create **170,000 new jobs** and contribute up to **\$61 billion** to **Alberta's GDP by 2050**.

**The City of Calgary** continues to work closely with **organizations** pursuing

### **URBAN AGRICULTURE**

to assist them in the development process.

**INFOSYS, MPHASIS, RBC AND AWS** made **major investments in Calgary**, as did OCIF-supported global business accelerators **Plug and Play, SVG Ventures THRIVE** and **Endeavor**.



### THE CITY'S LIVING LAB PROGRAM

to test commercial products added **41 new projects**



# ***Calgary in the New Economy: Progress Report***

**Calgary Economic Development is a conduit, connector, catalyst and storyteller that collaborates with stakeholders to advance economic growth and diversification.**

*17 MAY 2022 PROGRESS REPORT TO EXECUTIVE (FORMERLY PRIORITIES AND FINANCE) COMMITTEE*

## Executive Summary

*Calgary in the New Economy's* vision is for Calgary to be the place where bright minds and big ideas come together with an unmatched spirit to help solve global challenges. Anything is possible in Calgary—an opportunity-rich city of creative innovators, dreamers, visionaries, and game changers. *Calgary in the New Economy* sets out an ambitious vision for the city, one that will create long-term prosperity and opportunities for all. Four focus areas work in tandem to create a thriving economy. The strategy is a call to action for all Calgarians.

2021 saw Calgarians still adjusting to the ongoing impacts of COVID-19, with vaccines available, new variants emerging, and restrictions being updated and shifted. What didn't change, however, was the resiliency of Calgarians to find creative, new, and exciting ways of doing things and leaning into the challenges and opportunities presented by COVID-19 and other local and world events.

The momentum was evident in a growing tech sector that's now a driver of economic diversification and employment. Major investment [announcements in 2021](#) all focused on technology:

- Venture Capital (VC) investment surged in Calgary with almost 90 per cent of activity in Alberta coming from 66 companies totalling \$500 million.
- Infosys, a global leader in digital services, will open an office and bring 500 jobs to Calgary by 2023.
- Mphasis, a global IT solutions provider, the Government of Alberta and University of Calgary (UCalgary) launched Quantum City Centre of Excellence which will create 1,000 jobs by 2023.
- RBC will open a Calgary Innovation Hub and create 300 technology roles by 2024.
- Amazon Web Services (AWS) will invest \$4.3 billion in Alberta to establish a Data Center Region in Calgary by 2024.
- SVG Ventures | Thrive, a global AgriFood investment and innovation platform announced the opening of their Canadian Headquarters in Calgary. Opportunity Calgary Investment Fund (OCIF) committed \$1 million to support the acceleration of promising Calgary-startups in the Agtech sector through Thrive's Canadian Accelerator over two years.
- Plug and Play announced the establishment of their Canadian Headquarters in Calgary. OCIF committed \$7M to support the acceleration of 231 Calgary Startups over five years.
- OCIF announced \$3M funding to Creative Destruction Lab-Rockies (CDL-R) to support acceleration of 120 Calgary startups over the next 5 years.
- Accelerate Fund III announced support for early-stage (pre-Series A) Calgary technology companies through. OCIF will match up to \$6 million toward investments made in Calgary's early-stage companies to help accelerate the growth of the local tech and innovation sector.
- OCIF pledged \$330k to graduate 165 Calgary-based woman identifying individuals through Movement51's Financial Feminism Investment Lab.

- A team comprised of The City of Calgary, Calgary Economic Development, SAIT, and Platform Calgary initiated the Discovery Phase of advancing an Innovation District in Calgary.

Film and television production spending surged to a record \$522 million in 2021. Additionally, Calgary Economic Development supported the attraction, retention, or expansion of 30 companies (excluding film and TV) and worked with local companies that completed 34 trade export deals, more than double the level of the previous two years. The companies supported absorbed more than 297,000 sq. ft. of downtown office space, contributing to a total of more than 1.3 million sq. ft. of commercial and industrial space filled in 2021 compared to 258,055 sq. ft. in 2020. All of this to say that companies, capital and talent were top of mind in 2021 across all sectors.

The value of municipal building permits reached a 10-year high and, even though unemployment remains high, Calgary added 15,000 jobs and has more people working than at any other time in the city's history.

This highlight of accomplishments aligns with the four focus areas of *Calgary in the New Economy*—Talent, Innovation, Place, and Business Environment. These focus areas don't work in isolation. Instead, each focus area's progress enables the others—these points of intersection are where the most significant impact occurs. The Greater Downtown Plan, for example, is an important cross-sectoral initiative in Calgary, where all the areas work together to create a transformational impact. This Plan focuses not only on incentives for office conversion, replacement, and development (business environment), but also on residential development projects that improve public spaces and create vibrancy to attract talent, with a focus on culture and public activations in the core (place), that all come together to drive creative collisions and innovation in and around the downtown (innovation and talent).

2021 saw Calgarians participate in both a federal and municipal election, the latter resulting in the election of a new mayor and largely new council. Shortly after taking office, the new council voted to declare a climate emergency, highlighting this as a priority for the City. With the world moving towards a "new normal," people are evaluating and re-evaluating what's most important to them in a world that's beginning to move forward with COVID-19 as a daily constant. This marked the perfect time to pressure-test *Calgary in the New Economy* to better represent these new circumstances, incorporating a strategy that can adapt and adjust to whatever unprecedented and unpredictable events may await.

## 2021 Strategy Refinement

In 2021, Calgary Economic Development pressure-tested *Calgary in the New Economy* partially in response to the disruptions exacerbated by world challenges such as COVID-19 and the precipitous fall in oil prices, to evaluate the relevance, resilience, and adaptability of the economic strategy.

The intent of pressure-testing the strategy in its current form was to make the strategy more tangible and measurable using simple, inspiring, clear statements and consistent, relevant metrics to measure progress and performance. This strategy is a strategy for the community and therefore, it is vital that it lives and evolves through continuous feedback loops and community involvement.

This work was accomplished by:

1. Testing the strategy with scenario analysis that identified global trends to monitor based on relevance for Calgary and explore implications of possible future scenarios on the strategy and how we activate.
2. Engaging the community and raise awareness about the strategy through online surveys, open houses, and focus groups. Over 720 community members and businesses participated in the various engagement opportunities.

These consultations confirmed the strategic direction and areas of focus within the current strategy were on the right track, but highlighted areas of opportunity with the language and communication of the strategy; opportunities to be more inclusive, inspiring, ambitious, and human-centred. Calgary's reputation and brand was a recurring theme in all conversations. Business leaders across a variety of sectors felt that external perceptions of Calgary (and Alberta) were a challenge to attracting and retaining companies, capital and talent. There was a strong sense that more emphasis needed to be placed on collectively working towards changing those perceptions, which is not the job of a single organization but rather a community effort.

As a result of these sessions, Calgary Economic Development will continue to drive the economic strategy forward through:

- Conducting ongoing community engagement and outreach with civic partners, under-represented communities and groups in our city, including Indigenous and newcomer communities, and all Calgarians to showcase the efforts and progress made towards economic development and diversification.
- Championing and driving transformational initiatives related to the strategy, initiatives that support multiple focus areas at once and include diverse groups of audiences and users from within the city.

## Governance and Management

*Calgary in the New Economy* is stewarded by Calgary Economic Development. Our role includes ensuring the strategy is resilient and relevant, now and in the future, reporting on progress toward the vision and priorities within the strategy and coordinating and aligning the multiple organizations and groups critical to achieving the vision set out in the strategy; Such groups include The City of Calgary and other civic partners including but not limited to Calgary Municipal Land Corp., Tourism Calgary, and Calgary Arts Development.

At the end of the day, realizing the vision and outcomes outlined in the strategy is the work of all Calgarians, not just civic partners, including businesses, non-profits, newcomer and immigrant serving organizations, arts and culture groups, and more. This is a community effort.

Each focus area is managed in a common way with area-specific differences, where appropriate. All work within a focus area includes community leaders and diverse stakeholders with representation from different groups in their ecosystem. Stakeholders are brought together to provide thought leadership, collaborate, and activate the strategy.

<b>CALGARY IN THE NEW ECONOMY KEY PERFORMANCE INDICATOR (KPI) SCORECARD</b>		
<b>TALENT</b>	<b>2021 data</b>	<b>Trend</b>
Schooling completion rates (secondary)	182,744 <sup>1</sup>	↓
Schooling completion rates (post-secondary/colleges/institutes) FLE (Full Load Equivalent)	18,150 <sup>2</sup>	↓
Schooling completion rates (post-secondary/colleges/institutes) International students with FLE	2,510 <sup>3</sup>	↑
Schooling completion rates (post-secondary/colleges/institutes) Indigenous with FLE	600 <sup>4</sup>	Not available
Enrollment in Work Integrated Learning (WIL)/Experiential Learning offerings	1,980 WIL Participations in 2021 with a total program completion rate of 4,342 in 2021 in 135 programs <sup>5</sup>	↑
Net population change from 2020	14,467 <sup>6</sup>	↓
Net intraprovincial migration	2,892 <sup>7</sup>	↑
Net interprovincial migration	-3,347 <sup>8</sup>	↓
<b>INNOVATION</b>	<b>2021 data</b>	<b>Trend</b>
Startup companies in Calgary (1 - 4 employees)	385 <sup>9</sup>	↑
Core technology companies in Calgary (>5 employees)	527 <sup>10</sup>	↑
Number of technology jobs (Tech Talent jobs as a percentage of total jobs, as defined by CBRE)	7.1% <sup>11</sup>	↑
Ranking in CBRE Tech Talent Report	28 of 50 (increase of 6 rankings from 2020)	↑
Number of Venture deals and total capital funds secured	66 (4 <sup>th</sup> in Canada) \$500 Million in private equity deals	↑

<sup>1</sup> City of Calgary Open Data Set, <https://data.calgary.ca/Demographics/School-Enrolment-Bar-Chart/7b64-duti>.

<sup>2</sup> Government of Alberta's Open Data dataset titled 'Full Load Equivalent (FLE) Enrolment within the Alberta Post-Secondary Education System.

<sup>3</sup> Government of Alberta's Open Data dataset titled 'Full Load Equivalent (FLE) Enrolment within the Alberta Post-Secondary Education System.

<sup>4</sup> Government of Alberta's Open Data dataset titled 'Full Load Equivalent (FLE) Enrolment within the Alberta Post-Secondary Education System.

<sup>5</sup> This data is from Calgary Economic Development's Tech Talent Survey and only reflects a small snapshot of the ecosystem with 135 programs reported on, not all of them offering WIL programming.

<sup>6</sup> Statistics Canada. Table 17-10-0135-01 Population estimates, July 1, by census metropolitan area and census agglomeration, 2016 boundaries.

<sup>7</sup> Statistics Canada. Table 17-10-0138-01 Components of population change by economic region, 2016 boundaries.

<sup>8</sup> Statistics Canada. Table 17-10-0138-01 Components of population change by economic region, 2016 boundaries.

<sup>9</sup> This data was collected by Zinc Ventures, A100, and Platform Calgary and is a Zinc Ventures prototype as part of the Butterfly Collection.

<sup>10</sup> This data was collected by Zinc Ventures, A100, and Platform Calgary and is a Zinc Ventures prototype as part of the Butterfly Collection.

<sup>11</sup> CBRE Tech Talent Report.

Perceptions of Calgary is an innovative city (New solutions, ideas, and technologies are being applied in new ways in Calgary)	76% of business leaders agree <sup>12</sup>	↑
<b>PLACE</b>	<b>2021 data</b>	<b>Trend</b>
Greenhouse gas emissions per capita (Tonnes of CO2 equivalent emitted/capita)	11.9	↑
Citizen's perception of Calgary being a great place to make a life	88% feel Calgary is a good place for families <sup>13</sup> 83% believe Calgary is a good place for young people to live 80% believe Calgarians are entitled to a living wage 70% of those aged 65+ feel Calgary is a good place for seniors to live	↓
Perceptions of amenity-rich/complete neighbourhoods	84% of people are proud to live in their neighbourhoods <sup>14</sup>	↓
Number of amenities (theatres, museums, concert halls, art galleries, and sports and recreation facilities)	853 <sup>15</sup>	Not available
<b>BUSINESS ENVIRONMENT</b>	<b>2021 data</b>	<b>Trend</b>
Number of site inquiries from Wireless Service Providers to The City (each inquiry containing between 1-20 sites)	34	↑
Physical connectivity activity (air cargo landings)	5363	↑
Business counts	58,788 <sup>16</sup>	↑
Perception of businesses that it's 'easy to do business' in Calgary (Calgary is a good place to do business)	77% of business leaders agree <sup>17</sup>	↑

Note: The arrows in the figure above represent the overall positive or negative trending nature of the data. They do not represent increased or decreased numerical values.

<sup>12</sup> Calgary Economic Development External Perceptions Final Report, 2021.

<sup>13</sup> City of Calgary Quality of Life and Citizen Satisfaction Survey, Fall 2021.

<sup>14</sup> City of Calgary Quality of Life and Citizen Satisfaction Survey, Fall 2021.

<sup>15</sup> Tripadvisor ([https://www.tripadvisor.ca/Attractions-g154913-Activities-a\\_allAttractions.true-Calgary\\_Alberta.html](https://www.tripadvisor.ca/Attractions-g154913-Activities-a_allAttractions.true-Calgary_Alberta.html)), retrieved March 2022.

<sup>16</sup> Canadian Business Counts, with employees, census metropolitan areas and census subdivisions, December 2021.

<sup>17</sup> Calgary Economic Development External Perceptions Final Report, 2021.

## Highlights From 2021

### TALENT

- Future Skills Centre (FSC) invested over \$5 million in the EDGE UP 2.0 program to provide training for 320 displaced oil and gas professionals for careers in tech.
- Calgary Economic Development began working with seven post-secondary institutions (PSIs) in Calgary to support the successful integration of the Work Integrated Learning (WIL) regional pilot project for students, employees, and industry partners across Calgary. This is an exemplary program as it showcases the ingenuity and the collective effort to support post secondary students across the city, with provincial and federal funding support.
- Over 81 new full-time jobs were created by Trade Accelerator Program (TAP) alumni in Calgary and more than 29,000 sq. ft. of office and warehouse space was occupied. TAP Calgary ran its first cohort for women-led businesses and the unique challenges they face with eight companies attending.
- During its first year ending in fall 2021, AltaML's Applied AI Lab received over 1,500 applicants for 64 positions available over 4 cohorts with a completion rate of 100%. Of the 45 graduates in 2021, 87% found employment within 60 days of graduation.
- Lighthouse Labs graduated 75 Calgary individuals in 2021 from its Web Development Boot Camp, with an employment rate of 96% within 180 days after graduation. Lighthouse Lab received \$300K in 2019 to accelerate expansion of its Web Development Bootcamp program in Calgary.
- To date, NPower Canada has provided training for nearly 400 Calgarians through its free in-demand digital and professional skills training for young adults, with the organization receiving public-backed funding in 2019.
- Intergen released its integrated HotSpot with Matching Platform to enhance/expedite connections through AI between transitioning senior executives and later-stage startups. To date, they have had well over 100 companies and senior executives enrolled and over two dozen successful long-term matches achieved.
- The public and private sector have joined forces to create a Quantum City Centre for Excellence housed at the University of Calgary which will develop talent and strengthen the quantum computing ecosystem.
- SAIT's School of Information and Communications Technologies merged with the School of Advanced Digital Technology (SADT) to ensure the continued success of talent in an increasingly digital world.

### INNOVATION

- University of Calgary was ranked the number one amongst research institutions in Canada for startups, with University of Calgary responsible for 21 of 104 startups across all Canadian research institutions.
- Canadian Natural Resources, Imperial Oil Ltd, and Suncor created the Oil Sands Pathway to Net Zero with the goal to achieve net zero greenhouse gas (GHG) emissions from oil sands operations by 2050.

- For the second year in a row, Calgary set a record for venture capital investment with 66 total venture capital deals in 2021 totalling \$500 million.
- Calgary was one of the top 20 North American cities for hiring affordable talent and ranked as one of the top 100 emerging tech Startup ecosystems in the world according to the Global Startup Ecosystems Report (GSER).
- The Live Tech. Love Life. social media campaign saw a total of 30.8 million impressions and more than 400k impressions on the @LiveTech\_LoveLife Instagram account. Through the website, 19 stories were posted throughout 2021 featuring Calgary tech companies.
- The Platform Innovation Centre was completed.
- The Life Sciences Innovation Hub (supported by OCIF) at the University of Calgary reported a tenant capacity of 94.7%, with plans to add 6 additional labs over the next 5 years.
- Alberta IoT helped nurture and expand 45 Calgary companies in the Internet of Things space through their Fast Track program in 2021. One of Alberta IoT graduates, PCC Integrate Inc, was presented with Most Innovative PropTech Solution Award during the IoT PropTech Summit.
- Harvest Venture Builder launched a \$14M venture capital fund with the addition of Harvest Venture Partners, an early-stage venture capital firm to help pre-scale founders of fintech companies in the prairies.
- The tech sector in Calgary grows with local companies such as Neo Financial raising \$64M Series B funding round securing a total of \$114M in funding in two years. Neo Financial moved into a new 49,000 sq. ft. space in downtown Calgary.
- Benevity acquired Switzerland based Alya allowing Benevity to expand its global presence.

## PLACE

- The Climate Resilience Strategy underwent an extensive update in line with the climate emergency declaration with the drive to achieve net-zero by 2050.
- The Alberta Energy Transition study was published in 2021 and found that pursuing a net-zero future could potentially create 170,000 new jobs and contribute up to \$61 billion to Alberta's GDP by 2050.
- Startup Genome's 2021 Global Startup Ecosystem Report: Cleantech Edition calls Calgary an "Ecosystem to Watch" in North America and one of the Top 30 of 280 cities worldwide.
- The Green Line Light Rail Transit (LRT), the largest infrastructure project to ever be undertaken in Calgary's history received approved provincial and federal funding.
- Chinook Blast, Calgary's winter festival, saw 391,903 people in attendance in it's inaugural year across the various programming offerings over the three-week event.
- City Council approved the Greater Downtown Plan and committed \$200 million in funding to execute the strategy in addition to creating a \$100 million office conversion incentivization program.
- The Downtown Strategy Champions Network (formerly the Leadership team) and Working Group continue to work to transform and reinvent downtown, including office to residential conversion.

- Significant infrastructure projects continue to make progress to revitalize Calgary's city centre including the Glenbow Museum, Arts Commons, and the BMO Convention Centre.
- Keystone organizations within the city are attracting world class leadership talent contributing to Calgary's arts and culture scene and livability.

## **BUSINESS ENVIRONMENT**

- Amazon Web Services (AWS) established a Data Center Region in Calgary that will be one of two in Canada available to millions of AWS customers worldwide.
- Progress was made on the YYC Calgary International Airport - Banff Rail (CABR) project that will provide sustainable transportation to passengers from Calgary to the Banff railway station. A detailed memorandum of understanding (MoU) was signed in July 2021 between Invest Alberta, Alberta Transportation and Canada Infrastructure Bank (CIB).
- A memorandum of understanding (MOU) was signed with the Alberta Government and Prairie Link to move ahead with the proposed high speed rail link between Calgary and Edmonton.
- YYC Air Cargo experienced record growth in 2021.
- The YYC Airport Authority Working closely with the Public Health Agency of Canada (PHAC) and developed a dedicated testing centre that safely accommodated more than 2,000 guests a day.
- Conversations to explore what a successful Innovation District could look like for Calgary have been moving forward, with virtual focus groups and community engagement workshops hosted at the Platform Innovation Centre undertaken to explore.
- The Film and Creative Industries sector has received support from the provincial government, with the removal of the \$10 million per project tax cap for productions, creating \$500 million of economic impact.
- Calgary was ranked 10<sup>th</sup> in MovieMakers assessment of best places to live and work as a moviemaker in 2021. This demonstrates the continuous and collaborative work between the Calgary Film Commission and the Business and Local Economy Team at the City of Calgary to make Calgary a great film friendly city.
- The City of Calgary continues to work closely with organizations pursuing urban agriculture to streamline the development process.
- The City continued the streamlined patio process and fees continued to be waived and feedback has been collected to support a more consistent standardized process in 2022.
- The City's Living Lab program, for those looking to test and try new ideas and products in a real-life environment, had 50 projects in 2021, a huge gain from nine in 2020 considering continued uncertain times due to COVID-19.

## TALENT

*Calgary in the New Economy* sets the talent-specific goal as **Calgary being Canada’s destination for talent**. The ability to develop, attract, and retain talent of all experience levels and, especially, in specific high-demand skills is imperative for long-term prosperity. This focus area concentrates on traditional methods of talent development, attraction, and retention and innovative new ways to mobilize organizations and businesses such as the Calgary Board of Education, Calgary Public Library, education-focused startups, reskilling programs, post-secondary institutions (PSIs), and individual businesses to create a city in which learning is innate and curiosity is expected.

### 2021 Progress

#### **OUTCOME 1: NURTURE AN ADAPTIVE ENVIRONMENT THAT EMPOWERS AND DEVELOPS LIFE-LONG LEARNERS**

##### ***2021 key activities***

Following a successful two-year pilot program, Future Skills Centre (FSC) invested over \$5 million into the EDGE UP 2.0 program with Calgary Economic Development providing training for 320 displaced oil and gas professionals for careers in tech. EDGE UP (Energy to Digital Growth Education and Upskilling Project) is a multi-stakeholder program launched in Calgary in 2019 to test new approaches to skills development for mid-career workers for technology jobs being created in all sectors of Calgary’s economy. The program targets professionals displaced from the structural change in the oil and gas sector. Students are trained for in-demand information technology jobs including data analysts, full-stack software developers, information technology project managers, cybersecurity analysts, UI/UX Designers, and digital marketing. Many graduated students have provided testimonials and speak fondly of the program. They attribute their successes and ability to find new jobs to the education and training they received in the program.

Notably, one of the biggest 2021 EDGE UP success stories was the public announcement made in November 2021 on the collaboration between EDGE UP, Mount Royal University and Amazon Web Services (AWS) following AWS’s announcement that they will be expanding to Calgary through the establishment of a Data Center Region. Starting in 2022, AWS, Mount Royal University and EDGE UP will work together to deliver the AWS re/Start program with the EDGE UP 2.0 program.

2021 also saw The City of Calgary partner with Microsoft, Calgary Board of Education, and Calgary Public Library to launch a design challenge using Minecraft: Education Edition. The objective was to reimagine public spaces in Calgary’s downtown to strengthen the community and enrich the lives of Calgarians. The challenge, “Level Up, Calgary!” was the first K-12 design challenge of its kind in Canada with more than 12,000 students participating. Winners were announced in one of four division categories with winners representing Dr. E.W. Coffin School, Captain John Palliser School, Dr. Gordon Higgins School, and Centennial High School. The City is now exploring ways to recreate student designs within the downtown through either real-world examples or visual representations.

## Progress and performance measurement

### KPI #1: Secondary education enrollment rates

Core educational systems provide Calgarians with strong learning “backbones” to support the continued development of skills throughout their lives. Alberta’s current K-12 education system performs well globally according to Program for International Student Assessment results which is a standardized global education test. Calgarians with solid foundations of enabling skills that empower adaptability and lifelong learning form the primary building blocks of Calgary’s talent pipeline.

Program	2020/2021 School Year Enrollments
All (public and other)	Over 182,000 enrollments across all Calgary schools <sup>18</sup>
Public school division	122,451 enrollments

### KPI #2: Post-secondary enrollments and completion rates

Post-secondary institutions (PSIs) play important roles in enhancing Calgary’s workforce and talent landscapes. PSIs currently provide Calgarians, as well as national and international students, with opportunities to develop advanced technical skills and domain competencies. Important research and innovation activities at Calgary’s PSIs contribute to local skills development and the city’s attractiveness to global talent. The scale of Calgary’s local talent pipeline is reflective of the accessibility of post-secondary education and the volume of learners completing programs.

Program	Enrollments <sup>19</sup>	Change from 2019	Completions	Change from 2019
All	65,489 full-load equivalents	1.5% increase	18,150 full-load equivalents	5.5% decrease
	8,459 international student full-load equivalents	17.9% increase	2,510 international student full-load equivalents	21.4% increase
	2,255 Indigenous full-load equivalents	4.5% increase	600 Indigenous full-load equivalents	1.5% increase

<sup>18</sup> City of Calgary Open Data Set, <https://data.calgary.ca/Demographics/School-Enrolment-Bar-Chart/7b64-duti>.

<sup>19</sup> This data is taken from the Government of Alberta’s Open Data dataset titled ‘Full Load Equivalent (FLE) Enrolment within the Alberta Post-Secondary Education System’. Typically, this data is released on a one-year lag so that data for the previous school year ending in March is released in January of the subsequent year. However, to date the 2021 data has yet to be released, so the most recent year that we can present data for 2020 and was released in January 2021.

### KPI #3: Participation in skills-development offerings with ecosystem partners

PSIs are an essential contributor to an innovation ecosystem. They contribute to the development of talent through various programs and courses in a variety of areas. PSIs are increasingly focused on developing pathways to startup formation and commercialization of technologies. Traditionally an advantage of research universities developing intellectual property (IP) for commercialization, now all types of PSIs make strategic corporate partnerships or have entrepreneur development courses/programming to serve students.

Innovate Calgary, for example, is the central incubator for the University of Calgary. It plays a crucial role in supporting the commercialization of research at University of Calgary, providing programming, education, and funding opportunities. They work closely with faculty, staff, researchers, and students to take an idea or research findings and use them to create economic and/or social impact.

Growing a technology company or creating innovations requires a unique way of thinking and problem solving, often referred to as an entrepreneurial mindset. PSIs are a primary support in fostering an entrepreneurial mindset in the student population, not just through courses but additional programming available on campus – curricular, co-curricular, and extra-curricular.

Extra-curricular opportunities like Mount Royal University's [BounceBackYYC](#) Hack-a-thon allow students an opportunity to work on diverse, multi-disciplinary teams to find creative solutions to real world issues. This hack-a-thon, inspired by the Greater Downtown Plan and The City's initial \$200 million commitment to resource the Greater Downtown Plan, asked students to consider how the \$200 million should be spent in one of three challenge tracks: safety, transportation & transit, and vibrant community. App-based solutions were common among the winning teams with one team proposing an app that would highlight safe and potentially unsafe walking routes through downtown, and another proposing an app that would make it possible for downtown commuters to connect with residents to sublet cheaper parking.

As part of 150 Startups - a multi-year Alberta-wide initiative designed to build a more resilient economy and expand Alberta's entrepreneurial capacity by creating more first-time entrepreneurs at all 26 of Alberta's publicly funded colleges, universities, and polytechnics – the initiative, Founder Fridays was launched in April 2021. Founder Fridays occur every first and third Friday of the month bringing together Alberta's entrepreneurs, mentors, ecosystem builders, and service providers. The first event of the month focuses on a fireside chat with an author of the book of the month, a copy of which is also sent out to all participants. In the second event of the month, all participants are invited back together to discuss how the book's content can be applied to Alberta's tech sector.

Entrepreneur Development Courses	Programs/Courses	Students Participating
<b>Platform Calgary<sup>20</sup></b>	11	924
<b>SAIT<sup>21</sup></b>	Number of SAIT's School of Business Entrepreneurship courses offered: 1	Enrollment in SAIT's School of Business Entrepreneurship courses: 175 Enrollment in SAIT's School of Business capstone course: 203
<b>Ambrose University</b>	1 entrepreneurship course	16 students
<b>Bow Valley College</b>	<b>Program:</b>	<b># Participants:</b>
	Sales Playbook Program	16 companies; 31 individuals
	Innovation Rodeo 2021 (virtual)	362 participants registered (253 for the whole week)
	Founder Fridays (bi-weekly virtual event)	955 attendees total (between April–December 2021)
<b>Mount Royal University</b>	<b>Type of Program:</b>	<b># Participants:</b>
	Students enrolled in Innovation and Entrepreneurship courses	1370 students <sup>22</sup>
	Curricular: 3	106 students <sup>23</sup>
	Co-curricular: 6	100 <sup>24</sup>

#### KPI #4: Vibrancy and ecosystem

To further develop the concept of a new learning system, a broad range of community partners, facilitated by Calgary Economic Development, established the LearningCITY Project. Debuted in June 2020, through the *Calgary on the Precipice* report, 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 project has five pillars: transition to an open learning system, transition to purpose-based learning, commit to universal experiential learning, develop enabling competencies, and invest in city-level structural capital. As there was no current ecosystem established for learning systems, development of the LearningCITY framework was key to being able to build further projects in alignment with it and have partners anchored in the project's pillars.

Calgary recognizes that it needs to become a city that learns and adapts faster and better than others, to do this requires a common language that can be adopted within the ecosystem as a foundation to develop adaptability. The Competencies for Life (C4L) model,

<sup>20</sup> Reflects data for 2020 clients, this is the most recent data available at the time of this report.

<sup>21</sup> SAIT's School of Business entrepreneurship courses.

<sup>22</sup> This reflects students enrolled in at least one Innovation and Entrepreneurship course, regardless of program of study for the 2021/22 year.

<sup>23</sup> Students enrolled in a 6-course minor or a 10-course concentration in Innovation and Entrepreneurship for the 2021/22 year.

