

# Creating Space for Strength: Phase II

---

**A Framework for an Innovative and Sustainable Community  
Collaboration Prototype for Provision of Vital Services to the  
Northern Hills and Surrounding Communities**



By Moraig McCabe and David Hartwick  
For the Creating Space Collaboration of North Central Calgary and the Northern Hills  
Community Association  
December 15th, 2014

## Table of Contents

1. Introduction .....	2
2. Existing Health, Leisure, Social and Community Services In North Central Calgary .....	4
2.1. Comparison with the City of Airdrie.....	5
2.2. Comparison with Other Areas of Calgary.....	5
2.2.1. Transit.....	6
2.2.2. Community and Cultural Spaces .....	6
2.2.3. Leisure and Sports Facilities .....	8
2.2.4. Health and Social Service Infrastructure .....	11
2.2.5. Schools .....	16
2.3. Area demographics .....	20
2.3.1. Vulnerable Populations .....	21
2.3.2. Continued Growth in the Northern Hills and Surrounding Communities.....	22
3. The Collaborative Multi-Purpose Centre.....	24
3.1. A Prototype Collaborative Model .....	26
3.2. Expected Outcomes from Community Infrastructure Investment .....	28
4. Why You Should Support the Creating Space Collaboration’s Vision .....	30
5. Next Steps .....	33
6. References .....	34
6.1. Image References: .....	37
7. Appendices .....	39
Appendix 1: Personal communications regarding the North Calgary D&T / Health Centre.....	39
Appendix 2: Letter regarding the lack of schools in North Central Calgary.....	42
Appendix 3: Letter from Coventry Hills School Council regarding the delay of Coventry Elementary and reasons why kids need schools in their communities .....	43

## 1. Introduction

The communities of North Central Calgary (see Figure 1) were first developed in 1990<sup>1</sup>. One or more of these communities have been on the “largest communities by population” and/or “fastest growing communities” lists in the City of Calgary Census report for many years<sup>2</sup>. The population of the North Central Calgary area, which includes the Northern Hills (Country Hills, Country Hills Village, Coventry Hills, Harvest Hills, and Panorama Hills), Evanston, Hidden Valley, Kincora, and Sage Hill, currently stands at 87,364<sup>3</sup>, which is larger than Medicine Hat by over 25,000 residents<sup>4</sup> and only 5,640 short of the population of Lethbridge<sup>5</sup>.

A fast growing population, with a high diversity index, many new immigrants<sup>15</sup> and an increasingly concentrated pocket of vulnerable seniors<sup>34</sup>, coupled with a large number of children traveling vast distances to access public schools<sup>14,16</sup>, meant without access to community spaces and the visiting health, social and cultural services these bring, the Northern Hills area began to feel like it was losing community cohesion, before all of the constituent neighbourhoods were even completely built out.

For residents without access to a car, these vulnerable Calgarians are essentially isolated in their community, cut off from accessing health, social and cultural/immigrant services available to communities in the South, East and West<sup>10,11</sup>. This led to volunteers from the Northern Hills Community Association, in collaboration with Aspen Family Community and Network Society, United Way, and neighbouring community associations, working in 2011 to secure a grant to commission a community services and vitality report: “*Creating Space for Strength, An Asset-Based Community Development and Research Project for Calgary’s North Central Communities, Final Report*”<sup>17</sup>.

The results of the project’s Phase I study and community consultations made it clear that the northern communities of North Central Calgary were lacking in:

- affordable, accessible community gathering space
- emergency medical services
- diagnostic medical services
- affordable recreation, leisure and personal interest programs
- public transportation
- a public high school
- services and support for vulnerable populations<sup>17</sup>

During the community consultations and discussions around the Creating Space project, the concept of building a multi-purpose centre was conceived. The Creating Space for Strength report looked at various models of community multipurpose sites, and after careful consideration, the following concept of the *Sustainable Community Collaboration Prototype for Provision of Vital Services* was developed.

All parties of the expanded Creating Space Collaboration (see Section 3.1) are eager to move forward with this project, but need the help of all levels of Government to make this vision a reality. In August 2014, Former Minister of Health Fred Horne made it clear to the Creating Space Collaboration that their multi-disciplinary project, to build a collaborative multi-purpose

centre to address the needs of more than just a health project, is “groundbreaking” in Alberta, and quite possibly, in Canada. However, the group is determined to take the opportunity to make a significant difference to the lives of our residents by preventing the development of serious health and social problems in the communities of North Central Calgary.

