



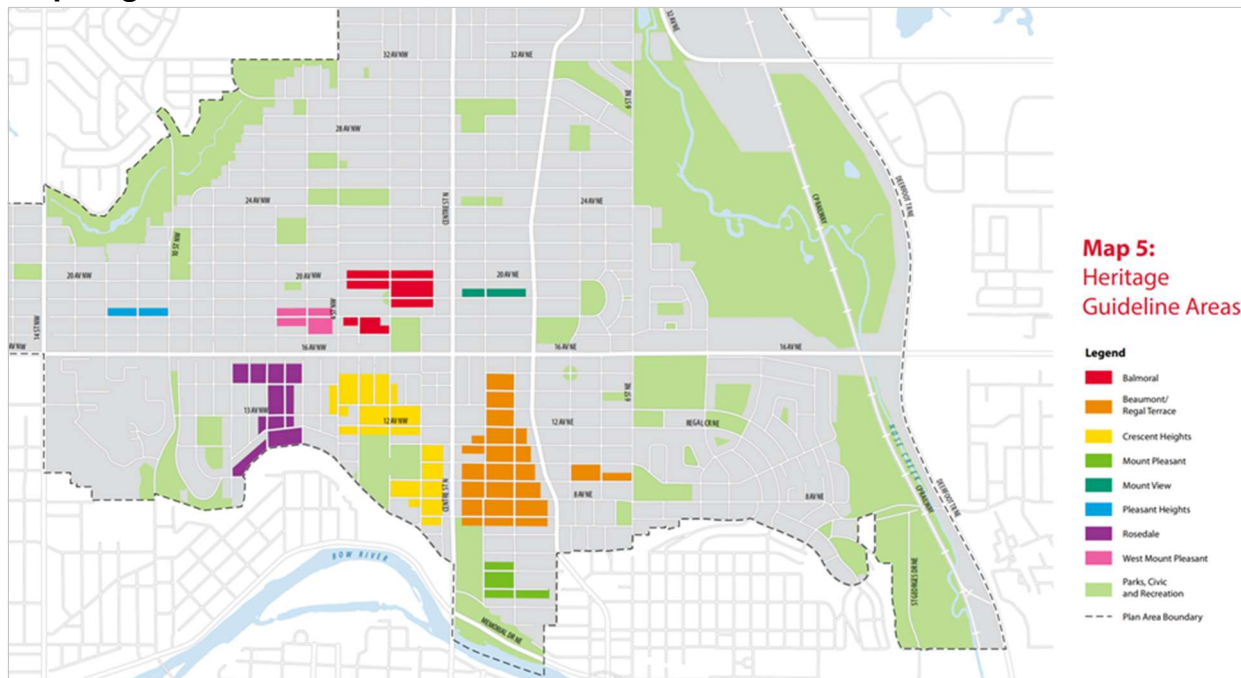
North Hill Communities Heritage Guidelines Working Group

Terms of Reference

1. Project Background

In consultation with area stakeholders, The City of Calgary is undertaking a project to create heritage guidelines for areas in the North Hill Communities that have concentrated groupings of heritage assets¹, commonly known as character homes. This project will develop policy guidelines within specific areas of the communities of Capitol Hill, Crescent Heights, Mount Pleasant, Renfrew, Rosedale, and Tuxedo Park. These guidelines will focus on conserving and enhancing the historic character of these areas and help ensure that new development is more contextually appropriate and better fits in with existing character homes. The guidelines will be included as an update to the recently approved [North Hill Communities Local Area Plan \(LAP\)](#), a long-range planning policy document that guides growth and change within these communities.

Map of guideline areas



¹ Heritage assets are defined as privately owned structures, typically constructed prior to 1945, that significantly retain their original form, scale, massing, window/door pattern and architectural details or materials.

Communities in Calgary have sought area-based heritage conservation tools for a long time. In July 2020, Council approved a series of conservation tools and incentives to offer that area-based approach. The North Hill Communities LAP identifies a total of eight heritage guideline areas, the first in the city. The heritage guidelines created as part of this work will inform subsequent heritage guideline areas for other local area plans.

2. Project Objectives and Working Group Role

Project Objectives	Working Group Role
<ul style="list-style-type: none"> • Create locally specific heritage guidelines and related amendments to be incorporated into the North Hill Communities LAP. • Draft land use amendments within the heritage guideline areas to facilitate implementation of the guidelines and create an implementation guide for internal and external stakeholders. • Provide recommendation for Council approval of the heritage guidelines and related policy and land use amendments. Project stakeholders feel that they've been appropriately engaged throughout the project and that their input has been considered. 	<p>Work with City Administration to create heritage guidelines by providing input regarding the needs, goals and objectives of area residents, local communities, heritage partners, the development industry through:</p> <ul style="list-style-type: none"> • reviewing background of NHCLAP / Heritage Areas, including scope, opportunities, constraints • identifying historic and character defining elements of homes in the area to which the guidelines will apply • promoting engagement opportunity to the groups/communities they represent to help gather feedback on the draft guidelines • providing feedback on proposed revisions to the guidelines • providing input on the geographic boundaries proposed for the Guideline Area where draft guidelines may or may not be appropriate

3. Purpose

The purpose of this Terms of Reference is to ensure that members of the Working Group on the North Hill Communities LAP Heritage Guidelines project are aware of expectations, commitments, and their role in providing input into the project and engagement processes.