<sup>24</sup> Total students engaged in co-curricular Innovation and Entrepreneurship programs during the 2021/22 year.

introduced following the City Council's approval of the LearningCITY community pilot in March 2021, was created to address this. The C4L project piloted the introduction of a unified set of 25 enabling competencies anchored in six clusters: problem solving, self-reliance, collaborating, communicating, core literacies, and core workplace skills. Led by a team of students from a range of postsecondary institutions, the project was supported by 10+ diverse community partners, including the Calgary Public Library, the Genesis Centre, and the Centre for Newcomers. Going forward, the C4L model will be embedded through future talent ecosystem projects, and it will be encouraged for partners within this area to adopt and integrate the insights from this project.

### ***2022 actions planned***

Today's talent market is highly inefficient because it lacks both a shared understanding of the currency being exchanged and verification of these competencies. The introduction of Community Microcredentials (CMCs) was a primary recommendation from the 2021 LearningCITY pilot to fill a void currently identified in the talent development system. CED is collaborating with Mount Royal University and the Calgary Arts Development Authority in the design and testing of CMCs. Starting in January 2022, Mount Royal University, through Professor Dr. David J. Finch, dedicated 2 capstone marketing classes to ideate on various CMC models within high-demand areas associated with marketing, communications, and visual design. The results from these valuable student projects will inform a pilot that will run to October 2022 and can be further tested with industry and scaled to include other sectors that would benefit from the acceptance of CMCs.

## **OUTCOME 2: FOSTER CONNECTIONS BETWEEN EMPLOYERS, CITIZENS, AND SKILLS PROVIDERS TO CREATE DIVERSE AND UNIQUE LEARNING OPPORTUNITIES**

Relevancy is a powerful driver of decisions with respect to skills development and opportunities. As careers become less linear and more integrated with lifelong-learning, the lines between prioritizing material outcomes and skills-development are increasingly blurred. During Calgary Economic Development's *New Economy LIVE* series in September 2021, this topic was front and center. Mount Royal University's Dr. David Finch, professor in the Bissett School of Business, spoke of the need for enabling competencies (transferable skills) instead of continuing to focus heavily on job-specific training. Ensuring Calgary's employers and skills providers are collaboratively offering relevant opportunities, that enable the development of a suite of soft skills, will help develop and attract top talent.

### ***2021 key activities***

Calgary's PSIs acknowledge the importance of WIL opportunities and are committed to the ambitious goal of providing 100 per cent of students with meaningful WIL opportunities before 2030.

*"Work-integrated learning is a form of curricular experiential education that formally integrates a student's academic studies with quality experiences within a workplace or practice setting. WIL experiences include an engaged partnership of at least: an academic institution, a*

host organization, and a student. WIL can occur at the course or program level and includes the development of student learning objectives and outcomes related to: employability, agency, knowledge and skill mobility and life-long learning.” (source: [CEWIL Canada, 2021](#))

In 2021, Calgary Economic Development began working with Calgary’s seven PSIs to design a regional pilot project to make WIL more accessible to Calgary’s employers and provide more WIL opportunities for learners; reducing barriers for employers and learners. Consistent engagement with these partners is crucial to the success of the program. Through conversations and workshops, CED has identified key areas that need to be addressed through this project. These include clarity around the definition of WIL, ease of navigation between WIL programs and tools & resources to support parties before/during/after WIL placements. Other areas include employer connections, technical developments, funding access, support capacity and system equity. Another major portion of this year was dedicated towards securing funding for this pilot project and establishing project scope with the technology partners, Magnet & ORBIS.

Under SAIT’s new strategic plan, with a focus on supporting students, employees and industry partners in a new way of learning and doing, the School of Information and Communications Technologies merged with the School of Advanced Digital Technology (SADT) to ensure their learning community has the digital literacy skills to continue succeeding. SADT was designed to address the significant shortage of tech talent in Calgary and this move addressed industry partner needs through rollout and evolution of in-demand tech programming. Through their tech bootcamps they were able to deliver on 112 experiential learning placements for their students and had 456 students in industry practicums. They are working towards a goal of 15,000 graduates through the school over five years.

### ***Progress and performance measurement***

#### **KPI #1: Enrollment in WIL/Experiential Learning offerings**

Enrollment in learning activities across Calgary’s skill-development ecosystem is indicative of the desirability of the offerings available. As increasingly mobile talent pursues opportunities around the world, the choice of talent to participate in Calgary-based learning opportunities demonstrates the global competitiveness and attractiveness of Calgary’s talent development capacities. In Calgary Economic Development’s 2021 Tech Talent Survey, 135 programs with tech-related course offerings were surveyed to gain insight regarding the tech talent ecosystem.

<b>Tech Training Ecosystem<sup>25</sup></b>	<b>2021</b>	
	<b>Enrollments</b>	<b>Completions</b>
Post-Secondary Programs	7,348	2,696
Non-Post-Secondary Programs	2,245	2,152

<sup>25</sup> This data is from Calgary Economic Development’s Tech Talent Survey and only reflects a small snapshot of the ecosystem with 135 programs reported on.

## KPI#2: WIL/Experiential Learning offerings within the Tech Talent Ecosystem

As highlighted above, PSIs are committed to working toward the goal to ensure all students have at least one meaningful WIL/experiential learning opportunity before they complete their program. These opportunities are crucial in providing students with skills that prepare them for life post-graduation. They allow for real-world application of skills they're learning as part of their program.

The data below was retrieved from the 2021 Tech Talent Survey that was completed by 135 programs. It must be noted that some programs did not report if they do or do not provide WIL opportunities.

	2021	
Programs <sup>26</sup>	WIL Program Opportunities	WIL Participant Enrollments
135 surveyed in the Tech Talent Survey	86 responded to having a type of WIL opportunity	1,980

## **2022 actions planned**

Developing a WIL pilot project remains a priority for Calgary Economic Development in 2022. All PSIs are supporting this work by providing their insights and learnings around best-practices. A centralized digital portal will make it easier for employers to create and share a higher volume and variety of WIL opportunities for students. It will be particularly beneficial for small to medium sized businesses that currently do not have the capacity to undertake the intricacies of WIL. For PSIs, they can engage with employers, funders, community stakeholders and other WIL providers through a streamlined system. Administering the digital portal will be a Secretariate that will act as support staff for the PSIs for the purposes of marketing, employer engagement & support and practice development. The launch of the WIL digital portal and the Secretariate will enable more comprehensive tracking of KPIs related to WIL participation and the global attractiveness of Calgary's skills-development offerings. While an official launch date is yet to be announced support from multiple orders of government and an anonymous family foundation allows the project to move forward on what is increasingly recognized as a critical part of preparing the workforce for jobs of the future.

## **OUTCOME 3: BE GLOBALLY RECOGNIZED AS A PLACE FOR PEOPLE WHO WANT TO SOLVE GLOBAL CHALLENGES**

Calgary's civic and community identity and brand are powerful drivers of whether skilled Calgarians decide to develop their entrepreneurial ideas at home, and on the flipside - if global talent can see Calgary as their home. The stories Calgarians tell each other and share with the

<sup>26</sup> This data is from Calgary Economic Development's Tech Talent Survey and only reflects a small snapshot of the ecosystem with 135 programs reported on, not all of them offering WIL programming.

world reflect the collective values and aspirations of our city and its citizens. The alignment and resonance of these narratives with the desires and interests of global talent paired with objective qualifiers of Calgary's competitiveness as a global city, reinforce Calgary's status as one of the world's top destinations for skilled and entrepreneurial people.

### **2021 key activities**

For its second year on the list of the CBRE Tech Talent Report, Calgary improved its ranking by six spots, bringing it up to 28 out of 50. Calgary also gained more talent in this sector than it did last year. 2020 reported a "brain gain" of 2,643 tech talent workers, that number increased by almost 1,000 in 2021<sup>27</sup> further showcasing the growth of tech in Calgary.

With restrictions around in-person gatherings, job fairs continued to happen virtually. Calgary Economic Development and Tech West Collective teamed up to host the Live Tech. Love Life. career fair in September. With representation from 48 companies within Calgary, it was a great opportunity to showcase the diversity of opportunities available in the city for local and non-local talent alike. In 2021, Calgary Economic Development also participated in 21 other job fairs and talent attraction events that provided exposure for nearly 100 local companies to engage and acquire new talent.

The attraction of internal companies and their talent is proof of Calgary's increasingly global recognition. Notable examples in 2021 include Infosys and Mphasis. Infosys, a global leader in next-generation digital services and consulting who have been expanding into Canada announced that as part of their expansion, would be bringing 500 jobs to Calgary over the next three years, doubling its Canadian workforce to 4,000 employees by 2023. Not long after that story broke, Mphasis, another major Indian tech services firm went public with the strategic partnership that they have formed with the Government of Alberta and the University of Calgary. The partnership will see the development of the Quantum City Centre for Excellence housed at the University of Calgary which will strengthen the development of the quantum computing ecosystem within Calgary.

Calgary Economic Development's annual external perceptions research found that 77% of business leaders from several national and international jurisdictions would consider expanding to Calgary, and 72% agreed that Calgary is a place that develops and attracts highly skilled people and are increasingly optimistic about the opportunities in Calgary<sup>28</sup>. Improving perceptions of Calgary is critical to attracting and retaining talent, companies, and capital to our city.

Through support from Colleges and Institutes Canada (CICan), SAIT awarded \$500,000 for Study Abroad programs to support Indigenous and low-income students to pay for study trips to enhance their learning. Despite the pandemic and travel restrictions, 3,210 international students were enrolled at SAIT, studying either on campus or remotely.

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<sup>27</sup> Brain gain was measured by looking at the difference between the number of tech degrees and the number of tech jobs.

<sup>28</sup> Markets surveyed for this study were: Vancouver, Toronto, Montreal, Waterloo/Kitchener, Ottawa (Canada), Austin, Houston, Denver, Seattle, Silicon Valley (United States), London (United Kingdom)

## Progress and performance measurement

### KPI #1: Population change from migration

Disruptive relocations are big decisions indicative of the belief that the destination offers a worthwhile opportunity. Calgary's ability to draw people from across Canada and around the world is reflective of the city's reputation of offering desirable lives and livelihoods. While pandemic-related international travel restrictions have impacted the volume and pace of physical migration of individuals, Calgary's net population has continued to grow even during uncertain times. This number is expected to grow as the affordability of Calgary relative to major Canadian city peers becomes more widely known.

Migration	2021	2020	2019
<b>Net population change<sup>29</sup></b>	<b>14,467</b>	30,391	30,898
<b>Intra-provincial<sup>30</sup></b>	<b>2,892</b>	3,313	2,972
<b>Inter-provincial<sup>31</sup></b>	<b>-3,347</b>	709	-103

### KPI #2: Educational attainment of migrants (International)

The education and skills that people bring to Calgary are reflective of their potential to contribute to the city's economic and innovation systems. Higher levels of education also typically correlate with an individual's global mobility. The educational attainment of people moving to Calgary is indicative of the potential being added to the city's workforce and the attractiveness of the city as a global destination. This data is based on the most recent numbers available from the 2016 Canadian census. With the most recent Canadian census conducted in 2021, updated data will become available in 2022 and will be tracked and updated for next year's report.

Entry Category <sup>32</sup>	Secondary or less (per cent)	Post-secondary (per cent)	Post-graduate (per cent)	Level not stated (per cent)
<b>Economic (55 per cent)</b>	10	20	4	66
<b>Sponsored Family (32 per cent)</b>	39	48	12	2
<b>Resettled Refugee and Protected Persons (12 per cent)</b>	68	25	4	2
<b>Other (2 per cent)</b>	47	42	3	8

<sup>29</sup> Statistics Canada. Table 17-10-0135-01 Population estimates, July 1, by census metropolitan area and census agglomeration, 2016 boundaries.

<sup>30</sup> Statistics Canada. Table 17-10-0138-01 Components of population change by economic region, 2016 boundaries.

<sup>31</sup> Statistics Canada. Table 17-10-0138-01 Components of population change by economic region, 2016 boundaries.

<sup>32</sup> Data presented in this table is from a custom dataset Calgary Economic Development purchased from Immigration, Refugees and Citizenship Canada for a one-time study conducted in 2020.

### KPI #3: Employment rate

Globally desirable talent develops and is attracted to opportunity-rich environments. The proportion of Calgarians employed is reflective of the city's talent development capacity. The inclusive participation of all citizens in the city's job market is indicative of the equality and resiliency of Calgary's economic and social fabrics. The increases in employment rate across full-time and part-time employment demonstrate a shift towards recovery in 2021.

Characteristic	Employment Rate <sup>33</sup>	Change from 2020	Change from 2019
<b>Status</b>	Overall, both sexes <sup>34</sup> : <b>64.3%</b>	2.4% increase	5.6% decrease
	Full-time: <b>81.4%</b>	1.6% decrease	0.6% decrease
	Part-time: <b>18.6%</b>	7.4% increase	2.5% increase
<b>Gender</b>	Overall:		
	Females: <b>60.8%</b>	3.2% increase	5.1 % decrease
	Males: <b>68.0%</b>	1.8% increase	6.0 % decrease
	Full-time:		
	Females: <b>43.4%</b>	0.5% increase	0.4 % decrease
	Males: <b>56.6%</b>	0.4% decrease	0.3 % decrease
	Part-time:		
	Females: <b>68.0%</b>	5.3% increase	3.3 % decrease
	Males: <b>32.0%</b>	9.6% decrease	6.3% decrease

### 2022 actions planned

Calgary continues to see the attraction of research centres of excellence in 2022. In January, global consulting firm EY announced that they would be opening their first Canadian based finance centre of excellence in Calgary. This hub will bring 200 jobs to the city over the next three years, with 50 new hires happening immediately. Attracted by Calgary's affordable cost of living, well-educated workforce, and quality of life, this is another vote of confidence in Calgary's ability to diversify its economy.

Live Tech. Love Life. is going strong in 2022 with a campaign refresh and a focus on inviting talent from across Canada (Waterloo, Toronto, and Vancouver), and the United States (Seattle, and San Francisco/Silicon Valley) to build something great here. Along with a campaign the Live Tech. Love Life. career fair will be back in the fall of 2022. Live Tech. Love Life will also continue to showcase the amazing work being done right here in Calgary through its local campaign to continue challenging and expanding perceptions of what is possible in Calgary.

<sup>33</sup> Statistics Canada. Table 14-10-0378-01 Labour force characteristics, three-month moving average, unadjusted for seasonality.

<sup>34</sup> Statistics Canada only reports data for "Both sexes", "Males", and "Females".

In 2022, Calgary Economic Development has already participated in 11 talent attraction events with some highlights including the West Coast Virtual Fair, University of Calgary Winter Career Fair, and Tech Talent Canada Job Fair to name a few. Responding to feedback from local companies' desire to increase their talent diversity, there was a focus on securing a presence at events such as the Indigenous Job Fair, Immigrant Services Calgary Job Fair, and Women in Technology's Hackathon events. CED is planning to participate in 11 events in 2022 Q2, and on an average 9-10 events per quarter for the remainder of 2022. These talent activations each month involve companies like TELUS, ATTAbotics (OCIF recipient), Helcim, SkipTheDishes, Shaw, Mphasis, Neo Financial, and many other local companies to support and accelerate their talent attraction efforts. With COVID-19 restrictions reduced in many countries, CED is also planning to travel internationally to countries like the USA, UK, India, Portugal, and more this year all to promote Calgary as Canada's destination for talent.

## INNOVATION

As we embrace advanced technology and innovative thinking to create solutions to some of the world's greatest challenges in energy, agribusiness, transportation, life sciences/health, and social services, Calgary's innovation ecosystem and its growth will play a critical role. The Innovation focus area of *Calgary in the New Economy* sets out a goal **to be the leading business-to-business (B2B) innovation ecosystem in Canada**. The Global Startup Ecosystem Report (GSER), released during London Tech Week, ranked Calgary as one of the top 100 emerging tech startup ecosystems in the world. As a city of innovators with a long history of serving large industrial sectors, Calgary is perfectly positioned to take advantage of the job creation and economic opportunities arising from the growing community of entrepreneurs and innovators.

In 2021, Calgary Economic Development worked with RSM Canada to better understand how Calgary's innovation ecosystem can rapidly evolve and leapfrog its capabilities and maturity. RSM Canada assessed existing ecosystem assets alongside interviews with key innovation players in Calgary and conducted a comprehensive jurisdictional benchmarking of five global innovation hubs along the innovation ecosystem maturity scale to identify key policies, infrastructure, and supports that accelerated the ecosystem in those cities. The five global innovation hubs were: Toronto-Waterloo, Montreal, Austin, Helsinki, and Israel.

One of the most important findings from the research was building an innovation ecosystem requires the support and collaboration of many key players. Informed by findings from this work, the scope of the innovation focus area of the economic strategy will incorporate priorities related to corporate investments into research & development (R&D), real-world application of PSI R&D, and attraction and development of innovative and creative talent.

### 2021 Progress

#### OUTCOME 1: INCREASE THE NUMBER OF EARLY STAGE AND GROWTH STARTUPS

Growing the number of innovative companies in Calgary depends on the creation and growth of new startups. These companies require many inputs at the various stages of growth including programming, office/lab space, mentorship, R&D capacity, industry connections, talent, market access, and more that are provided by support organizations. Calgary's entrepreneurial ecosystem is known for having a strong network of highly connected support organizations with a growing number of global connections.

#### **2021 key activities**

In 2021, the University of Calgary was the top startup creator amongst research institutions in Canada based on the 2020 Canadian Licensing Activity survey. University of Calgary, supported by Innovate Calgary, was responsible for 21 of 104 startups across all Canadian research institutions. The goal is for Innovate Calgary to support more than 100 startups within the next five years.

Accelerators and incubators are an important part of the growth of the innovation ecosystem. These organizations provide access to much-needed supports, programming, and access for entrepreneurs and innovators who have an idea, are looking to grow an idea, or want to scale-up an already established business or idea. In 2021, OCIF, in partnership with several other funding organizations, PrairiesCan, Alberta Innovates, and the Government of Alberta, has supported several accelerators and incubators contributing to the significant growth over the past couple of years.

In March, OCIF posted a request for proposals (RFP) for Accelerators and Incubators for Calgary's Innovation Ecosystem. Plug and Play Alberta was the first entity selected to address an identified scale-up gap in our innovation ecosystem by helping local tech companies grow while also attracting global investment to Calgary. Plug and Play runs programs globally to provide a platform for major organizations and high-quality startups to connect, collaborate and co-invest with strategic partners. Plug and Play's Alberta office will deliver programs in both Calgary and a satellite office in Edmonton and work to bring ventures from around the world to Alberta.

As part of the same RFP process, OCIF will contribute up to \$3 million over five years to support Creative Destruction Lab-Rockies' (CDL-R) unique program for startups commercializing transformational technologies across industries. The Government of Canada, through PrairiesCan, is also investing more than \$1.8 million in CDL-R, which further speaks to how important CDL-R has become within the innovation ecosystem. Their Alberta alumni companies have raised well over \$200 million in capital and have created hundreds of jobs. CDL-R grew from a seed investment of just over \$4 million from Calgary philanthropists in 2017 and continues to support startups in the tech, agriculture, and energy sectors thrive.

OCIF also launched a Fund Manager RFP to seek qualified firms to manage a new or existing fund, leveraging other investors to identify and invest in pre-series A, seed-stage technology-focused entities in Calgary. The fund manager creates opportunity for a larger pool of investments which in turn will support local ventures. As part of this process, Accelerate Fund III by Yaletown Partners was selected. OCIF's contribution of \$6 million is expected to generate \$12 million in investments into Calgary-based companies, including unlocking angel capital. Leveraged dollars are a critical component of advancing the Innovation focus area as they provide companies with the opportunity to tap into their potential and amass unbounded success.

The51's not-for-profit organization, Movement51, will receive up to \$333,000 over two years from OCIF to support the graduation of 165 Calgary-based women-identifying individuals through its [Financial Feminism Investing Lab \(FFIL\)](#) – a six week program that will provide participants with the terminology, capability, and confidence to activate their capital to drive innovation and advance the economy through a gender-aware lens. With over 30 ventures funded and \$17 million invested into women-led business, The51 continues to grow.

OCIF committed \$1 million to support the acceleration of promising Calgary-startups in the Agtech sector through Thrive's Canadian Accelerator over two years. Thrive has committed to creating three jobs and supporting four Calgary companies. Leveraging support from OCIF, Alberta Innovates, and the Government of Alberta, SVG | THRIVE Canada will establish a full innovation and investment platform that

will support early-stage Canadian startups from all areas of the food supply chain whose technologies drive towards a more efficient, sustainable, and secure agriculture future.

OCIF and PrairiesCan each announced funding of up to \$1 million to support Endeavor Canada's launch and operations in Calgary's growing entrepreneurial and innovation ecosystem. Endeavor identifies founders with the potential to participate in the organization's competitive International Selection Panels. If selected, Endeavor Entrepreneurs benefit from a global network, a peer-to-peer community, and open-door access to talent, markets, and capital.

### ***Progress and performance measurement***

#### **KPI #1: Number of technology companies in Calgary**

A total of 912 tech companies were included in the butterfly collection<sup>35</sup>, nearly 200 more companies from the same time last year. Of these, 527 were categorized as "core tech companies" qualified as having five or more employees, and 385 were classified as startups with one-to-four employees. The one-to-four-person company category or "startups" signifies a growing ecosystem as a certain level of failure is to be expected. Thus, a larger pool of startups is needed to sustain year over year growth. These 912 identified companies account for approximately 20,510 jobs. The number of companies changes constantly, and the data reported here is as of January 2022. While the trend year over year is proof Calgary's startup scene is growing, there is always more work to do to continue this trajectory.

Foreign attraction of established companies and adding new early-stage companies to the ecosystem is another source of growing the number of tech companies in the local market. Both Calgary Economic Development's Foreign Direct Investment (FDI) efforts and programs such as Startup Visa contribute to the overall increase.

Platform Calgary's Startup Visa is a customized program that assists international growth-stage startups with integrating into the Canadian innovation community. The program is tailored specifically to meet the unique needs of each company and provides supports to scale in North America. 2019 saw much higher numbers than 2020 and 2021 largely due to COVID-19 and restrictions related to managing the pandemic.

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<sup>35</sup> This data was collected by Zinc Ventures, A100, and Platform Calgary and is a Zinc Ventures prototype.

Indicators	2021	2020	2019 <sup>36</sup>
<b>Total number of tech companies</b>	<b>912</b>	721	686
<b>Number of 1-4 employee companies</b>	<b>385</b>	269	251
<b>Number of 5+ employee companies</b>	<b>527</b>	452	435
<b>Calgary Economic Development company attraction (not including film/TV)</b>	<b>30</b>	17	37
<b>Startup Visa companies</b>	<b>5</b>	6	37

### ***2022 actions planned***

The Platform Innovation Centre is set to have its grand opening in 2022, welcoming startups, entrepreneurs, and its partners to the downtown core. This will be a central location for entrepreneurs and tech innovators to access the supports they need for success. The centre, which is set to be home to over 70 tech and innovation partners, a diversity of partnerships with accelerators, investors, capacity builders, PSIs and more, allows for increased opportunity and potential for collaboration within Calgary's innovation sector.

The federal government announced an investment of \$2 million into the Platform Innovation Centre in early 2022 and The City of Calgary is investing \$1.5 million for final fit out of the building. Along with this investment, the federal government announced over \$22.3 million in interest-free, repayable funding to 13 tech startups in Calgary. This announcement of funding is expected to create up to a thousand jobs.

Increased support and collaboration within the ecosystem have created opportunity for Platform Calgary to establish scholarships that will be awarded in 2022. The Digital Commercial Bank, Platform Calgary and Platform Calgary partners will launch the inaugural Calgary Fintech Award which is Western Canada's first major fintech award distributing a cash award to three fintech startups looking to grow their business in the Calgary area. Additionally, Platform Calgary will be awarding 10 scholarships to grade 12 students in Calgary through The 10X Future Founders Scholarship which showcases high school individuals who are passionate about tech, innovation and entrepreneurship.

### **OUTCOME 2: LEVERAGE CLUSTERS AND ACADEMIC RESEARCH TO CREATE CANADA'S LEADING CORPORATE INNOVATION ECOSYSTEM**

Large enterprises are creators, adopters, and customers of technology making their participation and leadership a critical component to a thriving innovation ecosystem. Established corporations play a major role in furthering innovation ecosystems when they are engaged as meaningful and collaborative partners. These relationships can offer the corporations access to the ecosystem and further their understanding

<sup>36</sup> 2019 data was reported in the summer of 2020. These values are over-stated due to not having regular data collection intervals (i.e., new structure and COVID-19).

and adoption of innovation and startup culture, while in return they provide access to mentorship (with industry expertise), capital (alignment to their investment strategy), pilot and commercial opportunities (make them your customer), and M&A opportunities (get acquired).

Corporations bring meaningful collaborative opportunities when partnering with PSIs and sponsoring research being done by people at the top of their field. Calgary and its PSIs have significant opportunities to deliver local technology and innovation solutions to large enterprises across the globe including those headquartered locally. In conjunction with this, our existing industries must continue to adopt digital technologies to remain competitive and globally recognized. Ideally, this becomes a symbiotic relationship where the startup ecosystem and corporate enterprise are partners and co-create innovation in the community.

### **2021 key activities**

The Canada Research Chairs program invests up to \$311 million a year to both attract and retain some of the world's brightest minds. These individuals are focused on achieving research excellence in several academic fields including the natural sciences, social sciences and engineering. Over 40% of all research chairs are granted by the Natural Science and Engineering Research Council (NSERC). With about 798 NSERC Research Chairs filled across Canada, 10% can be found here in Alberta. Calgary universities hold 26 of those positions in areas such as space physics, nano sensing systems, and geomechanics, showcasing our PSI's breadth and depth of expertise in areas outside historically dominant sectors.

SAIT's Applied Research and Innovation Services (ARIS) is designed to bring industry partners together. With access to specialized labs and facilities, along with full-time research staff, it's equipped to support organizations take their products from concept to prototype. One of the winners of The City of Calgary's inaugural Mayor's Innovation Challenge was a team from ARIS's Centre for Energy Research in Clean Unconventional Technology Solutions (CERCUTS). The ARIS Battery Storage project uses a vanadium redox battery system and could lead the way to net-zero energy solutions and provide an additional revenue stream for the province.

As highlighted above, corporations are crucial to a thriving innovation ecosystem. A list of Canada's top 100 corporate research and development (R&D) for 2021 included four companies headquartered in Calgary.

1. Suncor
2. Canadian Natural Resources Ltd.
3. Imperial Oil Ltd.
4. TC Energy Corp.

In total, these corporations spent \$1,031,838 on R&D in 2020. While this is down from 2019 (\$1,487,423), most companies saw a drop in their R&D spending, likely in part due to the impacts of COVID-19. The only exception from that list would be TC Energy Corp, which saw a 12.1 per cent increase in spending.

Calgary's oil and gas sector is actively investing in solutions for the net-zero economy. In 2021, the six largest oil sands producers: Canadian Natural Resources, Cenovus, ConocoPhillips, Imperial, MEG Energy, and Suncor, created the [Oil Sands Pathway to Net Zero](#). The alliance's goal is to achieve net zero greenhouse gas (GHG) emissions from oil sands operations by 2050. This goal will be achieved through significant investment in clean technology R&D and the deployment of innovative recovery technologies and GHG reduction technologies.

Corporations also contribute to the innovation ecosystem through the creation of centres of excellence, where leading research is used to solve tough challenges. In 2021 Calgary saw multiple corporations invest in centres of excellence in the community: Mphasis's Quantum Centre of Excellence; EY's Financial Centre of Excellence; and Avatar's Energy Transition Centre.

### ***Progress and performance measurement***

#### **KPI #1: Digital transformation (DX) spend**

"Digital transformation is the integration of digital technology into all areas of a business, fundamentally changing how you operate and deliver value to customers. It is also a cultural change that requires organizations to continually challenge the status quo, experiment, and get comfortable with failure."<sup>37</sup> These can be internal teams focused on transforming their operations, products, or services through the application of digital technologies.

The International Data Corporation (IDC) Canada forecast that \$20 billion would be spent on digitalization and innovation across Alberta industries by 2024. Calgary Economic Development launched an interactive [Digital Transformation Dashboard](#) to share this important story.

<b>Large Enterprise by Industry</b>	<b>Alberta DX Spend <sup>38</sup></b>	<b>Recent Calgary Example</b>
<b>Life Sciences &amp; Health</b>	<b>\$1.3 Billion</b> (\$428 million in Calgary by 2024)	BioHubX, a not-for-profit biotech organization aiming to support early-stage science companies announced the opening of its space in Calgary following the commitment of \$1.4 million in federal funding from PrairiesCan.
<b>Transportation &amp; Logistics</b> <ul style="list-style-type: none"> <li><b>Aerospace &amp; Defense</b></li> </ul>	<b>\$1.6 Billion</b> (\$790 million in Calgary by 2024) Of the Calgary total, \$38 million is in Aerospace & Defense	Calgary headquartered WestJet Cargo and SmartKargo partnered to provide extensive digital solutions to enhance and transform the airline's air cargo business and improve customer experience.
<b>Agribusiness</b>	<b>\$684 million</b> (\$246 million in Calgary by 2024)	Following the \$1 million partnership announcement between Olds College and TELUS Agriculture in December 2020, the Olds College Smart Farm initiative has since tested innovations such as connectivity and 5G solutions and field

<sup>37</sup> What is Digital Transformation: <https://enterpriseproject.com/what-is-digital-transformation>.

