



***Naming, Renaming & Commemoration –  
Process Design***

**Contract Position – Project Liaison**

**Issue Date:** Tuesday March 23, 2021

**Close Date:** Tuesday April 6, 2021, at 4:00 PM Mountain Daylight Savings Time (MDT)

**Contracting Authority:** Heritage Calgary (Calgary Heritage Authority)

**Inquiries:**

Asia Walker, Heritage Resources & Research Coordinator  
[awalker@heritagecalgary.ca](mailto:awalker@heritagecalgary.ca)

**All inquiries must be sent via e-mail only. No phone inquiries will be responded to.**

# TABLE OF CONTENTS

- GLOSSARY ..... 3
- 1 PROJECT INFORMATION ..... 4
  - 1.1 Introduction..... 4
  - 1.2 Project Liaison Qualifications ..... 4
  - 1.3 Introduction to Heritage Calgary ..... 4
  - 1.4 Project Background..... 4
  - 1.5 Project Scope ..... 5
  - 1.6 Project Roles ..... 6
  - 1.7 Project Timeline..... 6
  - 1.8 Project Budget..... 6
- 2 SUBMISSION REQUIREMENTS ..... 8
  - 2.1 Cover Letter & Understanding of Project Scope ..... 8
  - 2.2 Resume ..... 8
  - 2.3 References ..... 8
- 3 SUBMISSION INSTRUCTIONS ..... 9
  - 3.1 Submission Deadline ..... 9
  - 3.2 Submission Criteria ..... 9
  - 3.3 Inquiries ..... 9
- 4 APPENDICES ..... 10

# GLOSSARY

**Applicant** – qualified consultants seeking to do work with Heritage Calgary as outlined in this document.

**Submissions** – applications from potential contract candidates.

**Civic Partner** – under the “Investing in Partnerships Policy”, Civic Partners are The City of Calgary’s largest partners that receive significant City investment including facilities, or assets. As part of their accountability, Civic Partners report to the Standing Policy Committee on Community Protection each year.

**Project Team** – individuals from Heritage Calgary, the contracted consultants, and individuals contracted by and employed by Heritage Calgary who will together conduct work for this project.

**The City of Calgary** – key project stakeholder.

# 1 PROJECT INFORMATION

## 1.1 Introduction

Heritage Calgary is seeking a contracted **Project Liaison** to support the design of a framework to develop a process for navigating naming, renaming, and commemoration for Calgary.

As more groups (including The City of Calgary, Community Associations, organizations, businesses, non-profits, and institutions) consider the timely process of naming and renaming places in Calgary and choosing what is commemorated and how commemoration happens, it is becoming increasingly evident that a clear process is required to make intentional, inclusive, and enduring decisions related to naming, renaming, and commemoration.

This project is sponsored by Heritage Calgary in collaboration with the City of Calgary, and will be made up of a qualified heritage/cultural consultant, a communications consultant that will assist with public engagement and stakeholder consultation, and a contracted project liaison that will act as project manager as well as conduct research and support both consultants.

## 1.2 Project Liaison Qualifications

Heritage Calgary is seeking a Project Liaison with expertise in the following areas:

- Awareness and understanding of the current discourse about and around naming, renaming, and commemoration, from the local (Calgary) to international context, including the sensitivities around this work and an understanding of and/or participation in ongoing work pertaining to naming, renaming, and commemoration
- Background in research and literature review, including: ability to source and gather information; review and extract pertinent items; succinctly summarize research for others to review and understand with ease (see research / literature review requirements in Section 1.4.4)
- Exceptional organizational skills; collaborative work style; strong work ethic
- Technical skills – comfortable working within a diversity of computer platforms (i.e. Microsoft Suite [including SharePoint]); online meeting platforms (Teams, Zoom, etc.); ability to quickly adapt to working with new software
- Project management skills – including: ability to perform in a leadership role; manage schedules; communication & organizational skills; critical thinking; task management; host meetings to convey pertinent information effectively and efficiently. *NOTE: we are not necessarily looking for project management experience – if you have some or all of these skills, you meet this requirement!*
- A passion for learning, listening, and engaging with a diversity of Calgarians with stories to tell and ideas to share (experience in public engagement and consultation is optional, but beneficial)

This project is expected to begin mid-April 2021 and be completed by the end of 2021, with the potential of an extension of time into 2022.

Successful applicants will be invited to an interview with Heritage Calgary to discuss the project in-depth, including particulars like project methodology, budget, timeline, deliverables, and other project partners.