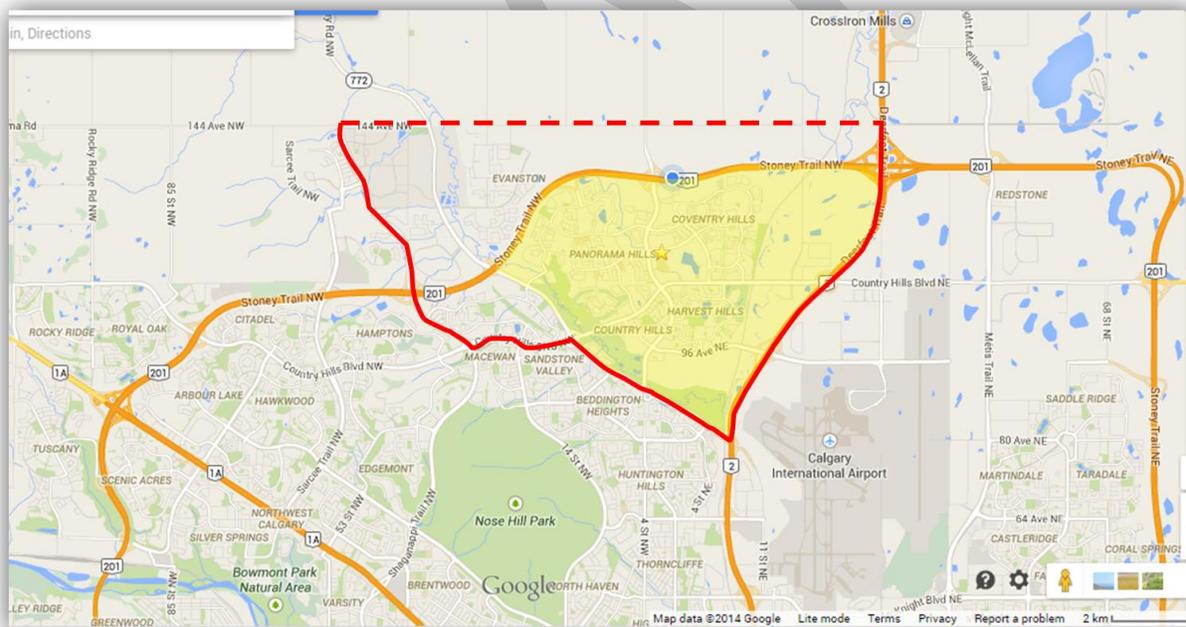
With the projected increase in population of the North Central Calgary area to 160,000 in the next 5+ years <sup>24,25</sup>, the time to act is now, before the community wellness and spacially-concentrated social isolation reaches critical mass and these issues become very difficult, if not impossible, to fix <sup>18</sup>.

DRAFT

## 2. Existing Health, Leisure, Social and Community Services In North Central Calgary

Unfortunately, when the “Calgary North Central” area is surveyed by Government agencies, the communities south of Beddington are usually included in the overall results. This tends to skew the results somewhat. If one compares, for example, the available community resources outlined in the EMap Calgary North Central *Community Resources Summary* table <sup>19</sup> to data shown for the North Central communities described in this report (see Figure 1) using the EMap LiveAtlas Community Map tool <sup>10</sup>, the discrepancies are obvious. By just reading the abstracts or summaries of the greater area, it would be understandable for anyone to mistakenly think that the communities north of Beddington Trail are well provided for.

In addition to this, without the knowledge that the communities of the Northern Hills, Hidden Valley and Kincora lie in an area surrounded by natural barriers, owing to the south to the bus trap on Harvest Hills Boulevard/Centre Street North at Beddington Trail and the Nose Creek Parkway, to the east the Nose Creek Valley and Deerfoot Trail, and to the north due to incomplete access to Stoney Trail, one might also presume that access to the services provided in the Beddington and Thorncliffe-Greenview areas would be a matter of a five minute journey by car rather than a longer, more convoluted trip.



**Figure 1: Google Map™ image showing the location, outlined in red, of the North Central Calgary area, as defined by this report.**

*The five communities of the Northern Hills are shaded in yellow. Within the red boundary line, Hidden Valley lies to the west of the Northern Hills, and the growing communities of Evanston, Kincora and Sage Hill to the northwest. The Keystone Hills community, with an anticipated population of 60,000, is to the east of Evanston, north of the two largest of the North Central Calgary communities: Panorama Hills and Coventry Hills.*

## **2.1. Comparison with the City of Airdrie**

Despite the 5 Northern Hills communities themselves having a consistently larger population than Airdrie<sup>3,6</sup>, not just greater North Central Calgary, the area is greatly underserved. Residents in North Central Calgary feel they have been continually bypassed by various levels of Government in terms of the provision of health, education, and community and social services, which is borne out by a quick glance at the Province's own EMap LiveAtlas community resource data maps<sup>10</sup>.