<sup>38</sup> Calgary Economic Development, DX Spend: [https://www.calgaryeconomicdevelopment.com/assets/Reports/Research/ResearchStrategy-21\\_DXSpent\\_FlatSheet\\_Master\\_2Page\\_Web\\_FINAL.pdf](https://www.calgaryeconomicdevelopment.com/assets/Reports/Research/ResearchStrategy-21_DXSpent_FlatSheet_Master_2Page_Web_FINAL.pdf).

		sensors in live conditions to better understand optimization of food production and yields.
<b>Financial Services</b>	<b>\$1.5 Billion</b> (\$609 million in Calgary by 2024)	In July of 2021, RBC announced the launch of its Calgary Innovation Hub with plans to hire 300 tech employees over the next three years.
<b>Energy &amp; Environment</b> • <b>Oil &amp; Gas</b>	<b>\$5.8 Billion</b> (\$2.3 billion in Calgary by 2024)  Of the Alberta total, \$2.5 billion is in Oil & Gas	The Clean Resource Innovation Network (CRIN) committed to three large-scale up technology competitions with cumulative prize value of \$80 million. The three competitions were: <ul style="list-style-type: none"> <li>• Reducing Environmental Footprint Technology Competition (\$50 million)</li> <li>• Low Emission Fuels and Products Technology Competition (\$25 million)</li> <li>• Digital Oil and Gas Technology Competition (\$5 million)</li> </ul>

#### KPI #2: Public funding invested into the innovation ecosystem

Public funding catalyzes private investment and spurs innovation. Successful public funding mechanisms are often ones that utilize the expertise and engagement of the private sector to co-fund and create a multiplicative effect on investment. Other effective public investments are those made into infrastructure and facilities that can generate new companies, technologies, and talent (e.g. labs). Funding of activities in the ecosystem is another beneficial use of public dollars, as they can invest in grants and initiatives that support innovators and startups in ways that private investors may not.

August of 2021 was the official launch of a new development agency for the prairies – Prairies Economic Development Canada (PrairiesCan). This new agency serves entrepreneurs in Alberta, Saskatchewan, and Manitoba in growing businesses through access to capital, information and resources, and creating more jobs and opportunities in the prairies. Replacing Western Economic Diversification Canada, this new agency will allow for the unique needs of the prairie provinces' innovation ecosystem to be better met.

<b>Public Funding sources:</b>	<b>2021</b>	<b>2020</b>
<b>Opportunity Calgary Investment Fund (OCIF)<sup>39</sup></b>	\$18.33 million committed: <ul style="list-style-type: none"> <li>• Endeavor Global Canada, \$1 million</li> <li>• Thrive, \$1 million</li> <li>• Plug and Play, \$7 million</li> <li>• Yaletown/Accelerate Fund III, \$6 million</li> <li>• Creative Destruction Lab Rockies, \$3 million</li> </ul>	\$18.55 million

<sup>39</sup> The Opportunity Calgary Investment Fund Ltd. is a City of Calgary wholly owned subsidiary established to manage the Opportunity Calgary Investment Fund Reserve to create an environment in Calgary that encourages economic recovery and growth, help reduce the impact of the economic downturn, and capitalize on new opportunities.

	<ul style="list-style-type: none"> <li>• Movement51, \$333,000</li> </ul>	
<b>Alberta Innovates:</b> <ul style="list-style-type: none"> <li>• <b>Regional Innovation Network Funding (RINs)</b></li> <li>• <b>Digital Innovation in Clean Energy (DICE) Program</b><sup>40</sup></li> </ul>	<ul style="list-style-type: none"> <li>• \$4.32 million annually to the eight Regional Innovation Networks, with an increased contribution of \$3.53 million, equaling \$7.86 million for 2021 and 2022.</li> <li>• \$3 million investment was leveraged between March 1, 2020 and August 31, 2021 to support the completion of 17 DICE approved projects. This in turn "leveraged the private sector 4.5 times to create \$16 million of total project value for Alberta's economy."</li> </ul>	\$3.16 million to RINs
<b>Prairies Economic Development Canada</b> <sup>41</sup>	<ul style="list-style-type: none"> <li>• Investment of \$1.8 million in Creative Destruction Lab-Rockies.</li> </ul>	
<b>Emissions Reduction Alberta (2020/2021)</b> <sup>42</sup>	<ul style="list-style-type: none"> <li>• Led four companies through the Innovation Support Pilot Program that raised \$31 million in investment.</li> <li>• Completed 8 projects worth \$69 million supported over \$330 million in new investment.</li> </ul>	\$58 million announced for natural gas innovations with \$155 million. \$150 million announced for projects that cut costs and emissions in Alberta
<b>Government of Alberta Budget 2022</b> <sup>43</sup>	<p>As part of the <i>Budget 2022</i>, the provincial government committed to:</p> <ul style="list-style-type: none"> <li>• \$171 million for PSIs for targeted enrollment expansions (add 7,000 seats province-wide) in the areas of technology, agriculture, financial services, and aviation.</li> <li>• \$23 million investment in Advanced Education through the Alberta at Work initiative; \$8 million will be allocated to expand reskilling and upskilling opportunities through new micro-credential based course offerings.</li> <li>• \$88 million over three years to enhance Alberta's Investment and Growth Strategy <ul style="list-style-type: none"> <li>◦ \$73 million for implementation of the Alberta Technology and Innovation Strategy, with funding to accelerate commercialization of technologies in artificial intelligence and quantum science.</li> <li>◦ \$15 million for a new rural investment attraction stream.</li> </ul> </li> </ul>	

<sup>40</sup> Alberta Innovates: Digital Innovation in Clean Energy Program Guide: <https://albertainnovates.ca/app/uploads/2021/11/DICE-2.0-Program-Guide-2021-11-17-FINAL.pdf>.

<sup>41</sup> PrairiesCan was created in 2021 and only investments made in Calgary-based organizations are listed in this Report.

<sup>42</sup> Emissions Reduction Alberta Annual Progress Report: [https://eralberta.ca/wp-content/uploads/2022/01/ERA\\_AnnualReport\\_Jan19.pdf](https://eralberta.ca/wp-content/uploads/2022/01/ERA_AnnualReport_Jan19.pdf).

<sup>43</sup> Government of Alberta 2022 Budget: <https://open.alberta.ca/dataset/6d0f1358-beb5-4bb7-8da1-a350a138039c/resource/36771cab-bee0-44b5-99ad-a03d88da653c/download/budget-2022-fiscal-plan-2022-25.pdf>.

	<ul style="list-style-type: none"> <li>• \$13 million between 2022 – 2023 to support training and investment opportunities for Indigenous Peoples.</li> <li>• Increase lending capacity of Agriculture Financial Services Corporation to \$3.6 billion by 2024 to support growth of agri-businesses and value added agri-processors.</li> </ul>	
<b>University of Calgary<sup>44</sup></b>	<p>University of Calgary launched UCEED, a pre-seed and seed funding program for ventures in child health and general health. In its first year (June 2020-June 2021), UCEED:</p> <ul style="list-style-type: none"> <li>• Committed \$1.95 million across 15 organizations.</li> <li>• Engaged 61 students.</li> <li>• Evaluated 130 companies.</li> </ul>	Launch of UCEED.

### **2022 actions planned**

Following the 2021 CRIN announcement of \$80 million being dedicated to oil and gas technology competitions, CRIN has already announced several funding recipients in Q1 of 2022 for the three competitions. They have committed \$30 million to four projects for funding within the Low Emission Fuels and Product Technology Competition, \$4 million to be allocated throughout seven projects for the Digital Oil and Gas Technology, and most recently on March 9, 2022, \$44 million across 17 projects that will work to develop environmental footprint reduction technologies.

With a federal investment of more than \$2.1 million to fund the Energy Transition Centre in Calgary through PrairiesCan, Calgary is beginning to establish itself as a leader in energy transition. This hub is expected to support innovative clean energy development as well as support the economy through new business opportunities, R&D, and assist in commercializing technologies for industries. This collaboration between the University of Calgary, Innovate Calgary, and Avatar Innovations is expected to create 25 new small and medium sized businesses while also assisting 25 other companies to scale up their clean tech innovations over the next three years. PrairiesCan has also committed \$22.3 million to aid 13 Calgary tech firms in their pursuit to scale up and enter new markets (expected to create 1,000 jobs) and \$2 million to the Platform Innovation Centre to complete the new centre in downtown Calgary.

### **OUTCOME 3: GROW AND SUPPORT CALGARY'S TECHNOLOGY TALENT COMMUNITY**

Access to capital continues to play a critical role in developing and nurturing a robust innovation ecosystem. The funding spectrum for innovation is broad and investment is essential at various stages of development. Funding from a variety of sources (including founders,

<sup>44</sup> University of Calgary UCEED Momentum Report: <https://www.ucalgary.ca/live-uc-ucalgary-site/sites/default/files/teams/402/2021%20UCEed%20Momentum%20Update.pdf>

friends and family, angel investors and family offices, government/corporate grants, crowd funding, debt/financing, VC, private equity (PE), and IPOs) can support an innovation ecosystem by providing necessary capital.

Capital, although a very important part of the puzzle, alone cannot grow and support the technology talent community. Programs and policies also need to align. The Alberta Advantage Immigration Program (AAIP), for example, is designed to support immigrant entrepreneurs in obtaining permanent residence status in Canada. The Accelerated Tech Pathway further support the immigration of those workers in the tech field. Platform Calgary has the Startup Visa program, as mentioned above, that supports talent that is ready to scale up their businesses in North America. Incubators, accelerators, and ecosystem support organizations are crucial in building additional capacity and skills.

### **2021 key activities**

In 2021 Calgary VC deals were worth \$500 million, coming in fourth overall in the country with 66 total deals<sup>45</sup>, the second year in a row for setting a record. 1,613 employees in total were supported by VC investment, the most being in ICT (1,137) followed by the talent in life sciences, cleantech, and agribusiness. This was Calgary's biggest year to date with 89 per cent of the VC money attracted to Alberta being in Calgary.

Calgary continues to be recognized as a city to watch for its technology-focused startups. During [London Tech Week](#), where the [Global Startup Ecosystem Report \(GSER\)](#), an influential report for business, policymakers, and the investment community, was released, Calgary ranked as one of the top 100 emerging tech startup ecosystems in the world, and second in Canada as an innovation ecosystem with the best "bang for buck" for the average amount of money raised by local tech startups. The city was also one of the top 20 North American cities for hiring affordable talent.

InceptionU is a skill development and re-skilling organization that supports talent development in both technical and essential (non-technical) skills that are needed now and in the future. In November 2021, they were the recipients of Start Alberta's Digital Talent Champion Award, presented by SAIT. This award recognized the outstanding work InceptionU is doing to develop the talent ecosystem and in turn support the growth of the innovation sector and diversification in Alberta. They offer a variety of programs and provide Essential Skills content to SAIT's School of Advanced Digital Technology.

Calgary Economic Development's Trade Accelerator Program (TAP) provides knowledge, tools, and connections to help businesses in Calgary's innovation ecosystem expand into new international markets. In 2021 TAP alumni established over 34 new international trade deals in markets ranging from the United States to Japan and created 81 new jobs. Of the 72 graduates in 2021, 22 were in tech including Goodlawyer and XSENSOR. Goodlawyer had a tremendous year of growth, hiring on eight new permanent staff and increasing their office space by 3,200 sq.ft. The team was also able to secure a \$1 million + pre-seed investment. XSENSOR had a busy year establishing

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<sup>45</sup> Canadian Venture Capital & Private Equity Association (CVCA), Venture Capital Canadian Market Overview, 2021 Year-In-Review report.

partnerships to take its products to three new international markets – the U.S., the EU, and the Asia Pacific. They were also the recipient of the 2021 TAP Calgary Exporter of the Year award.

### ***Progress and performance measurement***

#### KPI #1: Private capital invested into Calgary companies

Private investors that take an equity position in a company, primarily angel investors, VC, and PE firms, take on a shared risk with the companies. These investments are a strong indicator of the health of the funding landscape as they represent the opportunity value to risk tolerance relationship. The frequency of funding and total funds contributed quantifies the amount of value or opportunity investors can obtain. As deal volume increases in Calgary, we will see capital deployed for market development, talent/hiring, and operations all of which contribute to improving the company and by association the local ecosystem.

The longer-term value comes from a liquidity event when the company achieves its “exit” and the value is paid out to the participating investors, including the founders. An exit can offer the founding team a literal exit from the company, and with a payout in hand they are often well positioned to restart their entrepreneurial journey in a new venture or reinvest their money as angel investors with founder experience. Unicorn status is the highest rank of exit available to a founder or company, occurring when the company valuation exceeds a billion dollars.

<b>Investment Deals with Calgary Companies</b>			
<b>Indicators</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>
<b>Number of deals</b>	<b>66 (#4 in Canada)</b>	33 (#4 in Canada)	19 (#4 in Canada)
<b>Dollars (Millions)</b>	<b>\$500</b>	\$353	\$136

#### KPI #2: Velocity of companies - Performance of accelerators and programs

The velocity of companies, or the rate at which they progress through the phases of development, is largely supported by programming offered to companies at each stage. The performance of those programs is largely measured by qualitative data, such as the number of applicants, the competitiveness of accessing and completing the program, anticipated outcomes for graduates, access to funding through the program, and quality of mentorship within the program. The demand for these programs in Calgary continues to rise and new capacity is becoming available to meet the need with growth in incubators and accelerators, some specialized in specific sectors.

<b>Indicators</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>
Incubators & Accelerators	<b>28</b>	9	12 active <sup>46</sup>
Ecosystem Support Organizations	<b>24</b>	19	

<sup>46</sup> This data was tracked differently in 2019 and is not directly comparable to 2020 data.

### KPI #3: Technology jobs in Calgary

In 2021 Calgary was ranked 28th of 50 for its tech talent in its second year on a CBRE North American ranking of top markets for tech talent. Calgary is one of three markets that saw the biggest climb in rankings in the year, rising six spots, and is currently ranked fifth in Canada out of seven Canadian cities that made the list. The total growth in tech occupations from 2015 to 2020 has been 17.9% with an additional 6.6% growth in non-tech occupations within the tech field in the same time frame. As Calgary continues to establish itself in the North American innovation ecosystem this ranking shows the accessibility of quality jobs and talent. With the increasing number of new companies and scale-ups Calgary is progressively showing it can compete with and sustain future growth. Despite concerns around “brain drain” in Calgary, the city actually saw a tech “brain gain” with almost 3,500 new tech workers<sup>47</sup>.

Jobs in the tech sector aren’t exclusively for those working directly in tech, total jobs in non-tech roles equaled 78,600 with the highest concentration of roles being in administration and office support followed by business operations and finance. Over the past five years, however, marketing has seen a significant rise in roles in the sector.

Indicators	2021	2020
<b>Number employed in tech occupations</b>	<b>46,700</b>	42,500
<b>Percentage of millennials</b>	<b>8.5%</b> (since 2014)	14.3% (since 2013)
<b>Diversity of tech workers</b>	<b>27% identify as female</b> <b>73% identify as male</b>	Not reported
<b>Proportional share of tech workers</b>	<b>7.10%</b>	5.70%

### ***2022 actions planned***

The Alberta Government has invested \$1.9 million in a program to support women entering and working in tech. The two-year research grant was awarded to Momentum Community Economic Development Society. Momentum will offer programming in this space through a partnership with Amazon Web Services AWS re/START. This is the first time in Canada that the skills development program aimed at preparing unemployed and underemployed people for careers in tech will be designed only for female participants.

For further initiatives related to tech talent in Calgary, please see the 2022 actions planned under the Talent focus area, Outcome 3.

<sup>47</sup> Brain gain was measured by looking at the difference between the number of tech degrees and the number of tech jobs.

#### **OUTCOME 4: CALGARY'S CITIZENS BELIEVE CALGARY IS AN INNOVATIVE CITY**

The innovation ecosystem requires a broader awareness and acknowledgement from the region in which it operates to thrive. Locally, this heightened awareness provides new opportunities and creates openings for new participants to enter and support the multitude of activities happening. Abroad and across North America, when Calgary is more well-known, awareness means easier attraction of top talent, companies, and new innovators to our city. Enhancing the overall awareness of Calgary's innovation ecosystem starts locally to ensure all Calgarians have an understanding that Calgary has a thriving tech ecosystem.

##### **2021 key activities**

The Live Tech. Love Life. social media campaign saw a total of 30.8 million impressions through paid campaigns and more than 400k impressions on the @LiveTech\_LoveLife Instagram account. Through [the website](#), 19 stories were posted throughout 2021 featuring Calgary tech companies. In addition to featuring tech companies on the website's stories page, 50 companies took over the Live Tech. Love Life. Instagram account to share stories in their own words. These stories allow Calgarians to have a platform to speak about why Calgary is a great place to live, work, and play while also highlighting the work they're doing in the community. In 2021, the versatile and diverse group of companies based in Calgary included Chic Geek, Vetsie, Xerris, Good Lawyer, and Avanti Software to name a few.

In 2021, former Mayor Naheed Nenshi launched the inaugural Mayor's Innovation Challenge. The inaugural challenge received over 130 innovative submissions to answer the question: How might we advance innovative energy solutions on the path to net-zero emissions to achieve economic, social, and environmental resilience? Submissions were categorized into three streams: pre-commercial/startup, policy, and commercially ready. The winning submissions showcased three homegrown solutions to this global challenge: ZS2 Technologies, SAIT's Department of Applied Research and Innovation Services (ARIS), and the City of Calgary's Climate Resilience Team. Named one of Canada's top cleantech companies by Foresight, ZS2 Technologies is developing made-in-Canada magnesium cement-based building materials that have 1/3 the embodied carbon of traditional cement, creating highly efficient building envelopes, and are built to be resilient and withstand climate events. SAIT's ARIS Department developed a Vanadium Redox Flow Battery with a larger battery capacity, constant output, and does not lose performance over time, and the City of Calgary developed a Low-Carbon and Climate Resilient Building Standard. Overall, the results are a testament to Calgarians' willingness to take risks, try new things, and always strive to be and do better in exploring local challenges that can also have a global impact.

Calgary is increasingly recognized as a global hub for cleantech innovation and a leader in the net-zero energy transition. Startup Genome's *Global Startup Ecosystem Report Cleantech Edition* ranked Calgary as one of the top Ecosystems to Watch for Cleantech and ranked Calgary as the Top 15 Regional Ecosystem "Bang for Buck," Top 20 for Regional Ecosystem Affordable Talent and #2 for National Ecosystem "Bang for Buck" for cleantech markets globally.

## Progress and performance measurement

### KPI #1: Perceptions of Calgary as an innovative city

Calgary Economic Development regularly conducts perceptions research with audiences within Canada and specific international markets with the objective of monitoring shifts in how talent and business leaders perceive Calgary. Understanding how Calgary is perceived in these key markets allows us to better understand what opportunities might exist or could exist, in the future.

Over the past few years, basic familiarity, knowledge levels, overall perceptions, and targeted opinions have been steadily improving amongst business leaders in most markets surveyed and positive impressions of Calgary are favourable overall. Within Canada, there have been huge gains in Toronto since 2020. Leaders in Toronto see Calgary as a place with a variety of opportunities, evolving tech sector, and are increasingly seeing Calgary as innovative and diverse.

While business leaders were more likely to hold a favourable view of Calgary as being an innovative place where new ideas, businesses, and people thrive, changing the perceptions of talent (or workers) is an area of opportunity to increase the overall reputation and perceptions of Calgary.

Indicator	Business Leaders (agree/strongly agree) <i>All markets</i> <sup>48</sup>	Talent (agree/strongly agree) <i>All markets</i>
<b>Calgary is an innovative place where new ideas, businesses, and people thrive</b>	78% (3% increase from 2020)	56% (2% decrease from 2020)
<b>Calgary is an entrepreneurial city</b>	80% (2% increase from 2020)	55% (3% decrease from 2020)
<b>Calgary is an innovative city – new solutions, ideas, and technologies are being applied in new ways in Calgary</b>	76% (4% increase from 2020)	54% (2% increase from 2020)
<b>Calgary is quickly becoming a new hub for technology and innovation</b>	68% (7% increase from 2020)	Not surveyed

<sup>48</sup> This table includes data for all markets that were surveyed in Calgary Economic Development's External Perceptions research. These markets were: Vancouver, Toronto, Montreal, Waterloo/Kitchener, Ottawa (Canada), Austin, Houston, Denver, Seattle, Silicon Valley (United States), London (United Kingdom)

## KPI #2: Stories in the media on Calgary technology and innovation

An engaged and knowledgeable media community amplifies stories of success and shifts local, national, and international perceptions. Calgary and Alberta media outlets need to be connected and made aware of engaging innovation stories to increase the frequency of tech stories being published and therefore change the perception of Calgary's tech and innovation ecosystems.

With the pandemic in its second year, there was a return to more business-related stories. While a large majority of media mentions originated in Canada, Calgary tech stories found themselves in other markets outside Canada, with 15% originating in the United States and 1% from the United Kingdom. The biggest media spikes were seen in February, September, and October of 2021. Based on keyword analysis sentiment, Calgary-tech was perceived as largely positive or neutral (29% and 71%, respectively).

Media Stories	2021	2020	2019
<b>Calgary-tagged Betakit stories<sup>49</sup></b>	<b>78</b>	39	43
<b>All local and national publications with Calgary tech stories</b>	<b>1,703 (# of Calgary tech media stories)</b>	442	488

## ***2022 actions planned***

After COVID-19 disrupted plans for Inventures in both 2020 and 2021, the event will come to Calgary a year after it was originally meant to be hosted here. June will be ushered in with this inspiring event that brings together investors, entrepreneurs, researchers, academics, thought leaders, and more for three days of learning, inspiration, and creative collisions. Speaking to what's happening and what's next, topics of focus will range from cleantech to smart ag and everything beyond and between. Innovators will have the opportunity to pitch their ideas for cash, feedback, and networking purposes. This is an exciting opportunity to showcase what's possible right here in Calgary.

Energy Disruptors is also back in 2022. Energy Disruptors is a catalyst for bold, game-changing solutions to humanity's big hairy problems through cross-industry collaboration and scaling of revolutionary energy, climate, and transportation technologies through uniting, trailblazing, and scaleblazing. After an incredibly successful 2019 Energy Disruptors Unite Summit that hosted the likes of Malcolm Gladwell, Sir Ken Robinson, the audacious Summit is ready to showcase Calgary as the heart of disruptive technology in 2022.

<sup>49</sup> In 2020, Startup Calgary and Platform initiated Patreon partnership with Betakit to advise startups on pitching to media and getting their company stories highlighted. In 2019, three Betakit writers hosted during Launch Party and Innovation Week.

## PLACE

The place focus area sets an ambitious goal to be **Canada's most livable city**; continuing to work in line with imagineCALGARY's 100-year vision for Calgary to be "A great place to make a living, a great place to make a life." While Calgary has consistently ranked as one of Canada's most livable city by the Economist Intelligence Unit, there is still much to do to achieve our 100-year vision. This means focusing on key aspects of livability defined by international organizations such as the International Standards Organization (ISO), Economist Intelligence Unit, the United Nations, and Arcadis' Sustainable Cities Index. These aspects include resiliency, clean energy, environmental quality, affordability, transportation, safety, outdoor and public spaces, and attractions.

## 2021 Progress

### **OUTCOME 1: BUILD A CITY PREPARED FOR EXTREME EVENTS, POWERED BY CLEAN ENERGY SOURCES**

There are innumerable organizations in our community working to build a resilient city powered by clean energy sources and this is an area of importance for the city, especially with Calgary's City Council declaring a climate emergency in November 2021.

In 2018, The City of Calgary approved the Climate Resilience Strategy which outlines The City's strategies and actions to mitigate and adapt to climate change impacts. Mitigation refers to efforts to reduce greenhouse gas emissions, whereas adaptation speaks to actions taken to reduce the impacts of climate change on infrastructure and services when they do occur. The Climate Resilience Strategy also set the City's GHG emissions reduction target at 80 per cent reduction by 2050 from a 2005 baseline. In 2021, the Climate Resilience Strategy underwent an extensive update in line with the climate emergency declaration and the drive to achieve net-zero by 2050. Calgary Economic Development has worked closely with the Climate Change Team at The City of Calgary to identify comparable, meaningful KPIs that demonstrate the greening of Calgary's economy. Many KPIs included in the economic strategy align with the 2021 Climate Resilience Strategy.

To provide strategic advice and support to facilitate the implementation of actions from the Climate Resilience Strategy, The City created the Calgary Climate Panel, a collaboration between industry, community, and The City. As well, the 2020 Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP) both integrate sustainability principles and climate change mitigation and adaptation strategies, thus supporting and enabling the Climate Resilience Strategy. Specifically, the 2020 MDP and CTP include a commitment to 100 per cent zero-emissions community vehicle fleet by 2050.

Calgary Economic Development with Edmonton Global, and in partnership with PrairiesCan, published the [Alberta Energy Transitions Study](#) in 2021 which found that pursuing a net-zero future could potentially create 170,000 new jobs and contribute up to \$61 billion to Alberta's GDP by 2050. To realize this opportunity significant investment in cleantech is needed over the next two decades. There are currently 945 cleantech companies in Alberta with over 14,600 people directly employed in cleantech positions. 51% of cleantech ventures in Alberta are led by first time founders and 28% are born outside of Canada, showing the potential to attract talent should opportunity exist here.

## 2021 key activities

As the world works towards finding solutions for the wicked problem of climate change, The City of Calgary conducted a Climate Projections for Calgary Report which forecasts future climate scenarios for Calgary from now to the 2050s and 2080s. A Community Climate Risk Index was also developed in 2021 to assess the exposure and vulnerability of Calgary's communities to a changing climate. Initiatives such as the launch of The City's Urban Heat Island tool which provides geographical information on historic ground surface temperature (heat island) in Calgary will aid in monitoring Calgary's exposure in the future, as the climate crisis continues.

Calgary continues reducing emissions in pursuit of net-zero and alternative sources of energy have become prevalent across the province, with 10.71% of Alberta's electricity being generated from renewable sources. Across the city, there has also been an increase in the installation of photovoltaic (PV) solar panels with 5,592 sites were installed in 2021. In tandem with increasing renewable energy sources, The City completed several Public Infrastructure Climate Risk and Resilience Assessments to benchmark current and future climate risks of infrastructure and buildings, and to reduce the highest identified risks through integrated climate adaptation measures.

Passenger vehicles accounts for a significant portion greenhouse gas (GHG) emissions in Calgary. The level of GHG emissions from transportation varies considerably based on the mode of transportation used; in developing plans for a pathway and bikeway network that enables walking, biking, and other forms of wheeling, the City of Calgary is making strides towards reducing GHG emissions. By providing a reliable network of pathways and bikeways, The City will also help to address social equity and inclusion concerns by connecting residents with healthy, affordable transportation options for accessing employment and other needs and amenities. Shifting trips towards walking, biking, and wheeling will also help to reduce air pollution, noise pollution, stormwater runoff volumes, and traffic congestion.

## Progress and performance measurement

### KPI #1: Tonnes of CO<sub>2</sub> equivalent (CO<sub>2</sub>e) emitted per capita

Mitigation efforts are a key aspect of the Climate Resilience Strategy, reducing GHG emissions is a key goal in those efforts. Understanding a city's GHG emissions per capita is a measure of efficiency: How efficient are our city's operations, buildings, transportation, industrial practices, per person living in Calgary. While Calgary's GHG emissions have grown 18 per cent between 2005 and 2019, the per capita GHG emissions decreased, demonstrating increased efficiency, a trend that appears to be continuing in 2021.

2021	2019	2005
<b>11.9 tonnes of CO<sub>2</sub>e/capita</b>	14.47 tonnes of CO <sub>2</sub> e/capita	16.53 tonnes of CO <sub>2</sub> e/capita

## ***2022 actions planned***

One of the main priorities for building a city prepared for extreme events, powered by clean energy sources in the upcoming year will be the updating of The City of Calgary's Climate Adaptation Action Plan to align Calgary's Climate Strategy with current best practices in climate adaptation. The City is also working towards streamlining the process and tools for climate adaption across all stages of the approval continuum through the work being done on the Climate Risk & Resilience Overlay project. This is important when moving forward as this initiative will be instrumental in guiding the process and decision making for years to come.

In efforts to assess climate risk amongst the different communities within the city, 2022 will see the integration of climate risk and resilience into Calgary's Greater Downtown Plan and Investment Strategy. Furthermore, Community Risk Profiles will be completed for communities in Calgary using the Community Climate Risk Index Tool. Projects such as these enhance our city's ability to be future-proof in a world where there are increasing amounts of unknowns.

## **OUTCOME 2: CREATE A CITY WHERE EVERYONE IS WELCOME, SAFE, AND ABLE TO BUILD A MEANINGFUL LIFE**

A city is made of several moving parts. A welcoming and safe city where all citizens can build a meaningful life is a result of all those parts moving together cohesively. It's a collective effort that is not overseen and managed by one single organization. As a community, Calgary has several organizations and committees that contribute to this outcome. Organizations like Momentum and Vibrant Community Calgary, steward of the Enough for All Poverty Reduction Strategy, are examples of two organizations actively working to make Calgary a welcoming, inclusive city for all people.