## 1.3 Introduction to Heritage Calgary

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

## 1.4 Project Background

In February 2021, Heritage Calgary applied to the Council Innovation Fund (CIF) with a proposal to develop a framework to address naming, renaming, and commemoration in the City of Calgary at the

request of a member of Council. Heritage Calgary contracted two (2) specialists in the fields of heritage consulting and public engagement and communications to facilitate the creation of that proposal.

The proposal was approved by the Priorities & Finance Committee on February 16 2021 and then by city council on March 01 2021. The CIF application submission is included in Appendix A of this RFS.

## 1.5 Project Scope

This project is intended to create a framework for Calgary-based individuals and groups interested in pursuing plans for naming, renaming, and commemoration to utilize in order to develop and implement their own naming, renaming, and commemoration plans. The framework will be based on research, established best practices, and in-depth consultation with identified stakeholder groups (to be identified at the project onset).

The scope of this project is not to produce one single naming, renaming, & commemoration process or plan. By doing so, it is clear this project would produce a generic, unspecific plan that is too broad and high level to be useful to the unique groups of different sizes and structures that will be interested in utilizing it to implement a naming, renaming, or commemoration plan unique to their own needs.

The scope of work to be executed in this project is essential to guaranteeing success of individually-led future naming, renaming, and commemoration projects; this project – led by community stakeholders, guided by experts, and managed by a Civic Partner – will lay the foundation for collective ongoing future success.

In collaboration with Heritage Calgary, the qualified heritage/cultural consultant, the communications team, and the Project Liaison (the “Project Team”), the Project Team will undertake intensive in-depth research and review of established literature and best practices internationally and here at home. The Project Team will further begin to build relationships with a broad and diverse group of community stakeholders by identifying and mapping key stakeholder groups and through the subsequent development of a robust communications strategy. The Project Team is expected to be augmented by project champions, or representatives who can help the Project Team make connections with previously unengaged or isolated communities.

Finally, the Project Team will deliver a research report that analyzes and details the outcomes of the project findings that can be utilized by a broad diversity of Calgary-based individuals, non-profits, businesses, corporations, organizations, industries, etc., to create and implement their own unique naming, renaming, & commemoration plans.

This project is expected to be completed in six (6) phases:

1. Project Kickoff & Coordination – the Project Team will work together to define roles and responsibilities. Phase will include the development of a Project Advisory Team that includes key project stakeholder representatives.
2. Stakeholder Mapping – the Applicant will, in collaboration with the Project Team, identify stakeholder groups and individuals in the community and develop a consultation strategy for identified stakeholders.
3. Communications Strategy – the Applicant will, in collaboration with the communications team, develop a communications strategy to support key relationship building, including the establishment of key messaging and management of communication timing.
4. Internal/External Work Scan & Literature and Best Practices Review – the Applicant will:
  - a. identify who else in Calgary is currently doing this work to ensure alignment and mitigate duplication;
  - b. identify established policy / reports / other literature that should be considered in developing a Calgary-specific framework; and
  - c. review experiences of naming, renaming, and commemoration issues in similar jurisdictions and determine best practices for consideration in the Calgary context.
5. Community / Stakeholder Consultation – the Applicant will, with support from the Project Team, facilitate stakeholder consultation utilizing a variety of tools and methods to explore specific

issues, concerns, trends, and relationships related to the naming, renaming, and commemoration process in a uniquely Calgary context.

6. **Deliver Research Report & Framework** – the Applicant will, with support from the Project Team, compile and analyse findings to develop a report, including a detailed framework to support future naming, renaming, and commemoration plans of various scales and sizes.

Specifics including phase timelines, project budget, and more information pertaining to deliverables, project phases, etc. may be discussed in-depth during the interview process.

## 1.6 Project Roles

This project will include four (4) distinct project roles:

1. **Heritage Calgary.** The project sponsor, Heritage Calgary will support the facilitation of every aspect of this project, liaise with The City of Calgary to report project updates.
2. **Heritage Consultant.** The heritage consultant will conduct the majority of work in this project. Given the significant amount of work this role entails, it is anticipated the heritage consultant will be more than one individual and will likely be a team. The Heritage Consultant will primarily be responsible for:
  - a. Developing a communications strategy & stakeholder mapping
  - b. Review & analysis of work scan & literature/best practices review
  - c. Community / stakeholder consultation
  - d. Naming, renaming, & commemoration framework design
  - e. Delivering final project report, including final naming, renaming, & commemoration framework
  - f. Ongoing project administration

**TOTAL BUDGET ALLOCATION: \$74,000.00**

3. **Engagement / Communications Consultant.** The communications consultant will fulfill a supporting project role in the management of external project communications. They will primarily be responsible for:
  - a. Supporting the heritage consultant with public engagement efforts
  - b. Working with the heritage consultant to manage external project communications, including communications strategy goal-setting, establish key messaging, manage communications timing & strategy, advance key relationship building
  - c. Supporting the design of the naming, renaming, & commemoration framework
  - d. Support the creation and delivery of final project report
  - e. Ongoing project administration