4. Scope

The Working Group will meet five times between Fall 2021 and Spring 2022 to discuss and provide input into developing heritage guidelines within the North Hill Communities. Specific topics for discussion and areas for input will be provided before each meeting through clearly outlined agendas.

Scope of work for the Working Group includes:

- Participating in the Working Group sessions and providing input into topics directly related to this project.
- Preparing for working group sessions by reviewing any background information and/or completing preparation work for each session.
- Acting as liaisons to the respective groups they represent, where applicable, to help gather input and share information about the project.

5. Principles and Guidelines

The principles and guidelines of the Working Group and The City are:

- Providing transparent information regarding how feedback was used, where it was not and why.
- Ensuring the Guidelines reflect the input of area residents, heritage partners, and the development industry.
- Aligning the Guidelines with the vision, core ideas, and policies of the North Hill Communities Local Area Plan and Municipal Development Plan.

Working Group members will work with City Administration to create heritage guidelines that balance the needs, goals and objectives of area residents, local communities, heritage partners, the development industry and City policies such as the Land Use Bylaw, Calgary Heritage Strategy, North Hill Communities Local Area Plan, and Municipal Development Plan.

In developing the heritage guidelines, Administration will consider Working Group input and public feedback to the fullest extent possible, recognizing the need to balance a variety of stakeholder perspectives and needs, as well as City policy. Administration will provide a summary of input received in engagement reports (What We Heard Reports) throughout the process with a final engagement summary to be included in Administration's report to Council. The Working Group's activities will align with The City's [Engage Policy](#). At The City of Calgary, engagement means, purposeful dialogue between The City and stakeholders to gather information to influence decision making.

Engagement is:

- **Citizen-centric** focusing on hearing the needs and voices of both directly impacted and indirectly impacted stakeholders
- **Accountable** upholding the commitments that The City makes to its citizens and stakeholders by demonstrating that the results and outcomes of the engagement processes are consistent with the approved plans for engagement
- **Inclusive** making best efforts to reach, involve and hear from those who are impacted directly or indirectly
- **Committed** allocating enough time and resources for effective engagement of citizens and stakeholders
- **Responsive** acknowledging citizen and stakeholder concerns

- **Transparent** providing clear and complete information around decision processes, procedures and constraints

The City's commitment to transparent and inclusive engagement processes is outlined in the *Engage Policy*.

6. Roles and Responsibilities

Working Group:

- Group membership is voluntary.
- Group members must be prepared to invest the time and energy to attend all meetings, review information provided by The City, including email correspondence and any session materials/homework, and provide timely feedback and input on components of the project throughout its duration.
- If, in an emergency or for another significant reason, a member is unable to attend a meeting, an alternate may be assigned to attend on the member's behalf. It is the member's responsibility to ensure their alternate is familiar with the information required to attend and provide input. If no alternate is provided and it is reasonably possible, The City will try to provide the member with an opportunity to provide input after the meeting; however, it may not be possible to ask for the member's input outside many meetings for which informed feedback is required.
- Members must be prepared to work constructively to address areas of mutual interest.
- Group members will follow through on specific tasks as agreed to throughout the project.
- Where possible, members will act as a liaison for the respective groups they represent in order to communicate project information and processes and help collect input.

The City of Calgary:

- Facilitate the meetings.
- Provide an agenda and reading material for members' meeting preparation (via email) for each meeting at least five days prior to the meeting date. The City will act as the designated media spokesperson.
- Provide the group with timely, balanced and objective information.
- Makes the engagement promise to consult with Working Group members wherever possible to develop the North Hill Communities LAP Heritage Guidelines. In The City of Calgary's engagement policy "consult" (pg. 5) means The City promises to:

consult with stakeholders to obtain feedback and ensure [your] input is considered and incorporated to the maximum extent possible. We will advise [you] how [your] consultation impacted the decisions and outcomes.

- Provide all the necessary information for group members to participate in a meaningful way.
- Inform the group about opportunities to participate in public engagement activities.
- Inform the group about opportunities to speak or provide input to Administration and Council.

- Support group members to act as engagement and communications liaison to members' own organizations/stakeholder groups.
- Summarize input and feedback received throughout the project in engagement summary reports (What We Heard Reports).

Shared Responsibility:

- All information about members of this Working Group is under the protection of *Freedom of Information and Protection of Privacy Act* (FOIP).
- All meetings of the Working Group will be run under the Chatham House Rule, which is as follows: when a meeting, or part thereof, is held under Chatham House Rule, participants are free to use the information received but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

Note: If there is any information that is deemed proprietary or confidential, it will be stated at the beginning of each meeting and will not be shared outside the Working Group.