## ***2021 key activities***

Calgary's first office space to residential building conversion kicked off in 2021 with an affordable housing project at the former Dome Petroleum building, now known as Sierra Place. The \$28.5 million dollar project received \$5.5 million from City Council as part of the Greater Downtown Plan; the Greater Downtown Plan was approved by City Council in April of 2021 with Council committing an initial \$200 million investment into the core. Once complete, the Sierra Place will feature six floors and 82 units of affordable housing for vulnerable populations including low-income women, women with children, Indigenous people, seniors, and newcomers. The remaining floors of the 10-storey building will consist of shelter, transitional, and support services. This project is set to create 160 jobs for the private sector and with additional incentives being proposed by The City for similar projects, will hopefully be the first of many.

The Downtown Ambassador Program, launched in the fall of 2020 by The City of Calgary and the Calgary Downtown Association to connect Calgarians and visitors to resources, services and support while also providing a friendly presence along Stephen Avenue and within the nine blocks that surround City Hall. Ambassadors spend time building relationships not only with local businesses and community organizations but regularly engage with vulnerable citizens, building a rapport and conducting wellness checks. Due to the success of the first year, summer 2021

saw the program extended to the entire length of Stephen Avenue and 7 Avenue, westward to Century Gardens, along with 3 Street from Stephen Avenue to the Eau Claire Promenade. This extension allowed for the ambassadors to connect with and support a larger number of Calgarians and visitors to the core.

In 2021, the Active and Safe Routes to School Program (ASRS) continued its third year of collaboration with Ever Active Schools, increasing program participation to 25 schools across the city. Infrastructure improvements were built at three schools and additional upgrades like curb extensions and missing sidewalks are scheduled at another 15 schools in 2022. Ever Active continued their 'In Residence' education and facilitation at program schools, diversifying their programming to include public transit safety sessions with Calgary Transit and winter cycling skills workshops with Two Wheel View. Staff also responded to a Council Notice of Motion for an expanded ASRS program that would use The City's GIS data to identify priority schools to be included in the next budget cycle, increasing the area of study around the school and looking at larger scale infrastructure improvements.

### ***Progress and performance measurement***

#### KPI #1: Citizen's perception of Calgary being a great place to make a life

There are many factors that are considered when people think about what makes a great place to build a life. These factors differ for everyone based on several personal reasons which can include amenities, affordability, access to services, geographic location, transportation options, etc. A city focused on being the best place to build a life must meet these varied needs so citizens and those looking to build a life here are able to find what's important to them.

Calgary's record-breaking year in the film and television industry continues to gain international recognition. The City made [MovieMaker's](#) list of Best Places to Live and Work as a Moviemaker in 2022, placing 10<sup>th</sup> among the Top 25 cities in North America. This is the second consecutive year Calgary has rounded out MovieMaker's Top 10, which considers numerous factors in its rankings, including survey results, production spending, tax incentives, recent productions, and personal visits.

Since 2007 Calgary Foundation's Vital Signs report has used expert research combined with results from citizen surveys to measure the vitality of Calgary and support data informed action to improve the overall quality of life in the city. Largely, the 2021 report finds that Calgarians have a favourable view of Calgary as a good place to live with 85% also saying they feel they are able to meet their basic needs (housing, food, utilities, and healthcare). This will be an important measure to look at next year based on recent global events such as global supply chain disruptions that persist due to COVID-19 and more recently the war in Europe raising prices of food, gasoline, and other basic needs. Perceptions around overall quality of life were down 11% in 2021 over 2020. This could be due in part to the uncertainty in 2021 around COVID and the ripple effects on day-to-day life as a result. With vaccines more readily available and restrictions being eased in 2022 it will be important to understand what factors impact this number going forward.

Indicator	2021 <sup>50</sup>
<b>Calgary is a good place for families</b>	88%
<b>Calgary is a good place for young people</b>	83%
<b>Calgary is a good place for seniors</b>	70%
<b>Calgarians who feel they have a good quality of life</b>	64%

#### KPI #2: Market Based Measure (MBM) incidence of low-income in Calgary

Tracking low-income incidence in Calgary is critical to understanding our citizens' abilities to build a meaningful life in our city. Market Basket Measure (MBM) is Canada's official poverty line. It measures the cost of a 'basket' of goods and services that represent a modest, basic standard of living and determines low-income based on this amount. In 2019, the MBM was \$25,008 for a single person and \$49,462 for a couple with two children.

In 2019, 5.2 per cent of Calgarians (or 189,000) were low-income, a decrease from 12.3 per cent in 2018. 2020 saw the figure come down to 4%. The Enough for All target for Calgary is a 30 per cent reduction in the incidence of low-income from 2015 figures.

Indicator	2020	2019
MBM incidence of low-income in Calgary <sup>51</sup>	<b>4.0%</b>	5.2%

#### KPI #3: Affordable housing units

Arcadis's Citizen Centric Sustainable Cities Index in 2018 looked specifically at the needs of citizens and how cities enabled their diverse citizen groups to meet those needs. Their research showed that human needs are quite hierarchical in nature. If certain needs aren't being met, affordable housing for example, then dissatisfaction will follow, and this has a ripple effect. Currently, Calgary is not meeting national averages for non-market housing. It is critical for Calgary to provide the fundamentals for its citizens to live with security, dignity, and opportunity for the future.

Indicators	2021
Total number units owned and/or operated by the Calgary Housing Company	7,017

<sup>50</sup> Calgary Vital Signs, 2021 Report: <https://calgaryvitalsigns.ca/>

<sup>51</sup> MBM data is sourced from Statistics Canada Table 11-10-0066-01: Market Basket Measure (MBM) thresholds for the reference family by Market Basket Measure region, component and base year. Data is released on a two-year lag, so the most recent data reported is for 2020, and was released in March 2022.

## ***2022 actions planned***

Over the past several years, Tourism Calgary, Calgary Economic Development and The City of Calgary have worked collaboratively to build a brand strategy, story, and framework to create a distinct and sustained brand for Calgary. Due to the change experienced by our city over the past few years as we continue to navigate a pandemic, a shift in the energy sector, a renewed focus on Equity, Diversity and Inclusion as well as our journey towards Indigenous Reconciliation, we have embarked on a brand review to better understand how our current story resonates. A formal engagement process was launched with Stormy Lake Consulting to gather the perspectives of stakeholders across a wide variety of sectors in Calgary through virtual workshops, Mayor roundtable discussions, focus groups and social listening. Findings from this engagement will inform how Calgary's brand story will evolve to better strengthen the city's competitive identity locally, regionally and abroad.

The Stephen Avenue Safety Hub project has been created to better serve the downtown community. A first of its kind facility in Calgary, the hub will be a centralized location for officers from Calgary Community Standards, Calgary Transit, and the Calgary Police Service to work out of. This pilot project will provide insights into how The City of Calgary and Calgary Police Services can simultaneously build strong community connections and increase perceptions of safety.

Part of the funding for the Stephen Avenue Safety Hub will come from the \$2.5 million City Council has approved for downtown safety initiatives over the next two years. Another program is the Downtown Ambassador program, a partnership between The City and the Calgary Downtown Association. In January and February 2022, ambassadors have already had almost 1,000 interactions, 705 interactions with vulnerable populations, and 166 referrals to social services. The presence of these ambassadors has been said to improve the feeling of safety in Calgary's downtown, something that is increasingly top of mind for citizens.

In March 2022, the federal government announced a commitment of \$38 million to support three projects that will add 244 new affordable housing units, 188 of which will be specifically for seniors in the city. The units are expected to be build over the next two years and are also partially funded by The City of Calgary.

Habitat for Humanity Southern Alberta will begin their second phase of constructing 16 units as part of their affordable home ownership program in Silver Springs, located in the northwest quadrant of Calgary. Families will be able to purchase and enjoy home ownership in an established community with a variety of amenities, including schools, acres of parkland, shopping, LRT access, and a swimming pool. The Silver Springs development was made possible with donations from the Calgary Real Estate Board, Calgary Foundation and the Calgary Flames Foundation.

## **OUTCOME 3: BUILD VIBRANT NEIGHBOURHOODS CONNECTED BY DIVERSE AND ACCESSIBLE MOBILITY OPTIONS FOR ALL**

Given the scale of this outcome, there are many groups working towards achieving it.

The Downtown Strategy Leadership Team (to be called the Champions Network going forward) and Working Group implement the Downtown Strategy and the new Greater Downtown Plan, which aims to revitalize Calgary's downtown. The Downtown Strategy is structured across four focus areas: place, live, work, and connect, each with their own initiatives. The Leadership Team meets monthly to provide direction and oversight on the execution of the Downtown Strategy while the Working Group meets monthly. The working group includes stakeholders from The City of Calgary's Urban Initiatives, Business and Local Economy, and Recreation departments, as well as representatives from Calgary Economic Development. With the approval of the Greater Downtown Plan in April 2021 came a new team at The City of Calgary focused on downtown revitalization and activation, supported by the Downtown Strategy Champions Network and Working Group. In 2022 the Champions Network will meet once every two months and the Working Group continues to meet monthly.

In addition, at the request of local business communities, Calgary City Council has established 15 Business Improvement Areas (BIA) to support local improvements and beautification, development and maintenance of parking, and promotion of these areas as unique shopping and experience destinations. BIAs represent businesses in most of the city's key street level retail and restaurant areas, and support business development and growth in these important neighbourhoods. BIAs regularly host events, activations and campaigns to promote businesses and create vibrancy. For instance, in the International Avenue Business Improvement Area (located on 17<sup>th</sup> Avenue S.E., from 26<sup>th</sup> to 61<sup>st</sup> Street), business workshops are held within the community to assist individuals in growing their business knowledge. Montgomery on the Bow is another business improvement area that has three distinct commercial areas that cater to a variety of individuals – this includes both local residents and those that drive out from other parts of the city (and beyond) to experience the shopping and events held in this area.

### ***2021 key activities***

Calgary Transit is a key source of transportation in the city. In 2020, despite the pandemic, Calgary Transit recorded 51.1 million trips with 166 bus routes and 45 CTrain stations. With over 1,048 active vehicles and 6,144 transit stops, local service has a large network.

In June 2021, the Government of Alberta announced \$1.53 billion in funding for Calgary's Green Line Light Rail Transit (LRT) expansion, the largest infrastructure project to ever be undertaken in Calgary's history. This was followed by Prime Minister Justin Trudeau affirming federal support for the Green Line LRT project a month later in July 2021 with a commitment to invest up to \$1.53 billion, along with The City of Calgary contributing \$1.59 billion. This significant and massive investment for the future of Calgary will play a vital role in connecting people and places and creating up to 20,000 jobs while providing Calgarians with fast, modern and reliable transit service to communities, employment hubs such as downtown, Quarry Park and the southeast industrial areas, tourist destinations and essential services. The new Green Line will also benefit the environment, which is expected to reduce greenhouse gas emissions by 30,000 tonnes per year.

In addition to the work being done on the Green Line LRT, headway was made regarding the YYC Calgary International Airport - Banff Rail (CABR) project that will provide sustainable transportation to passengers from the YYC Calgary International Airport and downtown Calgary to the Banff railway station. A detailed memorandum of understanding (MoU) was signed in July 2021 between Invest Alberta, Alberta Transportation and Canada Infrastructure Bank (CIB). This project will increase employment and economic opportunities, enhance tourism,

and help Calgary and Banff meet climate targets and reduce carbon emissions. The CABR project is estimated for completion and operation by 2025.

### ***Progress and performance measurement***

#### KPI #1: Citizen Perceptions

Every year The City of Calgary conducts a Citizen Satisfaction Survey to understand how citizens feel about living in Calgary. These surveys are one important tool through which to better understand the needs of Calgarians and see areas of opportunity. These measures speak specifically to citizen perceptions about their neighbourhoods and their ability to move across the city.

Neighbourhoods and how people feel about the ones in which they live are an important part of building a meaningful life. When looking for neighbourhoods to reside in, people take into consideration many factors, it's not only about the property but also where it is, the amenities, transit systems, etc. From walkable neighbourhoods (with all the amenities its residents could need within a short walking distance) to Calgary's first garden-to-table community in the south, Calgary neighbourhoods and communities are growing in different ways to meet the needs of its residents.

Despite consideration given to amenities within neighbourhoods, it's not always possible to have everything one needs within their neighbourhood. Where you work, specialized goods and services, family, and friends aren't always a short walk away. This creates the need to ensure that citizens can move through the city with ease.

Perceptions of citizens give us insight into if what's being done is effective and useful and where there might be work needed.

Indicator	Fall 2021 Data <sup>52</sup>
Proud to live in their neighbourhoods	84%
Regularly involved in neighbourhood and local community events	26%
Satisfaction with Calgary Transit	84% are satisfied or very satisfied
More money should be invested into Calgary Transit	51% agree

#### KPI #2: Connectivity and accessibility of neighbourhoods

The following KPIs speak to whether Calgarians live in neighbourhoods connected by transportation options and whether these neighbourhoods are close to activity centres and main streets, or corridors. Connectivity to primary transit networks is a priority for The City of Calgary and is

<sup>52</sup> City of Calgary Quality of Life and Citizen Satisfaction Survey, Fall 2021.

being accelerated to achieve the 60-year target. Accessibility to daily needs (i.e., population within Major and Community Activity Centres) is on track to the achievement of the 60-year target. It should be noted that these KPIs are part of the core indicators from the 2020 Municipal Development Plan and Calgary Transportation Plan to be tracked every four years. With no civic census in 2021 proxy measures are being used as a placeholder for this year's report.

The city has designated certain areas of the city as Activity Centres, these are areas of higher intensity (density of jobs and population) that have higher levels of transportation services and other amenities to accommodate this higher intensity. Tracking the number of building permits issued in those areas allows us to see how much building activity is taking place in these areas – Activity Centres, near Primary Transit Network (PTN) and Main Streets.

#### **Cumulative Issued Building Permits (BP) within 400m of the Primary Transit Network (PTN)<sup>53</sup> (2011 – 2021)**

Year	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
<b>Not within 400m of PTN</b>	<b>107,626</b>	95,918	88,792	80,664	71,514	63,417	56,180	47,736	37,091	27,513	18,577
<b>Within 400m of PTN</b>	<b>18,970</b>	17,304	16,129	14,432	12,875	11,903	9,488	7,644	4,552	3,182	1,445
Year	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
<b>Cumulative Percentage of Citywide BPs within 400m of PTN</b>	<b>15.0%</b>	15.3%	15.4%	15.2%	15.3%	15.8%	14.4%	13.8%	10.9%	10.4%	7.2%

#### **Cumulative Issued Building Permits in Activity Centres (AC) or within 600m of Main Streets (MS) (2009 – 2021)**

Year	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
<b>Not Within AC or MS</b>	<b>89,267</b>	80,414	74,665	68,320	61,647	54,881	48,896	41,652	32,680	24,270	16,444
<b>Within AC or MS</b>	<b>37,329</b>	32,808	30,256	26,776	22,742	20,439	16,772	13,728	8,963	6,425	3,578
<b>Grand Total</b>	<b>126,596</b>	113,222	104,921	95,096	84,389	75,320	65,668	55,380	41,643	30,695	20,022

<sup>53</sup> The Primary Transit network is a system of interconnected routes that are fast, convenient, and easy to use. Primary transit routes run every ten minutes, 18 hours a day, seven days a week. Having access to this level of service is key to making travel affordable and easy throughout Calgary. Due to COVID, no routes are currently operating at a PTN level of service. For this analysis, an assumption is used that the Primary Transit Network includes the Red Line, the Blue Line, and Route 3, routes which have historically operated at PTN levels of service.

Year	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
<b>Cumulative percentage of Issued Citywide Building Permits Within Activity Centres or 600m of Main Streets</b>	<b>29%</b>	29%	29%	28%	27%	27%	26%	25%	22%	21%	18%

### KPI #3: Transportation services

Diverse transportation and mobility options means Calgarians can access fundamental amenities, their workplaces, and their social circles in an inclusive way. It is important for a healthy and resilient city to provide multiple types of transportation.

The following KPIs are part of core indicators from the 2020 Municipal Development Plan and Calgary Transportation Plan to be tracked every four years. With no civic census in 2021 proxy measures are being used as a placeholder for this year's report. All the transportation KPIs are priorities for The City of Calgary and align to the Future of Transportation strategy and the 2020 Calgary Transportation Plan.

The table below shows data for percentage of all-purpose, citywide trips made by walking, cycling, transit, and car. This includes trips for work, school, leisure or others within a 24-hour period. Numbers for 2021 have not been calculated yet and therefore are presented as targeted forecasts. The significant dip in transit ridership in 2020 was a direct result of impacts related to COVID-19. In April 2020, ridership was at 10 per cent of 2019 levels. When surveyed, transit customers provided reasons such as discomfort with using public spaces during and post-pandemic and changing needs for using public transit. As routines change and more flexibility is provided with remote work, public transit to and from downtown may be structurally changed, but there is optimism with recent estimates and transit trends for 2021 that ridership will increase significantly.

Mode	2021 Target	2020	2019	2018	2017	2012	2005
<b>Active</b>	<b>20-25%</b>	22%	18%	18%	18%	13%	14%
<b>Transit</b>	<b>15-20%</b>	3%	9%	9%	8%	9%	9%
<b>Auto</b>	<b>55-65%</b>	75%	73%	73%	74%	79%	77%

To help provide a reliable network of pathways and bikeways, the Liveable Streets division of Transportation Planning continued to lead the implementation of Step Forward, Calgary's pedestrian strategy that was approved by Council in 2016. In addition to the pedestrian strategy, the Always Available for All Ages and Abilities (5A) network was approved by Council as part of the 2020 Calgary Transportation Plan. The 5A network is a city-wide plan for a network of pathways and bikeways protected from motor vehicle traffic, designed to meet the needs of

people of all ages and abilities as it will provide a consistent, reliable experience through lighting and year-round maintenance. The city's wheeling network has expanded in 2021 as shown in the table below.

<b>Bicycle Facility Type (KM)</b>	<b>2021</b>	<b>2020</b>	<b>2009 (Baseline)</b>
<b>Total cycling network</b>	<b>1,807</b>	1,515	1,065
<b>Pathway (off street)</b>	<b>1,289</b>	1,022	710
<b>Bikeways (on street)</b>	<b>518</b>	493	355
<b>Bike routes</b>	<b>416</b>	405	328
<b>Shared lanes</b>	<b>19</b>	20	15
<b>Bicycle lanes</b>	<b>57</b>	57	12
<b>Cycle track</b>	<b>26</b>	12	0

#### KPI #4: Sliding scale transit passes sold

As an indicator of inclusivity, sliding scale transit passes provide the opportunity for all Calgarians to access daily amenities. Public health restrictions related to COVID-19 continued to impact Transit ridership and low-income pass sales in 2021, this saw a decrease in the number of sliding scale transit passes sold for the second year in a row. With the availability of vaccines and health restrictions beginning to ease Q4 2021 sales were the highest of any quarter in 2021 which will hopefully be a continuing positive trend.

<b>2021</b>	<b>2020</b>	<b>2019</b>
246,424	270,035	480,915

#### **2022 actions planned**

Following the pledged funding for the Green Line LRT in 2021, 2022 has seen the announcement of the acquisition of the former Lilydale warehouse site in preparation for Phase 1 construction that is anticipated to begin in 2024. As for the YYC Calgary International Airport – Banff Rail (CABR) project, an economic impact study is underway and will be presented to the province to ensure due diligence as the project remains in Phase 3: the Development Phase.

Continuing with alternate modes of transportation throughout the city, e-scooter companies Bird Canada and Neuron Mobility Canada return to Calgary streets in 2022. After being awarded the permits to operate in 2021 following a competitive bid process supported by The City of Calgary, both Bird Canada and Neuron Mobility Canada saw significant ridership, with hopes that the trend continues upward in 2022. Additionally, planning development continues for the 38km trail between Calgary and Cochrane that was announced at the end of 2021, with the completion of the first phase of the trail projected for 2025.

The City's Dover Neighbourhood Streets Project has identified a number of focus corridors that will realize a connected grid of walking and wheeling improvements that align with the City's Step Forward Pedestrian Strategy, the 5A Network in the Calgary Transportation Plan, and Complete Streets Policy. One of the key corridors is 34 Avenue S.E. where the two westbound lanes and median will be repurposed for a bi-directional cycle track and enhanced naturalized open space. Auto traffic will be shifted to two-way operations in the current eastbound lanes. This project will be phased over multiple years, with Phase 1 being constructed in 2022 through a mix of permanent and temporary materials.

Following the successful uptake of the office-to-residential conversion incentive program in late 2021 and early 2022, the Real Estate Sector Advisory Committee is now shifting focus to providing the right amenities to the downtown core, which will create vibrancy.

#### **OUTCOME 4: CREATE DIVERSE AND ENJOYABLE EXPERIENCES FOR EVERY LIFE STAGE AND INTEREST**

This key outcome is managed and executed by multiple organizations across Calgary. Calgary Economic Development works with The City of Calgary, Tourism Calgary, Calgary Arts Development Authority (CADA), and other civic partners to provide a city-wide view of progress. These organizations work tirelessly to achieve their organizations and The City's objective to enhance tourism, culture, and recreation assets.

##### ***2021 key activities***

Calgary Arts Development Authority (CADA) is committed to celebrating Calgary's Diversity Advantage. This includes ensuring that artists and arts organizations have equitable access to grant investment and arts development programs. For 2020, CADA reported a 50% increase in the number of Indigenous artists and Indigenous-led organizations receiving funding. In June 2021, CADA announced \$75,000 of their ArtShare Program funds to support artistic projects in the memory of the 215 children found at Kamloops Indian Residential School. Recognizing the impact and ongoing devastation and trauma of these discoveries CADA named the funding pool the Honoring the Children Grant with the support of their Indigenous Advisory. This will continue to be offered in 2022.

Chinook Blast, began as an idea at the end of 2019, an idea to bring together partners from a diverse group of industries and backgrounds for an inclusive event that would invite Calgarians and those from across the world out to celebrate the wonder of winter, Calgary's own winter festival. As planning picked up in 2020 so did concerns around COVID-19, this did not deter the organizers from forging ahead with plans for its inaugural event in February 2021. Led by 10 founding civic partners that included The City of Calgary, Tourism Calgary, Calgary Arts Development along with more than 50 additional businesses supporting operations, logistics, programs, and marketing plus 45 local committee members that represented 32 different organizations this is truly an event by the community for the community. In its first year, amidst COVID restrictions, which resulted in condensing the festival to three weeks instead of the originally planned six, Chinook Blast 2021 saw 391,903 people in attendance across the various programming offerings in February 2021. 100% of the budget was spent with local artists, organizations, vendors, Business Improvement Areas (BIAs), and marketing partners.

In March 2020, the ActiveCITY Collective, CADA, and other community partners began funding a [longitudinal study](#) to provide relevant and reliable data about how Albertans are reacting to what's happening in the world and its impact on the experience economy. The findings reveal

that the pandemic has fundamentally changed the way people live, work, and play. To retain audiences, attract new audiences, and build new communities and networks, recreation and wellness organizations need to rethink how they design experiences. To support this rethink, ActiveCITY plans to launch a series of experience design workshops that will invite leaders from organizations across the city to come together, learn from each other and design new experiences for their clients.

In efforts to better serve the community and the events industry, The Calgary TELUS Convention Centre (CTCC) took advantage of the downtime from the pandemic to work on capital projects to help enhance the delegate experience from upgrades and modernization of the public and non-public event spaces, to making the centre more accessible. Additionally, as the vaccination roll-out plan commenced in the spring of 2021, the event centre was converted into a mass vaccination site which saw over 400,000 individuals during its time of operation. This was a large initiative that contributed to the greater wellbeing of Calgarians and played a critical role in achieving the targeted vaccination rates.

### ***Progress and performance measurement***

#### KPI #1: Amenities in Calgary

A diversity of amenities for a wide range of interests and audiences is important to a thriving economy and a key indicator of livability. Some global city rankings use this data point as an indicator of diversity and availability of amenities in cities around the world.

As of March 2022, Tripadvisor listed 853 things to do in Calgary. This list includes a variety of attractions and amenities, from cultural institutions, landmarks, and outdoor spaces to spa and wellness sites. The top ranked amenities at the time of writing included Heritage Park, The Calgary Zoo, Calgary Stampede, Prince's Island Park, The Glenbow Museum, and the Bow River, and the top ten was rounded out by more cultural institutions as well as natural spaces showcasing the diversity of options available for all interests.

CADA monitors and tracks contributions made to the arts and culture community in Calgary. Key services and supports CADA provides include public art placement and decision making, funding to support the creative economy and activations downtown, grants for arts organizations, and sponsorship for arts and culture events across the city. On behalf of the citizens of Calgary in 2021, Calgary Arts Development invested \$11.4M through more than 600 grants to artists, arts organizations, collectives, and events.

Key infrastructure projects continued to progress: Glenbow Museum Renovations are moving along and in the second phase, making progress on their Glenbow Reimagined campaign to raise remaining funds for the project. The Arts Commons Transformation project also continues to move along, having completed business assessments and public engagement the prime design team is now ready to move into the next phase of planning and design. Part of the design team is two Calgary-based architect firms – Tawaw Architecture Collective inc. headed by Canada's first female First Nations architect, Wanda Dalla Costa, and Hindle Architects.

Indicators	Number <sup>54</sup>
Number of amenities	<b>853</b>
Number of public arts events hosted	<b>7,486</b>
Number of participants at public arts events hosted	<b>1,461,106</b>
Number of arts education activities provided by Calgary arts organizations for children and youth	<b>4,494</b>
Number of children and youth who participated in arts education activities provided by Calgary arts organizations	<b>79,516</b>

#### KPI #2: Sports and recreation accessibility

A key component of wellbeing is physical activity, and Calgary is touted as one of the most active cities in Canada. In 2021, due to COVID-19, access to City recreation facilities didn't recover completely but has seen an incline in attendance with restrictions easing and providing more consistent access than in 2020. The number of Calgarians approved for the Fair Entry Program, however, did see a decline due to the impact of facility closures because of provincial health orders, including recreation centres and ice rinks.

Indicators	2021	2020	2019
Number of visits to Calgary recreation facilities	<b>2,137,734</b> (City of Calgary and YMCA owned facilities)	1,299,713 (City of Calgary facilities)	4,199,539 (City of Calgary facilities)
Number of Calgarians approved for the Fair Entry Program	<b>56,381</b>	66,000	96,523 <sup>55</sup>

#### 2022 actions planned

As part of The City's commitment to truth and reconciliation, City Council approved a Notice of Motion in January 2022 to explore land in and around the confluence of the Bow River and Elbow River that can be used for the development of an Indigenous Gathering Place. The City, working alongside Indigenous Gathering Place Society of Calgary, is assessing possible parcels of City-owned land that are suitable for the project and planning to engage Indigenous leadership from Treaty 7 and Metis Nation of Alberta, Region 3. A report will come back to Council

<sup>54</sup> Data available is for 2020, this is the most current data available. 2021 data is still being collected at the time of this report's publication and will be reported on in the next report.

<sup>55</sup> This number is not directly comparable to 2020 data. In 2019, 96,523 people were enrolled and used Recreation's Fee Assistance Program. In 2020, 66,000 were approved by Fair Entry and indicated they wanted to use the Fee Assistance Program.

\*[https://www.tripadvisor.ca/Attractions-g154913-Activities-oa30-Calgary\\_Alberta.html](https://www.tripadvisor.ca/Attractions-g154913-Activities-oa30-Calgary_Alberta.html)

later in 2022 with the proposed next steps. Calgary is home to over 500 spaces that are devoted to different cultures and spirituality and yet, not one is built specifically for Indigenous Peoples' ceremonial practices.

In February 2022 a \$25 million endowment from the Shaw Family Foundation to the Glenbow Museum assured that when the Glenbow opens in 2024 it will be one of the first major museums in Canada to offer free general admission. This move means that cost, sometimes a major barrier to access to cultural institutions will no longer be an obstacle to entry and access to the space.

The International Avenue Business Improvement Area (International Ave) has been using art to make the vibrant International Avenue business district feel more welcoming, safe, and fun. With funding received from the federal Canada Healthy Communities Initiative, along with local artists and community involvement, International Avenue created "The Road Less Travelled 32<sup>nd</sup> St. Project" to revitalize a block of 32<sup>nd</sup> Street SE in central-east Calgary using art, lights, and creativity. In the spring of 2022, 10 new art installations will be added as part of their "International Avenue's Spring Has Sprung Event," featuring ten local artists and their artwork along 17 Avenue SE. This will bring the art installations on the street to a total of 50 art installations.

Calgary's 31<sup>st</sup> annual 4<sup>th</sup> Street Lilac Festival will also return this spring after a two-year hiatus due to the COVID-19 pandemic. Being one of Calgary's largest outdoor summer events, this pedestrian-friendly, all-ages event offers an array of musical talent with six stages hosting over 30 performances a day. This year features a new addition to their programming which includes the "Underage Stage," which promotes Alberta's youth in support of their bright future in music. The 4<sup>th</sup> Street Lilac Festival will also feature over 500 vendors that vary from artisan crafts, to imported wares, to community organizations.

Calgary's summer Folk Music Festival will be returning in July 2022 for its 43rd annual event in Prince's Island Park. This four-day family-friendly cultural and musical extravaganza will feature 70 artists from Alberta, Canada, and around the world. Also included is a food vendor alley and arts market, as well as beer gardens. The Calgary Folk Music Festival is an essential community gathering for 53,000 Calgarians and tourists, run by 2,000 volunteers. Additionally, Calgary will be home to the 40<sup>th</sup> anniversary celebration of the Canadian Country Music Awards, which will return to Scotiabank Saddledome in the fall of 2022. In addition to the awards, Calgary will also host Country Music week here as it did the last time the awards were hosted in the city in 2019. Tourism Calgary reported approximately \$12 million added to the economy after the 2019 events.