**TOTAL BUDGET ALLOCATION: \$33,000.00**

4. **Project Liaison.** Contracted to the Heritage Calgary team for the duration of the project, this individual will act as the project manager. They will primarily be responsible for:
  - a. Project manager duties, including timeline/deadlines management, meeting organization & calendar management, support presentations to city council
  - b. Conducting work scan & literature/best practices review, consolidate and provide summary of findings to heritage consultant
  - c. Provide ongoing updates to the Heritage Calgary team
  - d. Provide support to both consultants throughout the duration of the project, which may include participation in public engagement events, report drafting, etc.

**TOTAL BUDGET ALLOCATION: \$33,000.00**

## 1.7 Project Timeline

This project is expected to begin mid-April 2021 and be completed by the end of 2021, with the potential of a short extension of time into 2022 if necessary.

## 1.8 Project Budget

The budget breakdown for each project participant is as follows:

1. Heritage Consultant – **\$74,000.00**
2. Engagement / Communications Consultant – **\$33,000.00**
3. Project Liaison – **\$33,000.00**

## 2 SUBMISSION REQUIREMENTS

We are seeking applications from potential contract candidates (“Submissions”) from qualified individuals interested in conducting this work with Heritage Calgary. Submissions must address the following technical requirements:

### 2.1 Cover Letter & Understanding of Project Scope

A brief introduction that indicates Applicant’s awareness of the current discourse about and around naming, renaming, and commemoration in Calgary and beyond, and understanding of project scope as identified in Section 1.5.

### 2.2 Resume

The Applicant’s resume detailing previous job or project experience and skillsets you have related to this project (see Section 1.2 for list of qualifications we are seeking for this role). Please include a short biography about yourself and any affiliated credentials or awards.

### 2.3 References

Two (2) references, preferably from other government or not-for-profit organizations, for which the Applicant has done similar work. The names provided must be a day-to-day point of contact within that organization. For each reference, the Submission must include:

- a) name of reference and reference’s organization;
- b) name, telephone number, and email address of reference. *Note we will reach out to references via email first.*



# 3 SUBMISSION INSTRUCTIONS

## 3.1 Submission Deadline

Submissions from Applicants will be accepted by Heritage Calgary up to **Tuesday April 6, 2021, at 4:00 PM Mountain Daylight Savings Time (MDT)**.

Interviews with Applicants may be conducted. The successful Applicant will be notified on or around **April 9, 2021**.

## 3.2 Submission Criteria

All Submissions MUST:

- a) be no longer than 5 pages;
- b) be submitted via email attachment in PDF format ONLY;
- c) be submitted to:

**Asia Walker, Heritage Resources & Research Coordinator**  
[awalker@heritagecalgary.ca](mailto:awalker@heritagecalgary.ca)

*Note: Timely and correct delivery of Submissions to the exact specified submission e-mail address is the sole responsibility of the Applicant.*

## 3.3 Inquiries

Heritage Calgary will allow written requests for clarification of this RFS. We request Applicants collect their requests for clarifications and shall submit them via e-mail only to the Inquiries Contact as early as possible. Heritage Calgary will respond as quickly as possible.

The final deadline for submission of inquiries shall be no later than:

**Friday March 26, 2021, at 4:00 PM Mountain Daylight Savings Time (MDT)**.

Heritage Calgary shall respond to all queries no later than:

**Monday March 29, 2021, at 4:00 PM Mountain Daylight Savings Time (MDT)**.

## 4 APPENDICES

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

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

---

### RECOMMENDATION(S):

That the Priorities and Finance Committee recommend that Council:

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

### HIGHLIGHTS

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

### DISCUSSION

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

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

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

---

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

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

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

### **About Heritage Calgary**

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

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

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

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

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

---

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

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

### **IMPLICATIONS**

#### **Social**

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

Naming, renaming and commemoration practices can have a significant impact on racialized communities that are seeking equity and the health of the broader community.

#### **Environmental**

Not Applicable

#### **Economic**

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

### **Service and Financial Implications**

Council Innovation Fund request

\$162,000

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

### **RISK**

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

### **ATTACHMENTS**

1. Previous Council Direction

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

**ISC: UNRESTRICTED  
PFC2021-0096  
Page 4 of 4**

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

---

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

Department Circulation

General Manager	Department	Approve/Consult/Inform
Carla Male, CFO and General Manager	CFOD	Inform