7. Composition of the Working Group

Composition of the Group may include:

- 4-5 property owners from Crescent Heights & Renfrew (within the guideline area); 4-5 property owners from Rosedale (within the guideline area); and, 4-5 property owners from Mount Pleasant, Tuxedo Park, Capitol Hill (within the guideline area)
- 1 member for each of the following Community Associations: Crescent Heights, Rosedale, Renfrew, Mount Pleasant, Capitol Hill, and Renfrew
- 1 member from Heritage Calgary
- 1 member each for BILD Calgary and Calgary Inner City Builders Association as representatives of the development industry
- 2-3 members representing inner-city home builders active in heritage areas
- 1 member for each for Calgary Heritage Initiative and Calgarians for Heritage Districts

8. Working Group Selection Process

Each stakeholder group or organisation is responsible for nominating up to 1 member each for the Working Group.

Meeting Schedule

Approximately five meetings are anticipated between Fall 2021 and Fall 2022 as follows:

Early Nov 2021	Early Dec 2021	March 2022	June 2022	Sept/Oct 2022
Introduction, project overview	Working session	Working session	Working session	Wrap up

- Dependent upon the engagement outcomes in each phase, up to two additional sessions, may be scheduled.
- Exact meeting dates will be confirmed and could be subject to change from what has been identified above. A schedule will be provided in advance.
- Each meeting will last approximately 3 hours and may occur on weekday evenings or Saturdays.
- Meetings will normally take place online or at an accessible location within the North Hill Communities area dependent on public health measures and restrictions.

9. Meeting Agendas and Notes

The City of Calgary will:

- Be the main point of contact for and facilitate the Working Group
- Create and distribute meeting agendas, presentations and supporting materials for each meeting approximately one week prior
- Host each meeting, including logistics
- Facilitate each meeting online using Microsoft Teams or in-person
- Record meeting summary notes and create engagement summary reports (What We Heard) to be shared with the Working Group and public

10. Respectful Dialogue

All members will participate in respectful conversations. This includes:

- Allowing opportunity for everyone to contribute to conversations and idea generation
- Valuing different opinions
- Being polite and courteous
- Treating others equitably and fairly
- When reviewing others' ideas or suggestions, identifying what is positive about the proposal as well as where it can be improved

All Working Group members are expected to abide by [The City's Respectful Workplace Policy](#).

11. Authority of the Working Group and Over the Project

The Working Group does not have an approving role for the North Hill Communities LAP Heritage Guidelines. Rather, it serves an advisory role, representing a cross-section of opinions and interests, to assist in developing the North Hill Communities LAP Heritage Guidelines. The City Project team will endeavour to accommodate the direction of the Working Group whenever possible, but City policy, budgetary, and technical considerations will also be factored into the decision-making process.

The final decision regarding content to be presented to Committees of Council, such as the Standing Policy Committee on Planning and Urban Development (PUD), lies with The City.

The final decision making for the North Hill Communities LAP Heritage Guidelines lies with City Council.

12. Conflict of Interest

Members must, in undertaking their responsibilities as members of the Working Group, act honestly, only in the public interest, and at all times in a manner that upholds the highest ethical standards so that public confidence and trust in the integrity, objectivity and impartiality of the process are conserved and enhanced. Individuals must declare potential conflicts to the entire Working Group and must either recuse themselves from the relevant discussion or put the decision to the Working Group on whether they should recuse themselves.

A conflict of interest refers to situations in which personal, occupational, or financial considerations may affect or appear to affect the objectivity or fairness of decisions related to Working Group activities.

A conflict of interest may be real, potential, or perceived in nature.

Examples of conflict of interest could be (but are not limited to):

- An individual, or the stakeholder/organization they represent, has an active development application under review with The City within a North Hill Communities Heritage Guideline Area.

13. Escalation Process

The escalation process outlines the process by which the Working Group may escalate a concern about project policy direction or decision making, or concerns about meeting conduct or communications, are raised.

- First level concerns should be directed to the Engage Facilitators.
- In the event that the Facilitator does not adequately address or respond to the issue, the Project Lead and/or Project Manager should be advised of the situation.
- The Project Lead and Project Manager are the conduits to the Project Sponsors and The City's Senior Leadership Team and will either address the situation directly or forward the concern to the Leadership team for further discussion.

14. Working Group Contacts

Project Sponsors: Teresa Goldstein
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Project Manager: Troy Gonzalez
Senior Planner, Community Planning-North
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Project Lead: Ian Harper
Senior Planner, Calgary Growth Strategies
Ian.Harper@calgary.ca

Working Group Facilitators: City Engage Resource Unit
Email address: engage@calgary.ca

15. Declaration

☐ I, the undersigned, agree to participate in the North Hill Communities LAP Heritage Guidelines Working Group and agree to abide by processes, principles and values as set out in these Terms of Reference.

Name: _____

Signature: _____

Date: _____

Phone: _____

Email: _____