The Calgary TELUS Convention Centre has a big year ahead as the CTCC has already confirmed/executed 90 events for 2022: 3 international, 20 national/provincial, and 70 local to the city. It is estimated that the CTCC will secure over 140 more events to host before the year is up, bringing together bright minds and diverse perspective at a time when connection and in-person interaction is greatly anticipated.

COVID-19 has fundamentally changed the way people live, work, and play and in response to that community organizations need to rethink their approach when planning and executing within the experience economy. The ActiveCITY Collective is launching a series of experience design workshops with leaders from organizations across the city to come together learn from each other, and design new experiences for their clients.

With three areas of focus, these experience design workshops will culminate in a series of events taking place throughout the summer and into the end of 2022. Through showcasing new opportunities for Calgarians to engage in experiences, ActiveCITY is also championing Calgary's brand as a global destination for people to be part of healthy communities that have a diversity of options for recreation and play. This work is being carried out in partnership with several community organizations throughout the city.

## BUSINESS ENVIRONMENT

Our economic strategy positions Calgary to become **Canada's most business-friendly city**. The City of Calgary defines being business-friendly as: balancing the needs of our residents, customers, and communities with the needs of our business community. Business environment refers to both the ease of conducting business and the level of business activities in Calgary. While other focus areas of the economic strategy are critical to talent and business attraction, retention, and expansion, the ease and cost of doing business are consistently perceived as one of the most important factors driving relocation.

This focus area is not only focused on creating a low tax environment, but also on making development and building permit processes, business license applications, and other regulations and requirements easier to navigate. This area has also been expanded to encompass connectivity, from a physical and digital infrastructure perspective, as a key component of doing business in Calgary. Ensuring The City of Calgary is a partner in innovation through policy and regulations on data sharing, testing facilities and pilot programs, and 5G infrastructure.

### Governance and Management

The City of Calgary's Business and Local Economy Team was created to advance and manage the initiatives and programs of the Business Environment focus area. Council's Business Advisory Committee acts as a conduit to address perceived City of Calgary barriers that business stakeholders face in their everyday operations. The Business Advisory Committee's external working group is made up of key business leaders in Calgary who provide feedback and direction on priorities. The Living Labs Team at The City of Calgary works to formalize and simplify the process to make public spaces, transportation corridors and land more accessible for the research and testing of innovative solutions. The City of Calgary's Information Technology (IT) Team is responsible for the city's digital infrastructure, while YYC Calgary International Airport is a critical partner in keeping Calgary globally connected to key trading and business partners.

### 2021 Progress

#### OUTCOME 1: BUILD A GLOBALLY AND DIGITALLY CONNECTED CITY

Being a globally and digitally connected city involves several factors, this involves connectivity – how connected are people to each other within a city, be it businesses, workplaces, individuals, as well as how connected are all these businesses and individuals to the rest of the world. Ease of delivery and receipt of goods and services, ease of moving in and out of the city through air, rail, or automobile is another factor.

#### **2021 key activities**

Amazon Web Services (AWS) will expand its global infrastructure with the establishment of a Data Center Region in Calgary that will be one of two in Canada available to millions of AWS customers worldwide, including many Alberta-based businesses and public sector

organizations. AWS said it will directly invest \$4.3 billion into the Alberta economy, which is estimated to create more than 950 new jobs in Canada and contribute an estimated \$4.9 billion to the country's GDP by 2037.

In the summer of 2021, the Alberta Government signed a memorandum of understanding with Prairie Link – a partnership between construction company EllisDon Corp. and infrastructure consultant AECOM – to move ahead with the \$9 billion project to link Calgary and Edmonton through a high-speed train. Construction should begin in 2023 and would take anywhere from seven to nine years to be completed. This is an important project that has been in demand for years and would finally link the largest municipalities in Alberta as well as connect two international airports.

At the end of 2020 Canadian Pacific (CP) announced a hydrogen locomotive pilot. Originally slated for one locomotive conversion, the pilot was expanded from one to three conversions by the end of 2021. The expansion of the program was made possible by a \$15 million 50% matching grant from Emissions Reduction Alberta. The hydrogen fuel cell-powered linehaul freight locomotive (H2OEL) is a retrofit of an existing diesel-electric linehaul locomotive. Initial renderings of the unit released in October show a green and blue locomotive representing "sustainability, water, and technology" while the font choice and style symbolizes "movement and progress in action". This is an important project when speaking of the future of sustainable transportation and could set an example for the industry of what is possible with CP working on refining the process of converting diesel-electric powertrains to hydrogen electric.

YYC Calgary International Airport is one of the most connected airports in the country. As a connector not only to international flight hubs like Toronto and Vancouver, it's also a leader in domestic flights. In 2021, Calgary was also one of the first airports in the country to pilot the rapid testing program for travel and with the easing of restrictions in the latter half of the year saw, an uptake in travel again. With the impact of COVID-19 in 2020 and passenger flights largely grounded due to restrictions and a growing demand for e-commerce, The YYC Airport Authority pivoted to meet the high demand of cargo capacity requirements. This trend continued in 2021 and YYC Calgary International Airport has continued to see a rise and meet the demand for increased cargo transport. In response to the increased cargo transportation across the country, Calgary headquartered WestJet Cargo announced in June of 2021 the launch of a dedicated cargo service to fulfill the increased need, which is expected to be in service by mid-2022.

Additionally, The YYC Airport Authority (The Authority) implemented some very successful programming as it continued to adjust to the everchanging landscape caused by COVID-19. For the second year in a row, The Authority successfully obtained the Airports Council International (ACI) accreditation for #FlyHealthyYYC as they continued to prioritize safety and peace of mind for employees, guests and partners. They also worked closely with the Public Health Agency of Canada (PHAC) to develop a dedicated testing centre that safely accommodated more than 2,000 guests a day and provided quick and easy access to testing.

Calgary-based airline Lynx Air was launched in November 2021. The airline offers low fares and a fleet of brand new, ultra-reliable and energy-efficient Boeing 737s. The airline is serving five destinations including Calgary, Vancouver, Toronto, Kelowna and Winnipeg, with more destinations to come, providing Calgarians with yet another option to stay connected with other parts of the country.

### ***Progress and performance measurement***

#### **KPI #1: 5G in Calgary**

A study commissioned by Calgary Economic Development in 2020, and released in 2021, showcased Calgary as a national leader in 5G preparedness and building the necessary components of a digital ecosystem. When compared to other Canadian municipalities including Vancouver, Edmonton, Winnipeg, Toronto, Ottawa, Montreal, and Halifax, Calgary was the only municipality to meet all defined criteria to build an effective digital ecosystem. Perhaps most importantly, Calgary was the only municipality at the time of the study, other than Montreal, currently working with national wireless service providers (WSPs) to build a digital playground downtown for testing and piloting 5G enabled applications. The City of Calgary already has guidelines and processes in place for WSPs and other businesses to build 5G infrastructure.

In 2020, The City of Calgary began working with WSPs to standardize how land and site inquiries were managed and executed as WSP's work to enhance the connectivity of their users within Calgary. The process starts with WSP's submitting a site inquiry for a parcel of land (owned and/or operated by The City); such an inquiry can contain up to 20 sites (example of a single site: utility pole, utility box etc.). The City of Calgary assesses the site inquiries and provides a scope of work, which can include necessary logistics and regulations associated with the proposed inquiry and cost approximations. The WSP then can choose if they would like to proceed with the development of the sites and the number of sites; WSPs are not required to proceed with all sites included in the inquiry. 2021 was the first year in which inquiries moved from ideation to construction, however, the numbers in the table below solely represent ideation inquiries. Site inquiries allow us to be able to track how many potentially viable sites are available for 5G connectivity.

Indicator	2021	2020
Number of site inquiries from Wireless Service Providers	34	64

#### **KPI #2: YYC Calgary International Airport volumes and flights**

YYC Calgary International Airport is a critical component of Calgary's connectivity to national and international jurisdictions. The ease with which Calgary companies can connect to their trade partners and export destinations is critical for the expansion and retention of local companies, while the connectedness of Calgary is also a key factor driving company attraction to the city. Of course, while YYC Calgary International Airport was one of only four Canadian airports open during COVID-19, there were significant declines in passenger volumes and direct non-stop flights from 2019 to 2020. However, 2021 was a year of recovery, particularly in the second half of the year. Domestic travel, specifically, rebounded faster than transborder and international, which has had a longer road to recovery because of complexity and ongoing restrictions. Furthermore, YYC Air Cargo experienced record growth in 2021. High cargo load factors and increased frequencies were driven by e-commerce and reduced belly capacity on passenger aircraft and world supply chain congestion.

Indicators	2021	2020	2019
<b>Air cargo landings at YYC Calgary International Airport</b>	<b>5,363 landings</b>	4,780 landings	4,305 landings
<b>Number of direct non-stop flights</b>	<b>76</b>	42	88

### ***2022 actions planned***

The City of Calgary intends to launch their Digital Playground downtown which would allow the testing and piloting 5G enabled applications.

Canada Pacific's (CP) Hydrogen Locomotive Program is field-testing their Hydrogen Zero Emissions Locomotive (H20EL) and is aiming to have the locomotive operational by the end of 2022. At this point, CP will be able to evaluate the technology's readiness for the freight-rail sector by conducting qualification testing and rail service trials.

Furthering Calgary's connectivity, The YYC Airport Authority looks to develop a more predictable, efficient airport environment in which to operate whilst striving to be the lowest cost airport in Canada and ensuring that the customer is at the heart of every decision. They will also be looking to create an efficient, contactless guest experience for all who pass through.

## **OUTCOME 2: HELP BUSINESSES GROW, THRIVE, AND MAKE DATA DRIVEN DECISIONS**

### ***2021 key activities***

An Innovation District can be a key driver and catalyst for future growth and prosperity. Looking at other jurisdictions around the world we know that Innovation Districts can be successful in revitalizing local economies and communities. Reigniting the exploration of the possibility of an Innovation District in Calgary, in 2021 the Downtown Strategy Working Group formed a sub-working group to advance the work. Together, a team comprised of The City of Calgary, Calgary Economic Development, SAIT, and Platform Calgary initiated the Discovery Phase of advancing an Innovation District in Calgary. In September 2021 three virtual focus groups were held with 20 senior leaders in our community to understand what a successful Innovation District could look like in Calgary and what might get in the way of this success. Participants imagined a successful innovation district would be a place defined by: accessibility and inclusivity, good governance, a complete neighbourhood, and collaboration and connections.

Following these focus groups, in November and December 2021, community engagement workshops were held at the Platform Innovation Centre to understand Calgary's current position across key components of an Innovation District: Built Environment, Encouraging Collisions, Cultural Vibrancy and Economic Drivers. We heard the built environment needs to encourage connections and collisions and be a magnet for business, talent and investment. We must encourage collisions for "the right people at the right times" through spaces and programming that are accessible and welcoming to all. The Innovation District should be where people want to live, work and play in a way that catalyzes our

innovation ecosystem. And there must be a continual interplay between education and industry; a seamless collaboration that reinforces growth and economic prosperity for all.

Calgary is also a Living Lab for those looking to test and try new ideas and products in a real-life environment. These environments are assets that The City owns. Companies and organizations looking to access The City's Living Labs can apply to gain access to one of several locations across the city. From industrial land for drone flights, roadways, warehouses, natural spaces, and even the Calgary Film Centre – there are several types of environments to choose from. Surprisingly, despite the uncertainty that COVID-19 presented, there were 41 additional Living Labs projects in 2021.

### ***Progress and performance measurement***

#### **KPI #1: Businesses by industry**

Understanding the distribution of business and industries represented within a city is important to understand progress towards economic diversification. A diverse and healthy economy has a balanced spread of businesses across industries.

Between 2019 and 2021, the transportation and warehousing industry has seen an increase in businesses, along with information and cultural industries and accommodation and food services.

<b>NAICS<sup>56</sup> Description</b>	<b>2021<sup>57</sup></b>	<b>2020<sup>58</sup></b>	<b>2019<sup>59</sup></b>
	<b>Number</b>	<b>Number</b>	<b>Number</b>
Total, all industries	<b>58,788</b>	57,933	58,222
Agriculture, forestry, fishing and hunting	<b>287</b>	306	291
Mining, quarrying, and oil and gas extraction	<b>908</b>	986	1034
Utilities	<b>104</b>	99	106
Construction	<b>6,414</b>	6,375	6,645
Manufacturing	<b>1,606</b>	1,616	1,617
Wholesale trade	<b>2,337</b>	2,373	2,408
Retail trade	<b>5,401</b>	5,090	5,111
Transportation and warehousing	<b>2,788</b>	2,591	2,462
Information and cultural industries	<b>630</b>	610	611
Finance and insurance	<b>1,923</b>	1,911	1,931

<sup>56</sup> The North American Industry Classification System (NAICS) is an industry classification system that has been developed to provide common definitions and a common statistical framework for economic analysis. It is a comprehensive hierarchical system that divides the economy into 20 sectors at the highest level and then breaks them down into more specific economic activities within the sector. One thing to note when looking at NAICS codes, some businesses are complex enterprises where activities may fall within several different sectors, which may lead to misrepresentation of their activities. Oftentimes this is captured within the further breakdown of the code (sector, subsector, industry group level, etc.).

<sup>57</sup> Canadian Business Counts, with employees, census metropolitan areas and census subdivisions, December 2021

<sup>58</sup> Canadian Business Counts, with employees, census metropolitan areas and census subdivisions, December 2020

<sup>59</sup> Canadian Business Counts, with employees, census metropolitan areas and census subdivisions, December 2019

Real estate and rental and leasing	<b>2,412</b>	2,400	2,446
Professional, scientific and technical services	<b>11,520</b>	11,659	11,567
Management of companies and enterprises	<b>423</b>	411	403
Admin. and support, waste mgmt. and remediation services	<b>2,567</b>	2,679	2,745
Educational services	<b>732</b>	730	749
Health care and social assistance	<b>5,687</b>	5,450	5,144
Arts, entertainment and recreation	<b>558</b>	577	589
Accommodation and food services	<b>3,380</b>	3,426	3,416
Other services (except public administration)	<b>4,367</b>	4,394	4,349
Public administration	<b>68</b>	71	68

#### KPI #2: Business licences

In the spring of 2020, The City of Calgary waived business license renewal fees and put an auto-renewal into effect for all businesses. This auto-renewal will continue through 2022 and Business License Renewal fees will be reinstated on March 16, 2023.

Additionally, in the figure below, the Business License Issued (New) includes all categories, including the new business license category for Short Term Rentals added by The City of Calgary in February of 2020.

<b>Indicators</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>
Business License Renewals	<b>39,693</b>	39,753	32,372
Business Licence Issued (New)	<b>7,508</b>	7,334	6,814

#### KPI #3: Living Labs

Because of the uncertainty COVID-19 continued to present in 2021 numbers for Living Lab projects were not expected to change drastically in 2021, but the numbers climbed significantly from 2020. Several factors lead to this increase including (but not limited to):

- Support from municipal leadership to back and execute innovative and entrepreneurial projects
- Referrals through social media
- Referrals through Calgary Economic Development
- Activities around the Downtown Strategy

Lux Modus was a return user in 2021. Years ago, they took advantage of the Living Labs program to test their light detection and ranging (LiDAR) technology for pipeline construction. LiDAR has several uses, most recently known for it's use in autonomous or self-driving cars, this tech uses the pulse from a laser to collect measurements which are then used to create 3D models. The 2021 lab found Lux Modus working

with the team at Calgary Transit to collect data needed to test out rail specific software algorithms to develop and test new products with their LiDAR tech.

Indicators	2021	2020
Living Labs Projects	50	9

#### KPI #4: Available City of Calgary open datasets

To grow and thrive, businesses need data to make data-driven decisions in their best interest. Open access data enables entrepreneurialism and creates the conditions necessary for success in a world increasingly driven by data and the ability to analyze and use data for insights and foresight.

Last year through continued increasing organizational awareness of the value, policy, and efficiency to publishing open data, The City was able to make more data available.

2021	2020	2019
372	340	295

### **2022 actions planned**

In 2022, The City's Living Labs project will continue to expand, ensuring that adequate resourcing is available for Living Lab activities along with evolving procurement practices to support innovation and The City as a first customer for innovative technologies. The team will also be making a case for a physical technology lab space for software and hardware piloting/testing. Developing awareness of federal and provincial funding sources available for entrepreneurs and startups to access when developing products and/or services is also a priority.

The Innovation District Working Group continues to discuss and explore key components of Calgary's Innovation District across: Built Environment, Encouraging Collisions, Cultural Vibrance, and Economic Drivers. In 2022, the group is driving towards the "Launch Phase" where a business case will be written, further investment will be pursued, and a governance model will be established.

## **OUTCOME 3: ANTICIPATE AND REDUCE BARRIERS TO DOING BUSINESS**

### **2021 key activities**

When it comes to reducing barriers to doing business, the Government of Alberta showed commitment to that within the Film and Creative Industries sector with the removal of the \$10 million per project tax credit cap for productions within the sector. They also added \$19.5

million to the budget which raised the 2021/2022 budget to \$50 million. These decisions create greater incentives for productions across the province and add to the increasing buzz around Film and Creative Industries. 2021 was a very successful year for production in Calgary.

Being a film-friendly city is also an area of interest for The City of Calgary. In 2021 they completed the development of the current state of the filming environment and processes in Calgary. During engagement with both external and internal stakeholders, major roadblocks in the current state were identified. Based on the recommendations, a dedicated resource was hired by Arts & Culture to lead the next steps in 2022.

Calgary saw significant growth in our controlled-environment agriculture with the expansion of the AgriPlay Innovation Centre and the attraction of German based InFarm. With technological advancement and the ability to farm in less conventional ways, The City of Calgary continues to work closely with organizations pursuing urban agriculture to assist them in the development process. In 2021, there was greater uptake in vertical farming initiatives across Calgary with numerous organizations choosing Calgary as a place of business. GoodLeaf Farms, for instance, announced that they will be building its biggest indoor farm in Calgary and in accordance with the Alberta government's \$10 million Investment and Growth Fund, has received a provincial grant of \$2.73 million. This will be their first warehouse in Western Canada and through their business model, they will be able to farm year-round, use less water than traditional ways of farming and produce a higher product yield.

Building on its success from 2020, The City continued the streamlined patio process to support businesses that wanted to continue operating through COVID-19 restrictions. Fees continued to be waived and feedback has been collected to support a more consistent standardized process in 2022.

### ***Progress and performance measurement***

#### **KPI #1: Perceptions of businesses that it's "easy to do business" in Calgary**

As noted above Calgary Economic Development regularly conducts perceptions research with audiences within Canada and specific international markets with the objective of monitoring shifts in how talent and business leaders perceive Calgary. Part of this research includes looking at measures related to how business leaders in external markets perceive doing business in Calgary. Perceptions are an important measure in understanding if opportunities for improvement exist.

Of those leaders surveyed, any that had done business in Calgary and other parts of Canada were further asked to compare doing business in Calgary compared to other Canadian cities. All jurisdictions felt that doing business in Calgary was either better or the same as doing business in other Canadian cities with leaders in international jurisdictions overwhelmingly indicating that Calgary was better compared to other Canadian cities.

Indicator	Business Leaders (agree/strongly agree) <sup>60</sup>
<b>Calgary is a good place to do business</b>	77% (3% increase from 2020)
<b>Calgary has a diverse economy that can support other industries</b>	76% (7% increase from 2020)
<b>Calgary is a low-cost jurisdiction to do business</b>	65% (4% increase from 2020)
<b>Calgary's economic outlook is uncertain</b>	60% (2% increase from 2020)

#### KPI #2: Enterprise Area results

The City Centre Enterprise Area applies to downtown Calgary and Beltline. This area is where the change of use, additions, or modifications to a building is exempt from requiring a development permit. Areas like these in Calgary reduce time and costs to businesses and streamline impediments to growing a business. In 2021, a pilot program was created from January 31, 2021, to January 31, 2022, that expanded a Development Permit Exemption Area (DPEA) into 3 new areas. The pilot program encompassed International Avenue, Montgomery, and Sunalta; the DPEA data below for the pilot program is aggregated data for these 3 communities.

Indicators	2021	2020
<b>Customer time saved</b>	<b>City Centre: 2,243 days DPEAs: 12 days</b>	City Centre: 3,209 days
<b>City of Calgary staff time saved</b>	<b>City Centre: 312 days DPEAs: 12 days</b>	City Centre: 345 days
<b>Fees saved</b>	<b>City Centre: \$51,843 DPEAs: \$9,342</b>	\$36,000 <sup>61</sup>

#### **2022 actions planned**

With the success of the pilot program for the Business Experience Representative (BER) to assist new businesses in the Restaurant/Brewery industry The City has moved this into a permanent department with six BERs and one senior BER. With this new role, The City will be able to expand the scope to assist more new businesses within The City of Calgary.

Continuing to build on the learnings from the filming environment and processes current state assessment, The City has implemented some short-term improvements including increasing the availability of master account payments, clarifying expectations for various permits,

<sup>60</sup> This table includes data for all markets that were surveyed in Calgary Economic Development's External Perceptions research. These markets were: Vancouver, Toronto, Montreal, Waterloo/Kitchener, Ottawa (Canada), Austin, Houston, Denver, Seattle, Silicon Valley (United States), London (United Kingdom)

<sup>61</sup> The dollars in fees saved would have equalled \$73,000 without the May permit fee waiver, a special support for businesses during COVID-19.

streamlining processes, and simplifying agreements with The City. In 2022 the core project team will work on the governance structure and future state design recommendations from 2021.

Calgary Economic Development's Trade Accelerator Program (TAP) is excited to have its first cohort for Indigenous-led businesses in partnership with TAP Edmonton, Saskatchewan, and Winnipeg. They're also expanding into the Banff/Canmore region for their first cohort there. With six cohorts scheduled for 2022, the TAP Calgary alumni list over 300 companies. The TAP team will be hosting six Export Meetups which are networking events for TAP alumni, trade experts, and community partners, and wrap up the year with the second annual Calgary Trade Export Awards to be held in December.

The Government of Alberta has also signalled its commitment, with Bill 13 the *Financial Innovation Act*, to reducing regulatory barriers for entrepreneurs to test products in emerging fields of cryptocurrencies and online banking, termed a 'regulatory sandbox'. The sandbox would allow companies to temporarily break or ignore select financial rules and regulations under close government supervision to test new programs. The sandbox model has been allowed in jurisdictions like the United Kingdom, Hong Kong, Australia and Arizona. If passed, Bill 13 would make Alberta the first Canadian province to have this structure.

## CONCLUSION

2021 was undoubtedly a challenging year globally, nationally, and for Calgary, from an economic, social, and environmental perspective. And yet, this year's Annual Progress Report on Calgary in the New Economy showcases the unmatched spirit of Calgarians, and the refusal to give into what could have been, forging ahead, tackling each challenge as it came. 2021 continued to demonstrate the compassion, resilience, and determination of Calgarians. Conversations with leaders across several sectors, with members of the community, pressure-testing the economic strategy, all reinforced that Calgary in the New Economy remains the right path for Calgary as we strive to be the place for bright minds and big ideas to come together with an unmatched spirit to help solve global challenges. There's an energy and excitement in the city, a buzz to do something big; it's feeling alive and vibrant.

There is great momentum to build on from 2021 that's already being realized in 2022 as showcased throughout this report, with more exciting opportunities to come. 2022 is shaping up to be another record-breaking year for Calgary in many ways.

# CALGARY IN THE NEW ECONOMY



LAND ACKNOWLEDGEMENT

In the spirit of respect, reciprocity and truth, we honour and acknowledge Moh'kinsstis and the traditional Treaty 7 territory and oral practices of the Blackfoot confederacy: Siksika, Kainai, Piikani, as well as the Îyâxe Nakoda and Tsuut'ina nations. We acknowledge that this territory is home to the Métis Nation of Alberta, Region 3 within the historical Northwest Métis homeland. We acknowledge all Nations – Indigenous and non – who live, work and play on this land and who honour and celebrate this territory.

Artwork by Hali Heavy Shield, @hali.heavysield

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# INTRODUCTION

Calgary is located along the foothills of the Rocky Mountains in Alberta at the meeting point of the Bow and Elbow rivers.

Anything is possible here. We're an opportunity-rich city home to creative innovators, dreamers, visionaries and game changers. We're bold and relentless in our pursuit of possibilities.

Building upon a foundation as a centre of excellence in all things energy, Calgary continues to diversify its economy with leading global corporations and innovative local companies and startups across many industries.

From global challenges like cleaner energy, safe and secure food, the efficient movement of goods and people, and better health solutions, to advancements in the creative industries, financial services and technologies yet to be discovered – Calgary is changing with the world and helping change the world.

The economic strategy *Calgary in the New Economy* sets out to achieve an ambitious vision for our city. A vision that creates long-term prosperity and opportunities for all.

Evolving through continuous engagement with Calgarians, *Calgary in the New Economy* is a path forward toward economic diversification and an economy that is inclusive and accessible for everyone.

Charting a course for a city's economy is a challenge at any time and as global leaders we are embracing a fast-changing world with a dynamic pathway.

To ensure Calgary is positioned for the future, Calgary Economic Development pressure-tested the strategy with more than 700 community members and business leaders in 2021.

## AN INCLUSIVE VISION

*Calgary in the New Economy* includes a vision that represents the community's aspirations for this great city.

Calgary is a place where dreams become reality. A welcoming community that makes things happen, together. A place where creative people and innovative companies converge to make an impact and change the world.

Calgary is the place where bright minds and big ideas come together with an unmatched spirit to help solve global challenges.

# OUR COMMITMENT

## INDIGENOUS RECONCILIATION

A strong Indigenous economy is vital to Calgary's long-term prosperity. Our vision for economic Reconciliation is an equitable future for Indigenous Peoples, businesses and communities.

We are committed to supporting meaningful action towards Indigenous Reconciliation and the removal of systemic barriers to opportunity.

We strive to follow and encourage adoption of recommendations in the Calgary Aboriginal Urban Affairs Committee's *White Goose Flying Report*, *The Truth and Reconciliation Commission of Canada Calls to Action* and the *United Nations Declaration on the Rights of Indigenous Peoples*.

## EQUITY, DIVERSITY AND INCLUSION

Equity, Diversity and Inclusion (EDI) are embedded into every facet of *Calgary in the New Economy*. It aims to help dismantle the barriers that confront people from historically underrepresented and marginalized communities and create opportunities for systemic change. We hold our community accountable through reporting on metrics related to diversity in startup leadership, Reconciliation efforts, and the economic participation of newcomers and underrepresented groups.

As a community, we are committed to making real and intentional progress across EDI and Indigenous Reconciliation so everyone can participate in all aspects of the economy.

# KEY DRIVERS | GOALS

The strategic framework is comprised of five connected key drivers and goals that support a future-proof, sustainable economy for Calgary. Tested against global trends and through future scenario planning, these five drivers must work in tandem to create enduring prosperity.

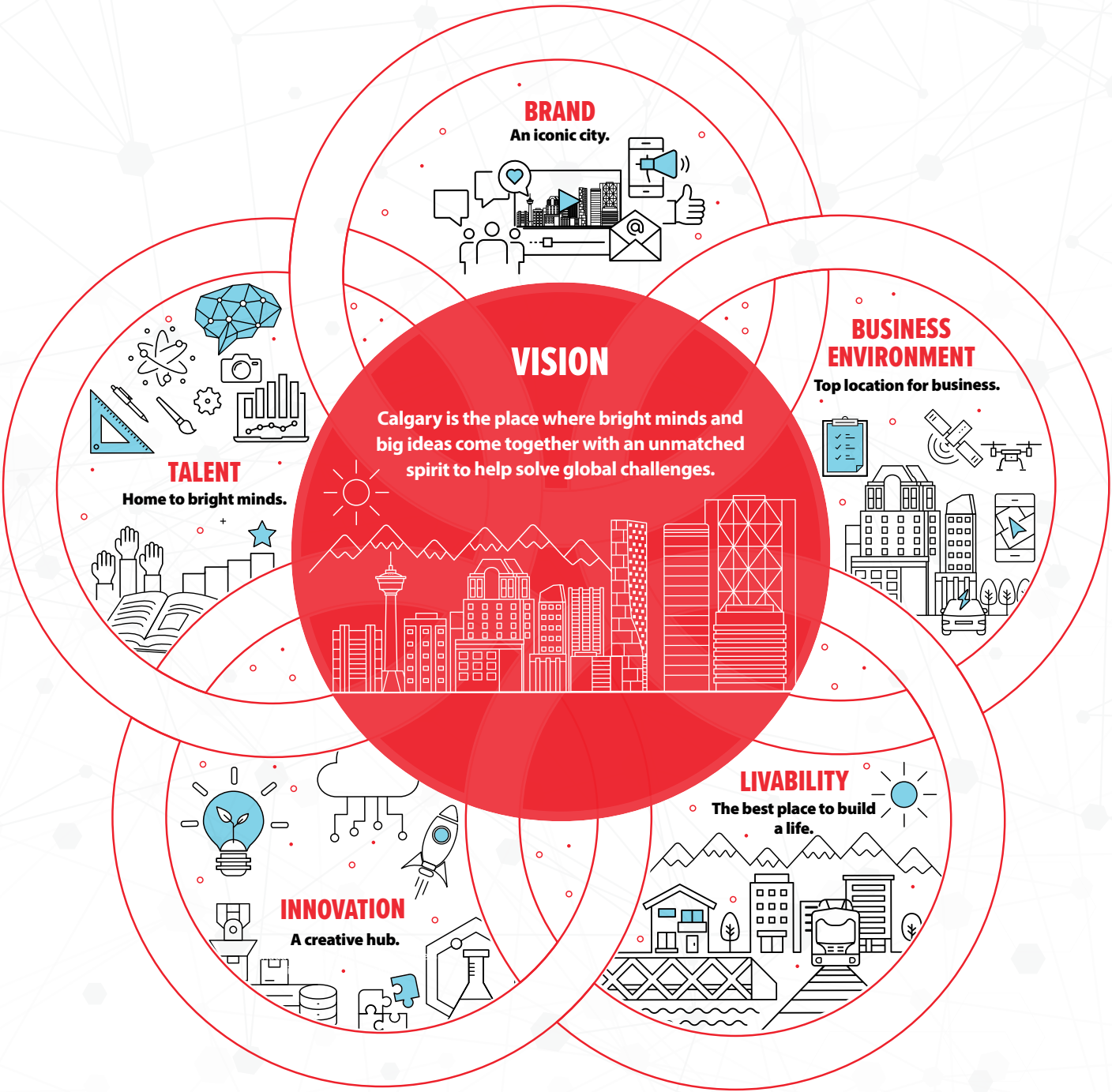
**TALENT**  
Home to bright minds.

**LIVABILITY**  
The best place to build a life.

**BUSINESS ENVIRONMENT**  
Top location for business.

**INNOVATION**  
A creative hub.

**BRAND**  
An iconic city.



# TRANSFORMATIONAL INITIATIVES

As a community, we can achieve our vision and the priorities in each driver through tangible transformational initiatives.

These transformational initiatives advance multiple economic drivers.

## HOW WILL WE MEASURE PROGRESS?

To implement and improve transformational initiatives, progress is measured through the tracking of Key Performance Indicators (KPIs) detailed under each priority.



	TALENT	LIVABILITY	BUSINESS ENVIRONMENT	INNOVATION	BRAND
Work-integrated learning					
EDGE UP & digital skills training					
Micro-credentialling					
Live Tech, Love Life					
LearningCITY					
Greater Downtown Plan					
ActiveCITY					
Climate Resilience Strategy					
CreativeCITY					
Experience Economy					
Nighttime Economy					
Living Labs & pilot areas					
Sector-specific permitting supports					
Open Calgary					
Film-friendly tax incentives					
Innovation District					
Attracting R&D investment, centres of excellence, accelerators and incubators					
Opportunity Calgary Investment Fund					
Trade Accelerator Program YYC					
Collaborative brand initiatives influencing reputation and perceptions					
Unified storytelling					
Calgary Film Commission					

# DRIVER TALENT

**GOAL: HOME TO BRIGHT MINDS.**

The economic prosperity of a community comes from its people. Calgary is a people first city. We support a learning ecosystem that develops exceptional homegrown talent who think creatively, adapt and thrive in a fast-changing world. We are a magnet for young talent with an ambitious mindset for making a global impact. Bright minds come together here to dream big, start an adventure and build something great.

## PRIORITIES

**1. Be a welcoming city where everyone can grow their careers.**

### ✓ KPIs

- Economic participation of newcomers
- Youth retention and migration
- Diverse and Indigenous representation in leadership

**2. Provide adaptive, future-focused learning opportunities that empower life-long skills development.**

### ✓ KPIs

- Level of education attained (K-12, post-secondary, continuing education / skills development)
- STEAM (Science, Technology, Engineering, Arts and Mathematics) training programs
- Availability and participation in non-traditional learning (micro-credentialing, work-integrated learning)
- Indigenous training and business acceleration program participation

**3. Attract people who want to make a difference, create solutions and change the world.**

### ✓ KPIs

- Population growth
- Employment rates across diverse sectors
- FDI (Foreign Direct Investment) and jobs created

## TRANSFORMATIONAL INITIATIVES

Work-integrated learning

EDGE UP and digital skills training

Micro-credentialling

Live Tech, Love Life

LearningCITY

# DRIVER LIVABILITY

**GOAL: THE BEST PLACE TO BUILD A LIFE.**

Photo by Travel Alberta / Chris Amat

Calgary consistently ranks as a top livable city in the world. We are building vibrant, inclusive and connected communities where people of all backgrounds are welcome and have the opportunity to enjoy a high quality of life. Our lifestyle is active, and we are home to the most extensive urban pathway and bikeway system in North America. A rich arts and culture scene and quick access to breathtaking vistas, including the Rocky Mountains, is enjoyed by locals, visitors – and the global film industry. A revitalized downtown with iconic public spaces is a gathering place for our communities and a hub for business.

## PRIORITIES

### 1. Build a city with a net zero economy.

#### ✓ KPIs

- Carbon emissions
- Renewable electricity usage
- Energy transition and climate change investment

### 2. Create a city where everyone is welcome, safe and able to build a meaningful life.

#### ✓ KPIs

- Diversity of population
- Perception of safety across dimensions of diversity
- Affordable housing
- Percentage of the population living downtown
- Perception of quality of life

### 3. Build vibrant, healthy and accessible communities.

#### ✓ KPIs

- Accessible communities and infrastructure
- Perceptions of amenity-rich communities
- Convenient and accessible transit and modes of transportation
- Global livability score

### 4. Be known as an inviting city with year-round experiences for everyone to enjoy.

#### ✓ KPIs

- Accessible recreation programs and participation
- Public arts, culture and entertainment events
- Tourism and visitor economy
- Number of film and TV productions

## TRANSFORMATIONAL INITIATIVES

[Greater Downtown Plan](#)

[ActiveCITY](#)

[Climate Resilience Strategy](#)

[CreativeCITY](#)

[Experience Economy](#)

[Nighttime Economy](#)

# DRIVER BUSINESS ENVIRONMENT

**GOAL: TOP LOCATION FOR BUSINESS.**

Businesses are the heart of a city's economy. Being the ideal location of choice to start and scale ventures means advocating for the business community. In Calgary, there's a collaborative spirit and the right infrastructure for businesses to start, grow, invest and go global. We encourage and enable businesses to experiment, innovate and make data-driven decisions. Calgary is Western Canada's leading inland port and connects businesses with millions of customers every day. There's a passion to support local and a commitment to help each other soar to new heights. Calgary is where big ideas can become

billion-dollar enterprises.

## PRIORITIES

### 1. Build a globally and digitally connected city.

#### ✓ KPIs

- 5G and digital connectivity
- Physical connectivity (air access, cargo volumes, ground and rail transportation)
- Digital transformation spend
- Commercial / Industrial real estate

### 2. Be a place where businesses are encouraged to test and use technology and data to start, grow and thrive.

#### ✓ KPIs

- Technology pilots and testing areas
- Open datasets and shared business intelligence

- Number of headquarters per capita

### 3. Champion efficient and effective policies supporting business practices.

#### ✓ KPIs

- Companies retained, attracted, expanded
- Perception that it's 'easy to do business' in Calgary
- Efficient business, development and building permits process

## TRANSFORMATIONAL INITIATIVES

Living Labs and pilot areas

Sector-specific permitting supports

Open Calgary

Film-friendly tax incentives

# DRIVER INNOVATION

**GOAL: A CREATIVE HUB.**

Calgary is a community that nurtures creativity in all sectors and facets of life. New ideas. New solutions. New perspectives.

Innovation – whether social, creative or technological – is the currency of the new economy and Calgary is embracing the opportunity. We're a city with an accelerating startup and tech ecosystem where cutting-edge research is used to solve challenges here at home and around the world. This city is a living lab primed for eureka moments where your creative spark can ignite a community into action.

## PRIORITIES

**1. Build an environment where Calgary companies can accelerate and scale to compete globally.**

### ✓ KPIs

- Number of startups and technology companies in Calgary
- Number of venture deals and total capital funds
- Diversity of startup leadership

**2. Be a magnet for innovative and creative thinkers by investing in development and attraction opportunities.**

### ✓ KPIs

- Number and diversity of workers in STEAM fields
- Number of applicants for visas and tech immigration programs

**3. Accelerate real-world application of research and development through corporate investment and Post-Secondary Institution (PSI) collaboration.**

### ✓ KPIs

- Corporate R&D spend
- Sponsored research (by companies with PSIs)
- PSI spin out companies

## TRANSFORMATIONAL INITIATIVES

Innovation District

Attracting R&D investment, centres of excellence, accelerators and incubators

Opportunity Calgary Investment Fund (OCIF)

Trade Accelerator Program YYC



# DRIVER BRAND

**GOAL: AN ICONIC CITY.**

Photo by Travel Alberta / Chris Amat

Calgary was incorporated in 1884 and is a growing, multicultural city renowned for its community spirit, Olympic legacy and legendary hospitality. A gateway to the Rocky Mountains where the Bow and Elbow rivers meet, Calgary is a gathering place of diverse perspectives where people strive to make a difference, create equity, economic well-being and prosperity. We welcome the world to experience our unforgettable events and attractions to explore our city and call Calgary home. Together, Calgarians make the extraordinary happen.

## PRIORITIES

**1. Demonstrate Calgary is a vibrant and inclusive community with a global perspective.**

### ✓ KPIs

- Welcoming the world to iconic events and experiences
- Celebration of global festivities
- Indigenous and multicultural tourism experiences

**2. Tell a unified story to strengthen consistent and unique identity here and everywhere.**

### ✓ KPIs

- Collaborative brand awareness initiatives
- Local, national and international perceptions of Calgary

**3. Share Calgary's story as an ambitious city full of energy, optimism and opportunity.**

### ✓ KPIs

- Earned media about Calgary as a city of opportunity
- Amplification of stories about Calgary
- Positive sentiment of media coverage

## TRANSFORMATIONAL INITIATIVES

Collaborative brand initiatives

Influencing reputation and perceptions

Unified storytelling

[Calgary Film Commission](#)



# ONE CALGARY

---

This is an exciting time to be in Calgary and we invite you to be part of the future.

Together, Calgary has grown its global reputation as a great place to make a living and a great place to make a life.

Government, business and community partners all support the mission to advance opportunities to achieve economic success, embrace shared prosperity and build a strong community for Calgary.

We are ready to tackle challenges together and make a global impact.

Economic development is a collaborative effort and all Calgarians play a part.

**How will you transform our city?**

**Take part at [CalgaryInTheNewEconomy.com](https://CalgaryInTheNewEconomy.com).**






# ***CALGARY IN THE NEW ECONOMY***

**Executive Committee Presentation – May 17<sup>th</sup>, 2022**

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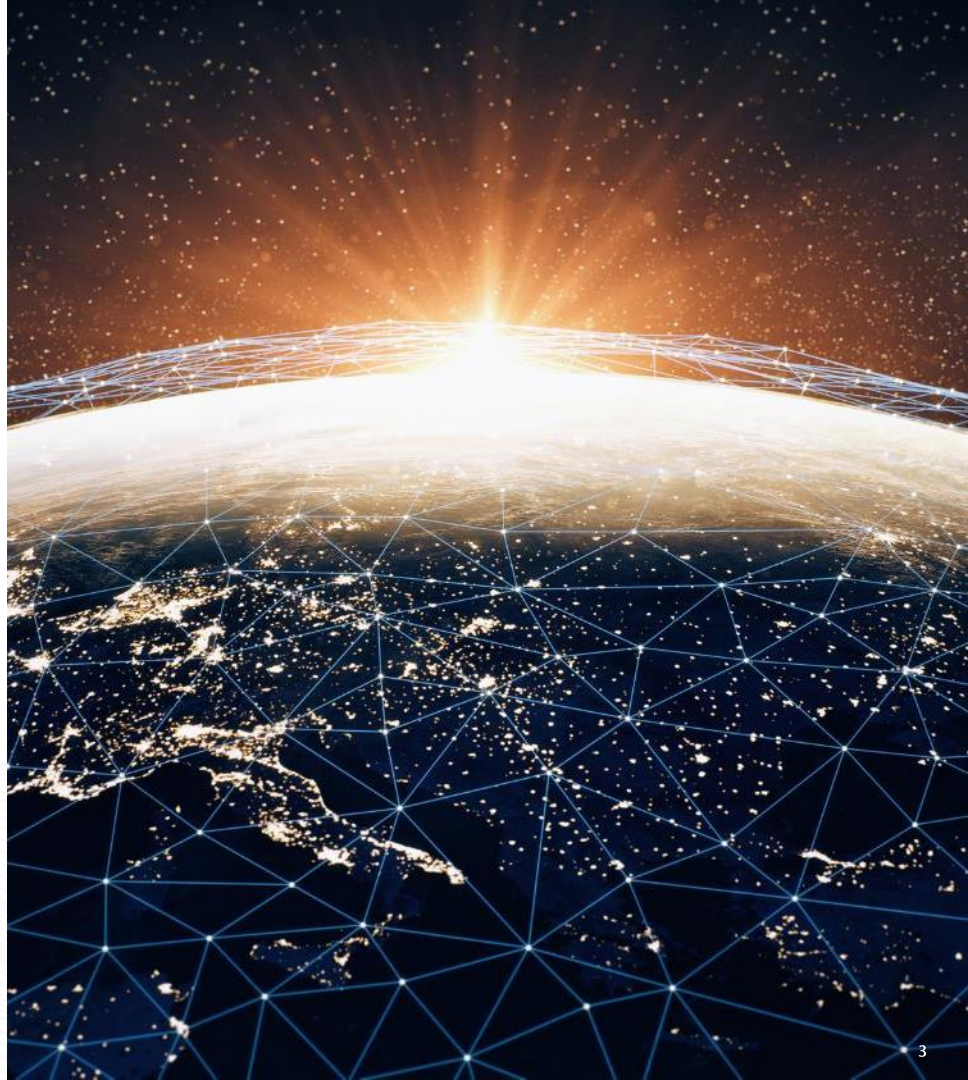


IN THE SPIRIT OF RESPECT, RECIPROCITY AND TRUTH, WE HONOUR AND  
ACKNOWLEDGE MOH'KINSSTIS AND THE TRADITIONAL TREATY 7  
TERRITORY AND ORAL PRACTICES OF THE BLACKFOOT CONFEDERACY:  
SIKSIKA, KAINAI, PIIKANI, AS WELL AS THE ÎYÂXE NAKODA AND  
TSUUT'INA NATIONS. WE ACKNOWLEDGE THAT THIS TERRITORY IS  
HOME TO THE MÉTIS NATION OF ALBERTA, REGION 3 WITHIN THE  
HISTORICAL NORTHWEST MÉTIS HOMELAND. WE ACKNOWLEDGE ALL  
NATIONS – INDIGENOUS AND NON – WHO LIVE, WORK AND PLAY ON  
THIS LAND AND WHO HONOUR AND CELEBRATE THIS TERRITORY.

## ***CALGARY IN THE NEW ECONOMY***

# **GLOBAL TRENDS**

- Global venture capital investment in 2021 **broke previous records at \$643 billion**, compared to \$335 billion for 2020—a 92 per cent increase.
- Global energy transition investment spend in 2021 was **\$755 billion, a 27% increase from 2020.**
- 2021 domestic passenger traffic **has recovered to 68 per cent of pre-pandemic levels**, while international traffic remained at just 28 per cent.
- A May 2021 survey of millennials and Gen Z showed **49% would consider quitting their jobs** if required to return to the office fulltime.





## *CALGARY IN THE NEW ECONOMY*

# NATIONAL TRENDS

- The Canadian Real Estate Association's **House Price Index** rose by **26.6 per cent** in 2021, the fastest annual pace of gain on record.
- The *Canadian Net-Zero Emissions Accountability Act* commits the Government of Canada to **achieve net-zero greenhouse gas emissions by 2050.**
- Remains of 215 Indigenous children found at former BC Residential School sparked national **movement towards Indigenous Reconciliation and Equity, Diversity, Accessibility, and Inclusion (IDEA) actions.**

## *CALGARY IN THE NEW ECONOMY*

# LOCAL IMPLICATIONS

- Record-setting venture capital investment with 66 Calgary-based companies totaling **\$500 million**.
- The Alberta Energy Transition Study showcased a **net-zero strategy** could create **170,000 new jobs** and contribute up to **\$61 billion to Alberta's GDP by 2050**.
- YYC Calgary International Airports remains one of the **most connected airports in the country**.
- Calgary seen as an **affordable alternative to Toronto and Vancouver** with high quality of life.





# ***CALGARY IN THE NEW ECONOMY*** **PROGRESS REPORT**

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# **2018 STRATEGY FRAMEWORK**

## **CALGARY'S VISION**

Calgary is the city of choice for the world's best entrepreneurs. We embrace technology to solve the world's greatest challenges: cleaner energy, safe and secure food, efficient movement of goods and people and better health solutions.

## **KEY PILLARS**



Talent



Innovation



Place



Business  
Environment

# **2021 TECHNOLOGY ANNOUNCEMENTS**

- Infosys announced a Calgary office and will bring 500 jobs by 2023.
- Quantum City Centre of Excellence will create 1,000 jobs by 2023.
- RBC to open a Calgary Innovation Hub and create 300 technology roles by 2024.
- SVG Ventures | Thrive announced their Canadian headquarters in Calgary.
- Plug and Play announced their Canadian headquarters in Calgary.

# **2021 TECHNOLOGY ANNOUNCEMENTS**

## **CONT'D**

- Creative Destruction Lab-Rockies (CDL-R) to support 120 Calgary startups over the next 5 years, with OCIF support.
- Accelerate Fund III announced support for early-stage (pre-Series A) Calgary technology companies.
- Movement51's Financial Feminism Investment Lab to graduate 165 Calgary-based woman identifying individuals.
- Discovery Phase of advancing an Innovation District in Calgary.



## *CALGARY IN THE NEW ECONOMY*

# INNOVATION

### 2021 HIGHLIGHTS

- University of Calgary ranked number one amongst research institutions in Canada for startups.
- The Oil Sands Pathway to Net Zero was established to achieve net zero greenhouse gas emissions by 2050.
- The Platform Innovation Centre was completed.
- Alberta IoT helped expand 45 Calgary companies through its Fast Track program.
- Harvest Venture Builder, an OCIF-beneficiary, and partners launched a \$14 million venture capital fund to help pre-scale founders of fintech companies.

## ***CALGARY IN THE NEW ECONOMY***

# **TALENT**

### **2021 HIGHLIGHTS**

- Over \$5 million invested in EDGE UP 2.0 to provide tech training for 320 displaced oil and gas professionals.
- Over 80 full-time jobs created by TAP graduates and more than 29,000 sq. ft. of office and warehouse space occupied.
- Over 85 per cent of 45 graduates of the Applied AI Lab from AltaML, an OCIF beneficiary company, secured jobs within 60 days of graduation.
- Regional pilot project for Work Integrated Learning (WIL) advanced by Calgary Economic Development in collaboration with seven local post-secondary institutions.



# LIVABILITY

## 2021 HIGHLIGHTS

- Infrastructure projects to revitalize Calgary's city centre were advanced including the Glenbow Museum, Arts Commons and BMO Convention Centre.
- Greater Downtown Plan, approved by City Council; \$200 million in funding to execute, \$100 million office conversion incentivization program.
- Green Line Light Rail Transit (LRT) approved for provincial and federal funding.
- Climate Resilience Strategy underwent an extensive update driving to achieve net-zero by 2050.
- Alberta Energy Transition study found pursuing a net-zero future could create 170,000 new jobs and contribute up to \$61 billion to Alberta's GDP by 2050.





## *CALGARY IN THE NEW ECONOMY*

# BUSINESS ENVIRONMENT

### 2021 HIGHLIGHTS

- Impact of film and television production was a record \$522 million following changes to the provincial Film and Television Tax Credit.
- The City of Calgary continues to work closely with organizations pursuing urban agriculture to assist them in the development process.
- Amazon Web Services (AWS) established a Data Centre Region in Calgary; one of two in Canada.
- The City's Living Lab program saw a huge gain with 50 total projects, up from nine.



# PRESSURE TESTING THE ECONOMIC STRATEGY

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## OUR WORK IN 2021

# PRESSURE-TESTING *CALGARY IN THE NEW ECONOMY*

In 2021, triggered by disruptions on a global scale exacerbated by COVID-19 and the precipitous fall in oil prices, Calgary Economic Development decided to pressure-test *Calgary in the New Economy* in three ways to ensure it is inspiring, relevant and provides a vision moving forward.

1

Make the  
strategy more  
tangible and  
measurable

2

Test the  
strategy with  
scenario  
analysis

3

Engage the  
community  
about the  
strategy

# SNAPSHOT OF ENGAGED ORGANIZATIONS



# GLOBAL TRENDS & SCENARIO DEVELOPMENT

CED engaged EY to test the economic strategy against global macro-shifts and scenarios

Conducted interviews with local and global thought leaders

- 
- 13** global trends impacting Calgary's economy were identified.
  - 3** plausible future scenarios developed and tested during focus groups.



# **SURVEY FEEDBACK**

**6 mths** of engagement with community

**69%** of respondents were aware that Calgary has an economic strategy

**96%** of respondents think having an economic strategy is important

**82%** of all respondents agree the vision of the economic strategy aligns with where Calgary should be going



# **WHAT WE HEARD**

- Direction of the strategy and the drivers are right
- The language of the strategy should be clear and simple to engage all Calgarians and inspire action
- The strategy must be inclusive and reflective of the diverse voices within Calgary
- Calgary's reputation and brand was seen as crucial to attracting and retaining talent and companies
- People want to participate in 'big bold bets' that knit together all four drivers to drive change



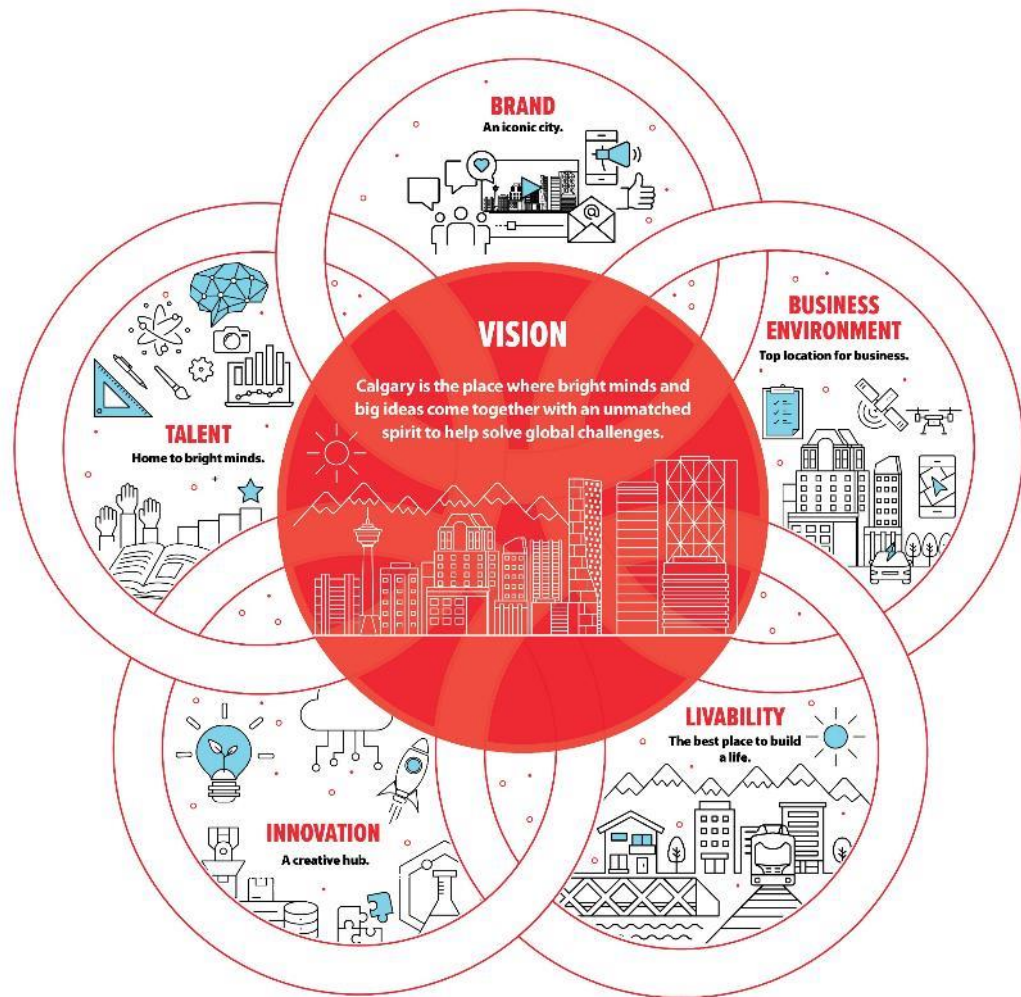
# UPDATED STRATEGY FRAMEWORK

## VISION:

Calgary is **the place** where **bright minds** and **big ideas** come together with an **unmatched spirit** to help **solve global challenges**.

## KEY DRIVERS:

- Talent
- Innovation
- Livability
- Business Environment
- Brand





# QUESTIONS & CONVERSATION

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# APPENDIX

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## CALGARY IN THE NEW ECONOMY 2022

# INNOVATION DRIVER

**GOAL: A CREATIVE HUB.**



### PRIORITIES

Build an environment where Calgary companies can accelerate and scale to compete globally.

Be a magnet for innovative and creative thinkers, investing in development and attraction opportunities.

Accelerate real-world application of research and development through corporate investment and Post-Secondary Institution (PSI) collaboration.

### HOW WE MEASURE SUCCESS EXAMPLES

Number of startups and technology companies

Diversity of startup leadership

Number and diversity of workers in STEAM fields

R&D spend by corporates

Sponsored research

### TRANSFORMATIONAL INITIATIVES

Innovation District

Attracting R&D investment and centres of excellence

Attracting accelerators and incubators

Opportunity Calgary Investment Fund

Trade Accelerator Program YYC

# TALENT DRIVER

**GOAL: HOME TO BRIGHT MINDS.**



### PRIORITIES

Be a welcoming city where everyone can grow their careers.

Provide adaptive, future-focused learning opportunities that empower life-long skills development.

Attract people who want to make a difference, create solutions and change the world.

### HOW WE MEASURE SUCCESS EXAMPLES

Economic participation of newcomers

Youth retention and migration

Level of education attained

Availability and participation in non-traditional learning

Population growth

Employment across diverse sectors

### TRANSFORMATIONAL INITIATIVES

Work-Integrated-Learning opportunities

EDGEUP and digital skills training

Micro-credentialling

Live Tech, Love Life

LearningCITY

# LIVABILITY DRIVER

**GOAL: THE BEST PLACE TO BUILD A LIFE.**



### PRIORITIES

Build a city with a net-zero economy.

Create a city where everyone is welcome, safe, and able to build a meaningful life.

Build vibrant, healthy, and accessible communities.

Be known as an inviting city with year-round experiences for everyone to enjoy.

### HOW WE MEASURE SUCCESS EXAMPLES

Greenhouse gas emissions

Perceptions of safety

Affordable housing

Diversity of population

Perceptions of amenities in communities

Transportation modes across the city

Public arts, culture, entertainment events

### TRANSFORMATIONAL INITIATIVES

Greater Downtown Plan

ActiveCITY

Climate Resilience Strategy

Creative Economy

Experience Economy

Nighttime Economy

# **BUSINESS ENVIRONMENT DRIVER**

**GOAL: TOP LOCATION FOR BUSINESS.**



## **PRIORITIES**

Build a globally and digitally connected city.

Be a place where businesses are encouraged to test and use technology and data to start, grow and thrive.

Champion efficient and effective policies supporting business practices.

## **HOW WE MEASURE SUCCESS EXAMPLES**

Digital connectivity

YYC Calgary International Airport connectivity and volumes

Technology pilots and testing areas

Open datasets and shared business intelligence

Efficient business, development and building permit processes

## **TRANSFORMATIONAL INITIATIVES**

Living Labs and pilot areas

Sector-specific permitting supports

Open Calgary

Film-friendly tax incentives

## CALGARY IN THE NEW ECONOMY 2022

# BRAND DRIVER

**GOAL: AN ICONIC CITY.**



### PRIORITIES

Demonstrate Calgary is a vibrant and diverse community with a global perspective.

Tell a unified story to strengthen consistent and competitive identity here and everywhere.

Share Calgary's story as an ambitious city full of energy, optimism, and opportunity.

### HOW WE MEASURE SUCCESS EXAMPLES

Indigenous and multicultural tourism experiences

Iconic and global events, festivities and experiences

Local, national and international perceptions of Calgary

Earned media about Calgary as a city of opportunity

Amplification of stories about Calgary.

### TRANSFORMATIONAL INITIATIVES

Collaborative brand initiatives

Influencing reputation and perceptions

Unified storytelling





Report Number: EC2022-0638

Meeting: Executive Committee

Meeting Date: 2022 May 17

## NOTICE OF MOTION

**RE:** Housing and Affordability Task Force

**Sponsoring Councillor(s):** Councillor Walcott, Councillor Carra, Councillor Penner

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### WHEREAS...

- The Canadian National Housing Strategy and the United Nations International Covenant on Economic, Social and Cultural Rights have declared that “Housing is a Human Right” and as such, all orders of government should work collaboratively toward the goal of housing for all.
- The Canadian National Housing Act brings Canada in line with international standards, which require the right to housing to be ensured not only through policies and programs but also through independent monitoring and access to hearings and effective remedies.
- The City of Calgary Council has a key role to play in addressing the housing crisis and is responsible to provide services that maintain and improve the daily life and quality of life for all Calgarians.
- Meaningfully addressing the housing crisis in Calgary is essential to make our city socially, economically, and environmentally resilient, which is the foundation for Council’s Strategic Direction 2023-2026.
- The City of Calgary Council creates, approves, and regulates local planning, land use and development policies and activities, and therefore is a significant partner in creating opportunities to build, operate, and regulate housing.
- The City of Calgary Council is the key regulator of the policies that influence the creation of affordable housing and of the policies that influence the affordability of homes across the housing continuum.<sup>1</sup>

### AND WHEREAS...

- In the recent 2022 Federal Budget, Housing Affordability and Affordable Housing are used interchangeably, however, at the Municipal level, a differentiation is necessary.
  - *Housing Affordability* is a measure that analyzes market costs/trends with the purchasing power of Calgarians across the housing continuum, as well as the ability for homeowners and renters to keep pace with the rising cost of housing (i.e., property taxes, rent increases, assessments, and associated costs).
  - *Affordable Housing* is housing provided by Municipal and Provincial Governments, not-for-profit entities, and private entities, which spans the spectrum of housing from Emergency Shelters to Supportive Housing, to below and near market housing. It does not include Market Housing, however Market Housing and Non-Market housing have an intrinsic and extrinsic relationship.

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<sup>1</sup> <https://www.cmhc-schl.gc.ca/en/professionals/industry-innovation-and-leadership/industry-expertise/affordable-housing/about-affordable-housing/affordable-housing-in-canada>

## NOTICE OF MOTION

- Affordable market and non-market housing along the housing continuum<sup>2</sup> is in increasingly short supply. This is a “cost of living crisis.”<sup>3</sup> New Canadians, urban dwellers, seniors, singles, single parents, and renters experience more barriers to housing than they can afford. Calgary is, nonetheless, considered to be among North America’s most affordable cities<sup>4</sup> and yet, 81,240 households are in need Affordable Housing.<sup>5</sup>
- Housing is foundational to community prosperity, beyond providing shelter, by creating local jobs; strengthening residents' purchasing power; attracting employers with a stable workforce; and reducing demand for emergency services, saving \$34,000 per unhoused person housed.<sup>6</sup>
- In the 2021 Citizen Satisfaction Survey, affordable housing was Calgarians' top priority for investment, where 95% of Calgarians agreed that affordable housing for low-income families and individuals was important, and 70% of residents urging The City to invest the same or more.
- The City of Calgary has made significant progress in increasing the supply of Affordable Housing in Calgary, primarily through the Corporate Affordable Housing Strategy, *Foundations for Home*. For example, 17% of the entire non-market housing inventory has been constructed or acquired since the strategy was approved by Council in 2016.
- Recognizing that the housing landscape is significantly different now than it was in 2016, at the 2022 May 10 Combined Meeting of Council, Administration was directed to develop a refreshed Corporate Affordable Housing Strategy to be brought to the Community Development Committee by 2023 Q3.

NOW THEREFORE BE IT RESOLVED ...

That Council Direct Administration to:

1. Return to Council during the 2023-2026 budget discussions with a workplan and budget request to support the work for a report to Council by 2023 Q3 considering:
  - a) The development of a “*Housing and Affordability Task Force*,” that would report to Council with advice and policy recommendations relating to increasing, measuring, and managing Housing Affordability and Affordable Housing along the entire housing continuum, including a survey/review of existing programs, policies, and solutions both locally and in other relevant jurisdictions;
  - b) An exploration of models for the creation of a “*Housing Security Commission*” to work in collaboration with The City, supportive housing providers, non-market housing providers, Calgary Housing Company, attainable homeownership providers, emergency shelters, the provincial and federal governments, to increase equitable outcomes for Calgarians seeking safe, affordable, and supportive housing; and
  - c) Address these considerations as a part of the refreshed Corporate Affordable Housing Strategy.
2. Report back to Council by 2023 Q1 with:
  - a) A review of all City-owned parcels to ensure broad consideration for the Non-Market Land Sale, and modification of relevant corporate policies and practices, including the Non-Market Land Sale Policy, to ensure The City can capitalize on and leverage the Federal 2022 Budget commitments to Housing; and to better position The City to support the creation of more Affordable Housing; and
  - b) Strategies to support non-profit and private sector efforts to better leverage the National Housing Strategy/Canada Mortgage and Housing Corporation affordable housing and missing middle programs.

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<sup>2</sup> <https://www.cmhc-schl.gc.ca/en/professionals/industry-innovation-and-leadership/industry-expertise/affordable-housing/about-affordable-housing/affordable-housing-in-canada>

<sup>3</sup> Poverty Snapshot: Enough For All 2021

<sup>4</sup> Ibid

<sup>5</sup> Ibid

<sup>6</sup> <https://calgaryherald.com/opinion/columnists/opinion-affordable-housing-saves-money-and-changes-lives#:~:text=When%20people%20are%20housed%2C%20we,%2434%2C000%20per%20person%20housed%20annually.>

**Attachments:**

1. Notice of Motion Checklist



## 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: Housing and Affordability Task Force

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)

<b>Financial and Other Resource Capacity</b>
This has been reviewed by Administration, and in and of itself, it poses no additional costs. The bullet points attached to “Therefore be it resolved” #1 would be presented back to Council at budget as part of our next four year cycle for which council could decide then to adopt or deny.
The bullet points attached to “Therefore be it resolved” #2 fit within the current capacity of work requiring no additional budget allocation.
<b>Legal/Legislative</b>
Legal has reviewed this NoM and has not alerted me to any concerns.

Technical Content
N/A
Procedural (Include reasons for confidentiality)
N/A
Other Considerations
Municipalities are uniquely positioned to manage several policies that have a direct impact on housing affordability and the availability of non-market affordable housing. This NoM would set the tone for acting in advance of a housing crisis further settling in here in Calgary.
Urgency Rationale



Report Number: EC2022-0627

Meeting: Executive Committee

Meeting Date: 2022 May 17

## NOTICE OF MOTION

### RE: 2022 CALGARY HOUSING COMPANY (CHC) PROPERTY TAX RELIEF

**Sponsoring Councillor(s):** Councillor Penner, Councillor Walcott

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WHEREAS property tax exemptions in the Province of Alberta are governed by the *Municipal Government Act* (MGA) and ancillary regulations;

AND WHEREAS jurisdiction within this legislative framework as part of the process of maintaining the municipality's property assessment roll;

AND WHEREAS, Calgary Housing Company (CHC) is a non-profit corporation wholly-owned by The City of Calgary;

AND WHEREAS, the MGA does not provide for an exemption for property tax for all CHC-owned properties;

AND WHEREAS, in 2017, 2018, 2019, 2020 and 2021 Council has passed a Notice of Motion to cancel the total municipal property taxes incurred by CHC in those respective years.

AND WHEREAS, in 2022, CHC will be levied property taxes of \$2,095,890.86, consisting of municipal property taxes of \$1,377,229.35 and provincial property taxes of \$718,661.51 which CHC will be obligated to pay;

AND WHEREAS, through its authority under section 347 of the MGA, Council can cancel property taxes for a particular property when it considers equitable to do so;

NOW THEREFORE BE IT RESOLVED the 2022 property taxes for the Calgary Housing Company (CHC) properties be cancelled for the Municipal portion of \$1,377,229.35, representing the 12 months in 2022;

AND FURTHER BE IT RESOLVED that City Council request that the Mayor write a letter to the Government of Alberta requesting that the provincial requisition portion of the property taxes on CHC properties be cancelled for the 2022 tax year, with City Administration following through on this request with the Ministries of Municipal Affairs and Seniors and Housing;

AND FURTHER BE IT RESOLVED that City Council consider passing a bylaw to exempt properties owned by Calgary Housing Company, from property tax, in future years.

AND FURTHER BE IT RESOLVED as part of the promised Provincial review of Community Organization Property Tax Exemption Regulation that The City continue to advocate for reforms to exempt CHC and other non-profit housing providers from municipal and provincial property taxes, working with Alberta Municipalities and through other avenues as needed.

### Attachment(s)

1. Notice of Motion Checklist



## 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: 2022 CHC Property Tax Relief

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
Supported by tax and assessment.
Legal/Legislative
Within the fiscal framework for the City.

Technical Content
Procedural (Include reasons for confidentiality)
Annual property tax deferral as per MGA guidelines.
Other Considerations
Urgency Rationale



Report Number: EC2022-0662

Meeting: Executive Committee

Meeting Date: 2022 May 17

## NOTICE OF MOTION

### RE: Developing Municipal Event and Landmark Policy Areas

**Sponsoring Councillor(s):** Councillor Carra, Councillor Wong, Councillor Walcott

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**WHEREAS** Festivals and events have been an integral part of cities' social and economic fabric for centuries. They serve to bring people together to share experiences in meaningful ways;

**AND WHEREAS** The City of Calgary recognizes that festivals and events enhance quality of life and are essential elements in creating complete communities by providing opportunities to celebrate, gather, connect, create unique experiences and share transcultural values;

**AND WHEREAS** The festival and event industry contributes significantly to the local economy and is essential to Calgary's economic diversification strategy (as reported through Alberta Live Events Coalition (ALEC), the event industry impact to the Alberta economy equals to approximately 35,500 direct jobs and contributes \$4 Billion to the GDP);

**AND WHEREAS** Landmark locations are fundamental to the character of cities, as well as to the experience that cities offer residents and visitors alike. They help people to connect with the city and enhance the qualities of a city, playing a role in how cities are perceived and remembered;

**AND WHEREAS** Calgary's landmark locations help to define communities, encourage community pride and attract families to the area while playing a role in diversifying, growing and supporting the economy. Balancing the need to accommodate visitors and tourists with the use and enjoyment of local residents and businesses is crucial to maximizing the potential of landmark locations;

**AND WHEREAS** Issues related to land use planning, urban design, parking, social disorder, street access, and public space usage impact surrounding communities that are adjacent to:

- Landmarks,
- Major events (especially during events), and,
- Locations where landmarks and major events coincide,

Engagement with the local community and broader stakeholders is required in order to better understand the scope of this impact;

**AND WHEREAS** There are significant internal costs to The City associated with major events and points of interest in terms of the impacts they have on the surrounding community and the maintenance of public safety (i.e. traffic infrastructure costs, increased Police and Bylaw presence, stationed street entrances to ensure local access, logistical measures to minimize negative behaviour, etc) which are unsustainable as events and visitors grow and community service expectations increase;

**AND WHEREAS** As Calgary aspires to become an Eventful City and increase its stature as an international tourism destination, event and landmark related issues will continue to impact communities, requiring that a policy and process framework and funding strategy be developed that can be applied across all communities regularly impacted by major events and/or well visited landmarks to address these issues, rather than reacting on a case-by-case basis;

**NOW THEREFORE BE IT RESOLVED** that Council:

1. Using the communities surrounding and adjacent to Crescent Heights, Scotsman's Hill Prince's Island Park and Millennium Park as pilots, directs Administration to:
  - a. Engage with the broader community and event organizers to understand the scope of the issues and the communities' concerns in the area;
  - b. Develop recommendations on how best to address event and point of interest impacts to these select communities with an optimized approach to address these issues and the operational and capital costs required to test and implement the recommendations; and,
  - c. Develop a scalable program to enable Administration to replicate and implement these measures across Calgary in affected communities to minimize impacts events have on surrounding communities;
2. Approves one-time funding of up to \$200,000 for consulting services from a source or sources to be determined, and to report back through the Community Development Committee with an implementation plan no later than September 2022.
  - a. Under the Eventful City Strategy, return to Council with a funding strategy through the 2023-2026 Service Plans and Budgets process.

Attachments:

1. Notice of Motion Checklist
2. Ramsay Community Association Letter

### 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: **Developing Municipal Event and Landmark Policy Areas**

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
Initial Ask of \$200,000 for consultation and additional direction to come back with a funding strategy through the eventful city strategy to support implementation and continued work. Funding sources to be determined.
Legal / Legislative
N/A

Technical Content
Consulted with Administration (including Arts & Culture and Planning) to help bring this forward.
Procedural (Including reasons for confidentiality)
This work supports the Eventful Cities Strategy already approved by Council.
Other Considerations
N/A
Urgency Rationale
N/A



Councillor Gian-Carlo Carra  
The City of Calgary  
313 7 Ave SE  
Calgary, AB T2G 0J1

September 26, 2021

As discussed during the 2021 Stampede debrief, please accept Ramsay Community Association's formal request to initiate, engage and implement a "365-24/7 Events Plan" for Scotsman's Hill.

Scotsman's Hill attracts visitors for many reasons including but not limited to, its iconic view, an access point to downtown and year-round events, Canada Day & Stampede fireworks, group photos, the dog park and community events at the RCA recreation facility. While nearby residents understand and welcome enjoyment of the space, concerns are raised each year regarding:

- Permanent traffic calming solutions along the ridge and in front of the community facility to address increased traffic during event season and the year-round loud motorcycles and vehicles often lapping the ridge at high speeds
- Lack of a shared master plan and aligned resident communication for large events, such as Canada Day and the Stampede
- Busses and high-capacity limos – review the bylaw and signage at all access points
- Mischief, public urination, loitering after the 11pm City Park closure bylaw
- Accessibility and connection improvements from the ridge to Downtown
- A review of access points for the Ramsay School Stampede Parking Fundraiser

The RCA is an advocate for improving safety, communication, and sustainability. Given the number of changes in recent years, such as road closures in and out of the community, increased use of the RCA facility, and turnover of external stakeholder staff and RCA volunteers, the timing is right to reengage and address these reoccurring themes. Given the lack of detail for Scotsman's Hill in the recent LAP draft, its uncertain timeline, we ask that this engagement take place independently and in advance of the summer 2022.

Sincerely,  
Nicole Battistella, President  
Ramsay Community Association



**Ramsay Community Association**  
2102 Ramsay Street SE, Calgary, T2G4J2  
@ [general@ramsaycalgary.ca](mailto:general@ramsaycalgary.ca)  
w: [ramsaycalgary.ca](http://ramsaycalgary.ca)



# BRIEFING

Page 1 of 1

Item # 11.1

Chief Financial Officer's Briefing to

Executive Committee

2022 May 17

ISC: UNRESTRICTED

EC2022-0534

## **Council Innovation Fund and Council Community Fund Status Update**

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### **PURPOSE OF BRIEFING**

To provide the financial update of the Council Innovation Fund and Council Community Fund as of 2021 December 31 and provide an overview of the Council approved projects.

### **SUPPORTING INFORMATION**

On 2019 April 29, Council approved the Proposed Approach to Council Innovation Fund Update report PFC2019-0381 which included the Terms of Reference for both the Council Innovation Fund and the Council Community Fund.

One of the requirements of the Terms of Reference is to report back annually to Council through the Executive Committee (formerly Priorities and Finance Committee) on the overall status of the two funds. This briefing report is in alignment with the Terms of Reference available on Council Innovation and Community Funds website:

<https://mycity.calgary.ca/ourorg/mayorcouncil/council-innovation-and-community-funds.html>

Attachments provide a list of the Council approved projects, their status and the balance of both funds as of 2021 December 31.

### **ATTACHMENT(S)**

1. Attachment 1 – Council Innovation Fund at 2021 December 31
2. Attachment 2 – Council Community Fund at 2021 December 31



**COUNCIL INNOVATION FUND****2021 DECEMBER 31****Approved Budget**

<b>Budget Allocation 2011</b>	5,000,000
<b>Budget Allocation 2015</b>	1,894,000
<b>Budget Allocation 2012</b>	1,000,000
<b>Budget Allocation 2019</b>	5,000,000
<b>Budget Transfer to Council Community Fund 2019</b>	<b>(1,085,406)</b>
	<b>\$ 11,808,594 A</b>

<b>Approved Projects</b>	<b>Sponsor</b>	<b>Approval Date</b>	<b>Budget Allocated</b>	<b>Actual Expenses</b>	<b>Savings on Completed Projects</b>	<b>Future Commitments</b>
Engagement Process	Ald. Lowe	2010 Dec 2	905,874	905,874	-	-
Mission Road - Main Street	Ald. Carra	2011 Feb 14	300,000	285,250	14,750	-
Cut Red Tape (Phase I)	Mayor Nenshi	2011 Apr 11	110,000	110,000	-	-
International Ave Pilot Project	Ald. Chabot	2011 Apr 18	41,135	41,135	-	-
Airport Express Bus	Mayor Nenshi	2011 May 16	336,000	336,000	-	-
Bow to Bluff Corridor: Community Spaces	Ald. Farrell	2011 May 16	150,000	150,000	-	-
Rectangular Rapid Flash Beacon (RRFB)	Ald. Demong/Pootmans	2011 June 20	200,000	186,241	13,759	-
Calgary's Community Addictions Strategy	Ald. Colley-Urquhart	2011 July 25	150,000	83,252	66,748	-
Initiative to Reduce Poverty in Calgary	Mayor Nenshi	2011 July 25	200,000	200,000	-	-
1st Street SW Underpass	Ald. Mar	2011 Sept 19	100,000	93,823	6,177	-
Calgary Food System Assessment & Action	Ald. Carra	2011 Nov 14	45,000	41,274	3,726	-
Cut Red Tape (Phase II)	Mayor Nenshi	2011 Dec 5	125,000	86,613	38,387	-
Social Innovation Calgary "Community Innovation Hub" (CIH) Project	Ald. MacLeod/Demong	2012 Mar 19	75,000	75,000	-	-
Supporting Partnerships for Urban Reinvestment (SPUR)	Ald. Pincott	2012 May 7	232,000	202,000	30,000	-
Cut Red Tape (Phase III)	Mayor Nenshi	2012 June 25	150,000	127,264	22,736	-
S-Park Pilot	Ald. Mar	2012 July 30	20,000	12,959	7,041	-
Roads On-Line Service Requests	Ald. Demong	2012 July 30	185,000	98,543	86,457	-
Soul of Your Community Project	Ald. Mar	2012 Nov 19	225,000	182,347	42,653	-
Bio-Energy Pilot Project	Ald. Carra	2012 Nov 19	170,000	170,000	-	-
School Site Review	Ald. Lowe/Stevenson	2013 Jan 22	150,000	149,137	863	-
Calgary Energy Efficiency Innovation Lab	Ald. Pincott & Ald. MacLeod	2013 Mar 18	120,000	113,318	6,682	-
Off-Leash Ambassador Pilot Program	Ald. MacLeod & Ald. Hodges	2013 May 27	75,000	74,922	78	-
Neighbourhood Pace Car	Ald. Dale Hodges	2013 July 29	5,700	5,700	-	-
Calgary Poverty Reduction Initiative-Transition Funding for Implementation	Mayor Nenshi	2013 July 29	117,841	-	117,841	-
Affordable Housing Energy Efficiency Retrofit Demonstration Project	Ald. MacLeod	2013 July 29	124,000	120,565	3,435	-
Citywide Approach to Retail/Commercial Planning and Development	Ald. Lowe	2013 July 22	375,000	358,354	16,646	-
Interactive Park Mowing and Roads Map	Cllr. Demong & Cllr. Pincott	2014 April 22	300,000	258,198	41,802	-
Census Online Data Capture	Mayor Nenshi	2014 May 26	250,000	224,036	25,964	-
Legislative Governance Task Force Work Plan Implementation Project	Mayor Nenshi	2015 March 17	350,000	350,000	-	-
The Heart of the New East - Incubation Project	Cllr. Chabot	2015 May 11	98,500	98,500	-	-
Medical Response Unit Pilot	Cllr. Colley-Urquhart	2015 May 11	175,000	145,444	29,556	-
Community Representation Framework Project	Cllr. Carra	2016 Nov 15	250,000	250,000	-	-
WALK21 Community Microgrants	Cllr. Farrell, Carra, and Pincott	2017 Mar 21	172,500	97,923	74,577	-
17th Avenue SW Pocket Plaza	Cllr. Woolley	2017 Apr 04	300,000	299,758	242	-
Improving Budget Transparency	Cllr. Demong	2018 June 18	150,000	150,000	-	-
Gender Equity and Diversity Baseline Assessment	Cllr. Carra	2018 July 30	170,000	148,324	-	21,676
Calgary Community Court: Pilot Readiness	Cllr. Sutherland	2018 July 30	250,000	149,747	100,253	-
On Demand Transit Service Pilot	Cllr. Gondek and Keating	2018 Nov 09	338,000	338,000	-	-
One Calgary Policy Review	Cllr. Demong	2018 Nov 09	525,000	391,601	133,399	-
Chinatown Cultural Plan and Local Area Plan	Cllr. Farrell and Chui	2019 Mar 18	250,000	137,829	-	112,171
University of Calgary - Citizen Scientist Wearables Program	Cllr. Gondek	2019 Sep 30	57,500	57,500	-	-
Greater Forest Lawn Governance and Communications Model	Cllr. Carra	2019 Dec 16	227,000	65	-	226,935
City of Calgary Citizen Privacy Data Practices	Cllr. Colley-Urquhart	2020 Jan 27	75,000	64,800	-	10,200
Roadside Naturalization Pilot	Mayor Nenshi & Cllr. Farrell	2020 Feb 24	450,000	116,933	-	333,067
The Future of Stephen Avenue: Activate & Experiment	Cllr. Farrell, Woolley & Davison	2020 Apr 06	300,000	164,899	-	135,101
Downtown Accelerator Program	Cllr. Farrell & Cllr. Woolley	2020 May 25	250,000	100,000	-	150,000
Administrative Penalties System Start-up Costs	Cllr. Woolley	2020 Jul 20	275,000	-	-	275,000
Virtual Reality Fire and Life Safety Education Pilot	Cllr. Gondek	2020 Jul 20	75,000	75,000	-	-
Mount Royal University - Artificial Intelligence Digital Twin for Trucks	Cllr. Chahal	2021 Mar 01	50,000	-	-	50,000
Heritage Calgary naming, Renaming & Commemoration Process Design	Cllr. Colley-Urquhart	2021 Mar 01	162,000	107,705	-	54,295
Calgary Economic Development Learning CITY Community Pilot	Cllr. Gondek	2021 Mar 01	43,400	-	-	43,400
Clear Justice Guided Police Complaints App	Cllr. Woolley	2021 June 21	45,000	45,000	-	-
A Planning Model for Grass Roots Park Space Development	Cllr. Gondek	2021 Sep 07	100,000	-	-	100,000
<b>Total as at 2021 December 31</b>			<b>10,376,450</b>	<b>7,980,834</b>	<b>883,771</b>	<b>1,511,844</b>
				<b>B</b>		<b>C</b>
<b>Total Budget</b>	<b>A</b>		11,808,594			
<b>Actual Expenses</b>	<b>B</b>		(7,980,834)			
<b>Future Commitments</b>	<b>C</b>		(1,511,844)			
<b>2021 Total Uncommitted Budget</b>			<b>2,315,915</b>			



**COUNCIL COMMUNITY FUND**

**2021 DECEMBER 31**

	<b>Approved Budget</b>
<b>Budget Allocation 2019</b>	<u>1,085,406</u>
	<b>\$ 1,085,406 A</b>

<b>Approved Projects</b>	<b>Sponsor</b>	<b>Approval Date</b>	<b>Budget Allocated</b>	<b>Actual Expenses</b>	<b>Savings on Completed Projects</b>	<b>Future Commitments</b>
Hawkwood Outdoor Recreation Facility Project	Cllr. Magliocca	20-Jul-20	500,000	500,000	-	-
Silver Springs Community Association	Cllr. Sutherland	7-Sep-20	300,000		-	300,000
<b>Total as at 2021 December 31</b>			<b>\$ 800,000</b>	<b>500,000</b>	<b>-</b>	<b>300,000</b>

**B**

**C**

<b>Total Budget</b>	<b>A</b>	1,085,406
<b>Actual Expenses</b>	<b>B</b>	(500,000)
<b>Future Commitments</b>	<b>C</b>	(300,000)
<b><u>2021 Total Uncommitted Budget</u></b>		<b><u>285,406</u></b>



# BRIEFING

Page 1 of 1

Item # 11.2

## Planning and Development Services Briefing to

Executive Committee

2022 May 17

ISC: UNRESTRICTED

EC2022-0468

## Update on Council Innovation Funding for Downtown Accelerator Program

### PURPOSE OF BRIEFING

The purpose of this briefing is to provide an update about the Council Innovation Fund grant for the 1 Million Square Feet Program (1M). On 2022 May 25, Council approved a grant from the Council Innovation Fund to the Calgary Downtown Association for a program intended to increase commercial and retail leases in the downtown – the 1 Million Square Feet Program. Due to the global COVID-19 pandemic and the restrictions applied to control the pandemic, the Calgary Downtown Association was unable to advance the program. The program has been officially terminated and funds have been returned to The City of Calgary's Council Innovation Fund.

### SUPPORTING INFORMATION

On 2020 April 27, Administration presented Council with an application for the Council Innovation Fund intended to support an economic revitalization program in downtown Calgary that would see the uptake of long-term leases in vacant or underutilized commercial and office spaces (C2020-0463). This program was intended to respond to the economic hardships that were being experienced uniquely in downtown Calgary and the high office vacancy rates. The program had three main objectives including: 1) accelerating and cultivating tenants into long term leases; 2) changing the image of downtown to a place of active and vibrant amenities; and 3) stimulating private investment into buildings and leasehold space by facilitating collaborative lease agreements.

Administration was directed to the 2020 May 25 Combined Meeting of Council to address questions about the program and a \$250,000 grant from the Council Innovation Fund was approved for the Calgary Downtown Association for the 1M Program (C2020-0600). A funding agreement between the Calgary Downtown Association and the City of Calgary was executed and specified that an initial \$100,000 would be released with additional funds released in a phased approach as the program progressed.

Due to the global COVID-19 pandemic and associated restrictions, the Calgary Downtown Association was unable to advance the program and it was determined that the program would be cancelled. As per conditions and procedures within the funding agreement, the program has been officially terminated and the original grant amount of \$100,000 has now been returned to the City of Calgary's Council Innovation Fund.

### ATTACHMENT(S)

1. Attachment 1 – Previous Council Direction
2. Attachment 2 – Supplemental Report Council Innovation Fund
3. Attachment 3 – Termination of Project Funding Agreement



# Background and Previous Council Direction

## Background – Council Innovation Fund 1 Million Square Feet Accelerator Program

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At the 2020 April 27 Combined Meeting of Council (C2020-0463), Administration presented Council with an application for the Council Innovation Fund to support an economic revitalization program in downtown Calgary that would see the uptake of long-term leases in vacant or underutilized commercial and office spaces. The 1 Million Square Feet Program would support the comeback of commercial services and public activity back to the downtown and an associated funding request of \$250,000 was requested. The Calgary Downtown Association, as a project partner, would manage the program and Administration would oversee the program. Administration was directed to return the 2020 April 27 Combined Meeting of Council to address questions from Council.

1. That with respect to Report C2020-0463, the following was adopted by Council. Refer this item back to Administration to address the questions that arose today and return to the next Regular Combined Meeting of Council, 2020 May 25.

At the 2020 May 25 Combined Meeting of Council, Administration provided an update on the 1 Million Square Feet Program and Council, with respect to report C2020-0600, approved the following:

1. An application to the Council Innovation Fund for the Downtown Accelerator Program - 1 Million Square Feet (1M), in the amount of \$250,000;
2. Amendments to the Calgary Downtown Association's 2020 budget to reflect expenses and associated grant revenue for the proposed project (Attachment 3);
3. Execute an agreement with the Calgary Downtown Association that, among other items, identifies that the Calgary Downtown Association is to only use approved grant funds to cover the proposed project expenses; and
4. Administration to report back to the Priorities and Finance Committee on the outcomes of this project by Q2 2022.



Planning & Development Report to  
Combined Meeting of Council  
2020 May 25

ISC: UNRESTRICTED  
C2020-0600

**Supplemental Report - Responding to Council Questions on the Council  
Innovation Fund Application for Downtown Accelerator Program - 1 Million  
Square Feet**

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**EXECUTIVE SUMMARY**

2020 April 27 Council heard report C2020-0463 and referred the item back to Administration to address the questions that arose and return to the next Regular Combined Meeting of Council, 2020 May 25. This report summarizes the answers to Council's questions.

**ADMINISTRATION RECOMMENDATION:**

That Council approve the recommendations outlined in Attachment 1 – Council Innovation Fund Application for Downtown Accelerator Program – 1 Million Square feet (C2020-0463) to:

1. Approve this application to the Council Innovation Fund for the Downtown Accelerator Program - 1 Million Square Feet (1M), in the amount of \$250,000;
2. Approve amendments to the Calgary Downtown Association's 2020 budget to reflect expenses and associated grant revenue for the proposed project (Attachment 3);
3. Direct Administration to execute an agreement with the Calgary Downtown Association that, among other items, identifies that the Calgary Downtown Association is to only use approved grant funds to cover the proposed project expenses; and,
4. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project by Q2 2022.

**PREVIOUS COUNCIL DIRECTION / POLICY**

2020 April 27 Combined Council Meeting, Report C2020-0463, Council referred the item back to Administration to address the questions that arose at that meeting and return to the next Regular Combined Meeting of Council, 2020 May 25.

2020 February 3 Combined Council Meeting, Report PFC2020-0012 2020 Business Improvement Area Budgets and Enabling Bylaws, Council approved the following recommendation:

- Approve the proposed 2020 BIA budgets (Attachment 1) and authorize each BIA board to amend its respective budget by: (a) transferring amounts to or from a BIA board's reserves, and (b) transferring amounts between expenditures so long as the amount of the total expenditures is not increased.

2019 October 07 Strategic Meeting of Council, Report C2019-1302, a presentation entitled "Calgary's Comeback", was distributed along with a Verbal Report. The following was adopted; that Council:

- Receive the verbal report and presentation for the Corporate Record;
- Direct the Mayor and Councillors Farkas, Gondek and Sutherland to work with the City Manager on establishing performance management measures; and
- Direct that the Closed Meeting discussions remain confidential pursuant to Section 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act.

Approval(s): **Dalgleish, Stuart** concurs with this report. Author: **Kevin Barton**

Planning & Development Report to  
Combined Meeting of Council  
2020 May 25

ISC: UNRESTRICTED  
C2020-0600

**Supplemental Report - Responding to Council Questions on the Council  
Innovation Fund Application for Downtown Accelerator Program - 1 Million  
Square Feet**

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2019 July 22 Combined Council Meeting, Report PFC2019-0664, Council approved the following recommendation:

- Direct Administration to continue implementing the Downtown Strategy, as identified through this report.

2019 April 01 Strategic Meeting of Council, Report C2019-0415, a presentation entitled "Downtown Strategy and Focus" was given. Council approved the following recommendations:

- Endorse the direction as presented (C2019-0415 - Downtown Strategy and Focus);
- Direct Administration to provide an update on the further development of a Downtown Strategy to the Priorities and Finance Committee in 2019 July and October; and,
- For the July Priorities and Finance Committee, Administration further refine the Downtown Strategy to include: heritage, safety, and competitive research.

**BACKGROUND**

On 2020 April 27, Administration presented Council with an application for the Council Innovation Fund (CIF). The application is to support an economic revitalization program in downtown Calgary that would see the uptake of long-term leases in vacant or underutilized commercial and office spaces. It responds to both the economic hardships experienced uniquely in downtown Calgary and the high office vacancy rates. The program has three main objectives:

- 1) accelerate and cultivate tenants into long term leases;
- 2) change the image of downtown to a place of active and vibrant amenities; and,
- 3) stimulate private investment into buildings and leasehold space by facilitating collaborative lease agreements.

This initiative is even more pertinent with the current global COVID-19 pandemic. The sweeping closures required to reduce the spread of the pandemic will cause the permanent closures of some business. These more recent closures will only amplify the previous critical situation of vacant retail spaces and diminished office space opportunities. Post pandemic, the 1M program would support the comeback of commercial services and public activity back to the downtown. The program would support new businesses by providing easier access to vacant spaces with temporary and flexible lease agreements, coordination of commercial offerings across the pilot area to test concepts that are integrated and complementary, with program assistance to facilitate terms with landlords to create long term leases and space improvements.

The associated funding request for this application is \$250,000 which, if successful, would be matched by private sector contributions, thus doubling The City's investment in rebuilding the health of Calgary's downtown lease market. This application is sponsored by Councillors Farrell and Woolley and is also in partnership with the Calgary Downtown Association (CDA). The CDA, as a project partner, will manage the program and Administration, specifically Calgary Growth Strategies would oversee it.

See Attachment 1 – Council Innovation Fund Application for Downtown Accelerator Program - 1 Million Square Feet (C2020-0463) for additional background and specifics of the application.

Approval(s): Dalglish, Stuart concurs with this report. Author: Kevin Barton

Planning & Development Report to  
Combined Meeting of Council  
2020 May 25

ISC: UNRESTRICTED  
C2020-0600

**Supplemental Report - Responding to Council Questions on the Council  
Innovation Fund Application for Downtown Accelerator Program - 1 Million  
Square Feet**

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**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

At the 2020 April 27 Combined Meeting of Council, questions were raised about the process and alignment of the requested CIF application. Below is a list of the questions that were raised as well as responses from Administration and project partners.

**How many jobs would be created by the proposed program?**

The full impact of the COVID-19 emergency is not yet understood. The number of jobs will be monitored during the program, but the following provides a best case scenario based on pre-COVID considerations. For retail and restaurants, the standard analysis ratio outlined in the Guide to the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP) is 1 job per 50 square metre of floor area. The overall goal of the Downtown Accelerator Program - 1 Million Square Feet ("1M program") is to fill 1,000,000 square feet of retail floor space with active businesses, and secure long-term leases with those businesses. Phase 1 of the program targets 350,000 square feet (32,516 sq.m), this could result in approximately 650 jobs, plus some temporary construction jobs that would be needed for building improvements. If the program was successful in securing 1 million square feet of lease space over the 18 months, this would provide about 1,850 jobs, including roughly 8 temporary construction jobs (92,900 sq.m/50=1858). It is acknowledged that this projection may include jobs moved by business relocation from another area within the city. However, there are important economic, social, safety and public realm benefits and efficiencies associated with a strong downtown economy that support the entire city.

**How is the requested \$250,000 being spent?**

Funds supporting the program will accelerate and cultivate tenants into long term leases, change the image of downtown and stimulate private investment into buildings and leasehold space by facilitating collaborative lease agreements. Through the 1M program, the Calgary Downtown Association and its consultants will work to achieve these goals. This work will include research and inventory of existing businesses in the first pilot area, analysis of market demands for services, preparation of potential tenants that could serve potential customers, connecting with building owners and potential tenants, developing marketing plans and arranging for delivery of communication and marketing with third party companies. The program would be charged staff time for assistance to the potential tenants, for concept development, support for temporary and long-term lease agreements and documentation. The 1M program would also be charged for tracking and monitoring the success of the program including sale, client and tenant performance. Tracking of the program would occur throughout the 18 month duration of the program. Third party groups would also bill and invoice the 1M program. City of Calgary staff would not charge any staff time to the program. There are only minor start up and reporting time required by City staff for the proposed program.

**What are the procurement requirements for this program?**

Should this application get approved, this funding will be a grant by The City of Calgary to the Calgary Downtown Association (CDA) (a Business Improvement Area), funded through the Council Innovation Fund. The City of Calgary is not directing the work, nor is the work being singled sourced by The City. If the grant is approved, the CDA and The City will enter into a

Approval(s): Dalgleish, Stuart concurs with this report. Author: Kevin Barton

Planning & Development Report to  
Combined Meeting of Council  
2020 May 25

ISC: UNRESTRICTED  
C2020-0600

**Supplemental Report - Responding to Council Questions on the Council  
Innovation Fund Application for Downtown Accelerator Program - 1 Million  
Square Feet**

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grant agreement. The agreement will outline the terms and conditions including all applicable Council policy and trade agreements. The program and any required procurement will be directly managed by the Calgary Downtown Association, in accordance with the agreement.

**Is the proposed program aligned with all City of Calgary civic partners? Does the program meet the goals and objectives of *Calgary in the New Economy: An economic strategy for Calgary* and the work of Calgary Economic Development?**

Yes, the proposed 1M program is very much aligned with civic partners and does meet the objectives of the *Calgary in the New Economy: An economic strategy for Calgary*. Calgary Economic Development has been involved in the development of the program and have provided a letter of support for the program (Attachment 4). Providing easier access to lease space for potential tenants will enable business growth.

The 1M program is implementing strategic goals in the *Calgary in the New Economy: An economic strategy for Calgary*. While the program supports all four strategic focus areas within this strategy, the 1M program most directly actions the Place and Business Environment areas. Goals of the Place focus are being delivered within the pilot area of the 1M program as the area will be enhanced by commercial activity. The experience of users will be improved with more commercial offerings and more interesting options, the image of the area will improve with people activity, building enhancements and downtown employees and visitors will have access to more services and amenities.

Supporting the 1M program is not only good for the downtown, but it is good for the whole city. The Calgary Downtown Association and Makespace Group Inc. are committed to this proposed program and the program will be even more important post pandemic as businesses and public partners will focus heavily on economic health, recovery and revitalization efforts. Based on the current economic climate, businesses may struggle to regain a place in the market, especially in downtown Calgary where office and business vacancy rates were high prior to the covid-19 pandemic. Supporting this program now is essential as the retail, hospitality and restaurant sector will need support to help reposition its businesses in the market.

**Is the proposed program aligned with all project work included in the Downtown Strategy?**

The Downtown Strategy and its external partner committee are working towards the comeback of the downtown. They are committed to making life better every day for citizens, customers, residents and businesses by focusing on the four pillars of Calgary's Downtown Strategy:

1. Place - Building and supporting programming in the downtown that creates a destination and experience for all Calgarians and visitors to enjoy.
2. Work - Supporting the development of new and existing business in downtown Calgary by ensuring our policies and services support business success in Calgary.
3. Live - Ensuring that downtown is a neighbourhood of choice to reside by providing the amenities to enhance the quality of life for people living downtown.
4. Connect - Creating and managing the frameworks and networks that connect people, goods, information and ideas.

Approval(s): Dalglish, Stuart concurs with this report. Author: Kevin Barton

**Planning & Development Report to  
Combined Meeting of Council  
2020 May 25**

**ISC: UNRESTRICTED  
C2020-0600**

**Supplemental Report - Responding to Council Questions on the Council  
Innovation Fund Application for Downtown Accelerator Program - 1 Million  
Square Feet**

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The proposed Downtown Accelerator Program - 1 Million Square Feet (1M), aims to achieve the same goals, with specific and thoughtful implementation actions for the Place, Work, Live and Connect pillars. The 1M program is aligned with and delivers on the goals of the Downtown Strategy, as well as Calgary's Comeback. The 1M program supports the recovery of Calgary's downtown while leveraging private sector investment and the capacity of the local Business Improvement Area (Calgary Downtown Association) to revitalize commercial areas.

The 1M program was presented to the Downtown Strategy Leadership Team on 2020 January 16 where it was supported as a worthwhile initiative to promote business development and improve downtown private and public spaces. This economic support not only helps Calgary's downtown, but it is beneficial for the whole city in attracting investment, tenants and innovators to take up leases in Calgary.

**How is accountability and progress being reported?**

The Council Innovation Fund Grant Agreement is under development, this agreement will include use of funds and reporting on project financials. The CIF request is funding start up costs for the program, this start up cost is matched by private contributions. The first phase of the proposal would be for \$100,0000, as this amount is currently secured to be matched by CDA for this project. No further funds will be released until CDA reports on the expenses charged to the 1M program and status of the program. Additionally, the release of the additional funds from the CIF grant would be dependent on matching private funds. Status of the program would be a review of events for the start of the program, concepts tested, amount of tenant space in temporary and long-term leases and data on sales performance of the new commercial services. Reporting would occur at the end of phase 1, approximately March 2021, and then at the end of the program, in the spring of 2022.

**Stakeholder Engagement, Research and Communication**

See Attachment 1 - Council Innovation Fund Application for Downtown Accelerator Program – 1 Million Square Feet (C2020-0463).

**Strategic Alignment**

See Attachment 1 - Council Innovation Fund Application for Downtown Accelerator Program – 1 Million Square Feet (C2020-0463).

**Social, Environmental, Economic (External)**

See Attachment 1 - Council Innovation Fund Application for Downtown Accelerator Program – 1 Million Square Feet (C2020-0463).

**Financial Capacity**

See Attachment 1 - Council Innovation Fund Application for Downtown Accelerator Program – 1 Million Square Feet (C2020-0463).

**Risk Assessment**

See Attachment 1 - Council Innovation Fund Application for Downtown Accelerator Program – 1 Million Square Feet (C2020-0463).

Approval(s): Dalglish, Stuart concurs with this report. Author: Kevin Barton

Planning & Development Report to  
Combined Meeting of Council  
2020 May 25

ISC: UNRESTRICTED  
C2020-0600

**Supplemental Report - Responding to Council Questions on the Council  
Innovation Fund Application for Downtown Accelerator Program - 1 Million  
Square Feet**

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**REASON(S) FOR RECOMMENDATION(S):**

The Downtown Strategy aims to support the recovery of Calgary's downtown and the 1M program uses private sector investment and leverages capacity of the local Business Improvement Area (Calgary Downtown Association) to revitalize commercial areas in a phased approach with limited City investment that achieves many objectives of Council policy priorities.

**ATTACHMENT(S)**

1. Attachment 1 - Council Innovation Fund Application for Downtown Accelerator Program - 1 Million Square Feet (C2020-0463)
2. Attachment 2 – Application for Council Innovation Fund: Downtown Accelerator Program – 1 Million Square Feet
3. Attachment 3 – Downtown Accelerator Program - 1 Million Square Feet | Year One Budget
4. Attachment 4 – Letters of support

Approval(s): Dalglish, Stuart concurs with this report. Author: Kevin Barton



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SD 2022-02-24  
February 4, 2022

THE CITY OF CALGARY  
800 Macleod Trail SE  
Calgary, Alberta  
T2G 2M3  
Attention: Stuart Dalglish  
General Manager, Planning & Development Department

**RE: Termination of Project Funding Agreement dated October 30, 2020 (the "Agreement")  
between The City of Calgary (the "City") and The Board of the Calgary Downtown  
Association ("CDA")**

In 2020, The City of Calgary and the CDA entered into the above Agreement whereby, among other things, the City would provide from the Council Innovation Fund, a portion of the funding for a project managed and operated by CDA, known as the Downtown Accelerator Program (the "Project").

In accordance with the Agreement, the City paid CDA a portion of the funding for the Project, being the sum of \$100,000.00 (the "Payment"). However, due to the global Covid-19 pandemic, CDA has been unable to significantly advance the Project, and following discussions with City representatives regarding the future of the Project, the parties have determined that the Project is no longer viable.

As such, CDA wishes to provide formal notice pursuant to section 2.3 of the Agreement, that the Agreement shall terminate on February 22, 2022 (the "Termination Date"), being 90 days from the date on which CDA first provided written notice to the City of its intention to terminate the Agreement.

Pursuant to section 2.4 of the Agreement, CDA shall return the Payment to the City (\$100,000), being all of the funds advanced by the City to CDA, or shall redirect the Payment funds, as instructed by the City in writing.

Following the Termination Date and return of the Payment, neither party shall have any further obligations or liabilities to the other, except for the terms that are deemed to survive the termination of the Agreement, as set out in section 12.4 thereof. For greater certainty, the provisions of the Agreement intended to survive pursuant to section 12.4 are:

- (a) Article 5 (Accounting, Audits and Records of Account);
- (b) Article 6 (Reserves);
- (c) Section 2.4 (Repayment);
- (d) Section 7.1 (Annual Carryover of Project Funds and Surplus of Funds);
- (e) Section 7.2 (Surplus Project Funds);
- (f) Section 10.1 (Liability and Indemnification);
- (g) Section 10.2 (Limited Liability); and
- (h) Section 12.2 (Governing Law).




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Notwithstanding the forgoing, the provisions in 12.4 (a), (b), (d) and (e) are no longer binding on the parties following termination of the Agreement.

Please confirm receipt of this notice and acknowledge the formal termination of the Agreement, by executing one copy of this letter and returning it to CDA.

Sincerely,

**CALGARY DOWNTOWN ASSOCIATION**

Per:   
**COLTON LEWIS**  
Co-Chair of the Board of Directors

Confirmed and acknowledged by:

**THE CITY OF CALGARY**

Per:   
**STUART DALGLEISH**  
General Manager, Planning &  
Development Department

Date: 2022-02-24

# BRIEFING

Page 1 of 1

Item # 11.3

Chief Financial Officer's Briefing to

Executive Committee

2022 May 17

ISC: UNRESTRICTED

EC2022-0610

## **Embedding Economic Resilience Task Force Programs in City Operations**

### **PURPOSE OF BRIEFING**

On 2021 November 9, Council approved the implementation of the Economic Resilience Task Force (ERTF) program recommendations. This briefing aims to provide information on 2021 economic resilience activities and an overview of activities for 2022 and beyond. Activities related to these programs have become embedded in work programs across City service lines and business units. Council will receive future progress updates through individual programs.

### **SUPPORTING INFORMATION**

As outlined in The City's resilience strategy, a city's economic resilience improves when all are encouraged and able to participate in a diverse and robust economy. It enhances the community's ability to attract business, talent, and investment. Calgary can capitalize on its high quality of life, available commercial real estate and educated workforce to bounce back from stresses and shocks. The goal is to strengthen a community engaged with local businesses, government, and partners cooperating and exploring opportunities.

The Economic Resilience Task Force (ERTF) focused on this view of economic resilience. They recommended four programs to support Calgary's medium-term economic recovery from the impacts of the COVID-19 pandemic and other economic shocks. The programs target attracting investments and creating jobs in Calgary. The programs are:

1. Green Investments and Financing
2. Innovation through Public Procurement
3. Better Value for City Assets
4. Youth and Community Spirit

### **ATTACHMENT**

1. Attachment 1 – Program Implementation Overview





# Economic Resilience Task Force Program Implementation Overview

To support Calgary's medium-term economic recovery, the Economic Resilience Task Force (ERTF) proposed four programs that are now underway to attract investment and create jobs.



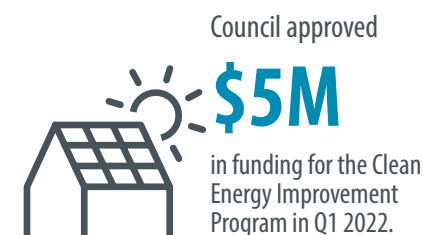
## Green Investments and Financing

### Program Objective

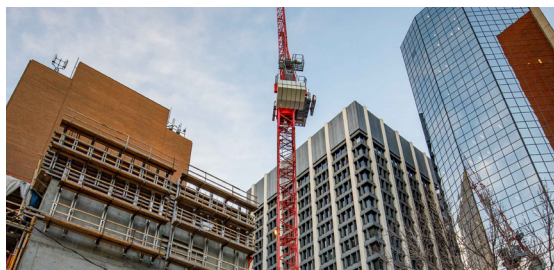
The Green Investments and Financing program focuses on retrofitting buildings to support the long-term targets of Calgary's Climate Resilience Strategy. It will significantly reduce greenhouse gas (GHG) emissions and support local job creation in the building industry and related service sectors. Despite a solid economic case for energy efficiency and improved energy performance, many residential and commercial building owners are not investing in better energy performance due to several barriers. This program aims to tackle one key barrier – access to capital.

**Accomplishments in 2021** In 2021, The City of Calgary engaged with industry experts and stakeholders to design a Clean Energy Improvement Program (CEIP). Through CEIP, residential property owners will be able to access flexible financing through The City to pay for eligible upgrades, with repayment collected through property taxes. The Clean Energy Improvement Program Bylaw received Council approval in December 2021. Having the Bylaw in place is a pre-requisite for an external funding opportunity available to The City.

### Did you know?



**The Plan for 2022 and Beyond** The City will apply for a loan and grant from the Federation of Canadian Municipalities to support the launch of the CEIP. The City has partnered with The City of Edmonton and Alberta Ecotrust. The partnership includes receiving funding to support a program design study to explore alternative residential financing mechanisms that leverage private capital to support energy improvements. In addition, The City will explore opportunities with partners to support retrofits for commercial buildings, including the possibility of mobilizing private capital for energy efficiency and renewable energy projects in Calgary.



## Innovation through Public Procurement

### Program Objective

Innovation through Public Procurement contributes to Calgary's economic resilience by creating an environment that attracts startups and small- and medium-sized businesses with innovative ideas or technology. It is achieved by The City proactively pursuing problem-based procurement and releasing Challenge Statements to the market. They ask for evaluated solutions to problems The City is trying to solve. It can create opportunities for local startups to have The City as their first customer through a streamlined process with opportunities to demonstrate solutions.

**Accomplishments in 2021** The City used its procurement channels to innovate and test new ideas through multiple pilots to inform a broader-scale implementation framework. Examples include temporary residential driveway covers (to protect vehicles from weather damage) and setting up a 5G testbed to test equipment and connect City workers with faster wireless. In addition, Council approved a Public Value through Procurement policy in September 2021. The policy encourages strategies to create public value (social, environmental, economic, and public participation) through City procurement activities and related spending.

### Did you know?

The City managed a yearly  
average of

**867**

new procurements in goods  
(including construction) and  
services from 2019-2021.



With a yearly average  
value of over

**\$700M**



**The Plan for 2022 and Beyond** Efforts in 2022 will focus on change management, communications, and engaging external City partners. These efforts will help increase awareness and encourage more City Services to consider Challenge Statements for their procurement projects. It will complement work to develop a cross-corporate Innovation through Public Procurement strategy and framework. The strategy and framework will reflect Challenge Statements and Market Led Proposals. Challenge Statements proactively asks the market for solutions. The City has Market Led Proposals pilot that allows The City to receive unsolicited and potential unique/innovative solutions The City did not know existed.



## Better Value for City Assets

### Program Objective

The Better Value for City Assets program focuses on unlocking “idle” capital to deliver improved or additional benefits. Physical capital includes assets like land, buildings, and roads. The 2020 Infrastructure Status Report highlighted that The City owns and administers a \$95 Billion infrastructure asset portfolio. As this portfolio steadily increases in value, it has become apparent that the required infrastructure investment continually exceeds available funding. It has contributed to a growing \$7.7 Billion Infrastructure Gap and poses a significant risk to the corporation’s resilience.

### Accomplishments in 2021

In 2021, The City developed a program charter for the challenge of managing increasing risk and costs, and the need for a portfolio review became apparent. The City also developed the plan for Phase 1 of a multi-phase program. Phase 1 will review and assess The City’s entire infrastructure asset portfolio. It is the starting point for determining if The City’s physical capital is underperforming on the return on investment. Maximizing asset value and confirming how we could better deliver asset-related services are other potential benefits.

### Did you know?

The 2020 replacement value of The City’s physical capital asset portfolio was

**\$94B**



The 2020 estimate of The City’s infrastructure deficit was

**\$7.7B**

### Plans for 2022 and beyond

Phase 1 is the “discovery phase” for the program and is due for completion by the end of 2022. The City will develop a methodology for asset portfolio review and program governance (including collaboration with service managers and updates to Council). The methodology will inform the completion of a corporate-wide examination of the City’s asset composition. This discovery phase will examine the available opportunities to derive more value from infrastructure assets by benchmarking against other municipalities/public institutions, examining current levels of capitalization and assessing the overall Return on Investment for the continuance of the program.



## Youth and Community Spirit

### Program Objective

Youth and Community Spirit focuses on understanding the circumstances facing youth and exploring opportunities to facilitate collaboration with others in the community. The goals are improving youth engagement, youth employment, and driving innovation and long-term economic growth. It includes modernizing The City’s approach to delivering youth employment services, making it more relevant and accessible to a diverse range of youth in the city.

### Accomplishments in 2021

Youth engagement work included innovation accelerator sessions with youth cohorts, including the Mayor’s Youth Council. Using the outcome, Calgary applied for and successfully joined a cohort of 14 cities funded by the Bloomberg Cities Network doing similar work. Alongside 13 additional cohort cities, Calgary will use innovation principles to attract youth to live, work, and play in Calgary. Calgary also introduced youth employment services in community hub locations throughout the city. Calgary also completed a scan of best practices in youth employment across Canada.

### Did you know?

The City established employment services in

**5**

community hub locations in 2021.



The City of Calgary is receiving training and coaching support for

**14**

staff through the Bloomberg Cities Network for designing innovative approaches to supporting youth.



### The Plan for 2022 and Beyond

In 2022, staff will receive training, coaching and support to apply innovation principles to the issues facing Calgary as a place that attracts youth to live, work and play. Implementing the 2022/23 Youth Employment Centre work plan will include partnerships that amplify great community-led work. An example is a partnership with Joy to Job – a student-led, non-profit organization that strives to bring joy and jobs closer together. A continuation of conversations with community leaders in education and the economy for a collaborative approach to get youth potential into the economic recovery.

# BRIEFING

Page 1 of 1

Item # 11.4

Chief Financial Officer's Briefing to

Executive Committee

2022 May 17

ISC: UNRESTRICTED

EC2022-0592

## Post-Pandemic Economic Recover Update

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### PURPOSE OF BRIEFING

This briefing details how the efforts associated with the post-pandemic economic recovery described in [PFC2021-0579](#) and [EC2021-1488](#) will be integrated into existing city operations and reporting processes.

### SUPPORTING INFORMATION

As the city of Calgary took its first steps, sometimes forwards and sometimes backwards, to recover from the COVID-19 pandemic, City Council identified the need for regular updates on Calgary's economic recovery and The City of Calgary's (i.e., the corporation's) contribution to that recovery. The reports on the post-pandemic economic recovery were in two parts: (1) a summary of the evolving economic environment; and (2) a recap of the existing plans, programs and initiatives that could help with the post-pandemic recovery (see Attachment 1).

Since the last Post-Pandemic Economic Recovery report in 2021 November, Council passed [Resilient Calgary - Council's Strategic Direction 2023-2026](#). One of Council's foundations for 2023-2026 is economic resilience. Given this, Administration believes that it is the appropriate time to integrate reporting on the Post-Pandemic Economic Recovery into regular city reporting, rather than continuing with a stand-alone report.

Council will continue to receive [economic outlooks](#) in the spring and fall that report, in detail, on the economic situation in Calgary. The City's response and recovery from the COVID-19 pandemic is expected to remain a strong theme in those reports.

The second part of the Post-Pandemic Economic Recovery report which recapped the plans, programs and initiatives that could help with the post-pandemic recovery will be addressed through a combination of program/plan specific reporting, and corporate reporting such as the semi-annual [Financial Task Force Implementation Reports](#), [Accountability Reports](#) and the [Annual Report](#).

### ATTACHMENT(S)

1. Attachment 1 – Plans, Programs and Initiatives for Post-Pandemic Economic Recovery



## Plans, Programs and Initiatives for Post-Pandemic Economic Recovery

### Category 1



#### Identifying necessary City-Building Investment

1. Calgary's Greater Downtown Plan
2. Chinatown Local Area Plan
3. Municipal Development Plan/Calgary Transportation Plan Implementation
4. Modernized Community Planning
5. Chinook Blast
6. Resilience Strategy: Economic Resilience Workplan
7. Providing Incentives to Residential Development in the Downtown Core
8. Downtown Strategy
9. Field House Development & Conceptual Master Plan (Foothill Athletic Park & McMahon Stadium Lands)
10. Event Centre

### Category 2



#### Enabling Environment for Business Investment and Innovation

11. The Future of Stephen Avenue
12. Main Streets Program
13. Better Value for City Assets (ERTF Program)
14. City wide Environmental Strategy and Action Plan
15. Citywide Growth Strategy - Industrial
16. Subdivision and Development Regulation Setbacks, C2018-1337
17. Industry/City Collaboration Opportunities (including the Development Advisory Committee)

### Category 3



#### Direct Support for Innovation in Business Community

18. The 9-block Implementation
19. Living Labs
20. Film Friendly
21. Benefit Driven Procurement
22. Market-Led Procurement
23. Innovation through Public Procurement (ERTF Program)
24. Support Local Campaign
25. Green Investments and Financing (ERTF Program)
26. Financial Task Force Recommendations - Implementation
27. Minimizing Negative Impacts of Waste and Recycling Sites, PFC2021-0222
28. Renewed Land Use Bylaw
29. Enabling Streamlined Approvals – Change of Use and Renovation Exemption Area Pilot
30. City Tenant Relief Program
31. COFLEX Program
32. Business Improvement Area (BIA) Tax Relief Credit
33. Business Improvement Areas Governance, Strategic & Operational Support

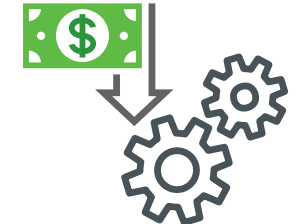
### Category 4



#### Investment in Local Community's Economic Wellbeing

34. City Festivals and Events
35. Bridging Digital Inequity
36. 5G Readiness
37. Youth and Community Spirit (ERTF Program)
38. Citywide Growth Strategy - Established Areas
39. Balancing Policy to Achieve Great Communities
40. BMO Expansion
41. Arts Commons Transformation Project
42. Chinatown Cultural Plan
55. Calgary Mental Health and Addiction Community Strategy and Action Plan
56. Calgary Commitment to Anti-Racism Notice of Motion
57. Fair Entry
58. Gender Equity, Diversity and Inclusion Strategy
59. City of Calgary Accessibility Strategy
60. Youth Employment Services offered through Youth Employment Centre
61. White Goose Flying Report related initiatives
62. Calgary Local Immigration Partnership Strategic Plan (CLIP)
63. Community Social Work Program – Community based economic development strategy

### Category 5



#### Direct Spending and Investment or Taxpayer Relief to Spur the Economy

43. Transportation Capital Project Review – Right-sizing & Standards Review
44. Long Range Financial Plan
45. Solutions for Achieving Value and Excellence (SAVE) Program
46. Infrastructure Investment Plans
47. Green Line
48. Municipal Stimulus Program (due to COVID-19)
49. Citywide Growth Strategy - New Communities
50. Phased Tax Program
51. Tax Deferral and Relief Work
52. Rapid Housing Initiative
53. Other Financial Relief
54. Arts and Culture Microgrant Program