While the nearby 54,891 Airdrie residents<sup>6</sup> have prospered, boasting assets such as:

- the Airdrie Regional Health (Urgent Care and Public Health) Centre<sup>10,11</sup> (see <http://www.albertahealthservices.ca/facilities.asp?pid=facility&rid=1684> for full list of services)
- the Highland Primary Care Network community health centre<sup>10</sup>
- a Calgary Lab Services Centre<sup>11</sup>
- 2 addiction and mental health services centres<sup>10,11</sup>
- an ambulatory community physiotherapy centre and access to nutrition counseling<sup>11</sup>
- pediatric x-ray and ultrasound imaging, plus diagnostic radiology and imaging<sup>10,11</sup>
- cardiology - electrocardiogram services<sup>11</sup>
- 4 high schools (three public<sup>12</sup>, one Catholic<sup>13</sup>)
- library<sup>10</sup>
- Genesis Place leisure centre<sup>10</sup>
- 5 indoor ice surfaces at three arenas (2 rinks in Genesis Place), plus the City of Airdrie maintains 5 boarded outdoor rinks, 3 snowbank rinks as well as 3 natural ice surfaces<sup>7</sup>
- Boys and Girls Club<sup>10</sup>
- Parent Link centre<sup>10</sup>
- community spaces such as the Nose Creek Park Stage<sup>10</sup> for live performances

the 56,162 residents of the Northern Hills<sup>3</sup> have little by comparison:

- library<sup>10</sup>
- Cardel Place leisure centre<sup>10</sup>
- 2 indoor rinks (in Cardel Place)<sup>8</sup> and 2 small, bermed rinks built and maintained by volunteers of the NHCA<sup>9</sup>
- 1 Catholic high school (no public high schools)<sup>13,14</sup>
- a maternity care clinic<sup>11</sup>

The residents of North Central Calgary must still drive, sometimes considerable distances out the area (often to Airdrie), to access vital health, education, social and cultural/immigrant services which are unavailable in their own neighbourhoods.

## **2.2. Comparison with Other Areas of Calgary**

The maps shown in this section were originally created for presentations to Government of Alberta Ministers in the spring and summer of 2014, and an article published in the Northern Edge News<sup>52</sup>. They present acute visual evidence as to why the North Central Calgary

communities feel they have been bypassed by various levels of Government over the past 20 years in terms of health, leisure, community, and social infrastructure and service provision.

Prior to being elected Mayor, Naheed Nenshi did a presentation for TedXCalgary on how cities grow<sup>20</sup>. The presentation, which can be found on YouTube, made us aware of apparent inequities in different parts of Calgary. Four years later, not much has changed, other than 3 new recreation centres in the south, but only 1 new facility in the north (see section 2.2.3, Figure 3). It seems that other Calgary communities to the south, some of them much younger than the Northern Hills communities, have done a great job at speaking up, as they have arenas, medical facilities, LRT, and new recreation centres as examples, whereas the residents of northern North Central Calgary are being forced into their cars for opportunities that others in Calgary have nearby.

### **2.2.1. Transit**

The neighbourhoods of the North Central Calgary area total a population over 87,000 residents<sup>3</sup>, which equates to over 30% of the 270,000+ population living along the proposed Green Line dedicated transitway, which will eventually be converted to light rail transit<sup>56</sup>. Being located on the northern edge of Calgary, transportation infrastructure is very important to the residents. In the 2013 Creating Space for Strength community consultations<sup>17</sup>, transportation infrastructure was the North Central Calgary residents' top priority, despite the current bus rapid transit volumes for journeys along the Centre Street North corridor which originate in North Central being the highest in Calgary<sup>53</sup>.

The implementation of the Green Line would have a huge impact on not just North Central residents, but Calgarians as a whole. Most of the projected growth of Calgary in future years is predicted to be in the North Central and southeast areas. The local population is still growing, with a population growth of 18,660 residents over the past five years: a growth rate of 27.2% compared to the Calgary average of 11.5%<sup>3</sup>.

With the current building out in North Central of Aurora and Stoney Industrial areas, the new and continuing residential developments to the north west, the proposed densification of Harvest Hills<sup>27</sup> and the future extra 60,000 residents to the immediate north of the NHCA communities in the Keystone Hills development<sup>25</sup>, implementing the Green Line sooner than the projected 2033 or beyond<sup>54</sup> is no longer a luxury, but a necessity. It would increase transit capacity for all of the communities along the route and reduce vehicle congestion on the major arteries, thus providing a benefit to all Calgarians, not just our residents.

### **2.2.2. Community and Cultural Spaces**

The Northern Hills Community Association (NHCA) believes there has been a lack of community gathering space built in North Calgary over the past 30 years. The map in Figure 2 shows the location of community centres in North Calgary. If one was to draw a line across Calgary north of the airport, it shows that nothing has been built other than Genesis Centre, although a recreation facility is being developed in Rocky Ridge/Royal Oak. Some communities such as Panorama Hills, Tuscany, and Arbour Lake do have Residents Association buildings that provide them with community space, but the buildings can be relatively small for the

community they serve, they are not always available to all residents within a community: some are only accessible to residents whose homes were built by a particular homebuilder within a mixed community. There are also mandatory residents' fees for living within the boundaries of those facilities.

Using interactive maps on Calgary.ca<sup>21</sup>, it would appear the Genesis Centre in the northeast houses the only community centre built in North Calgary in at least 20 years. While Cardel Place, located in Country Hills Village, is a community hub, it was not designed to hold community and non-profit/cultural group meetings, weddings, youth and seniors' activities or other events that a traditional community association building could accommodate, and the NHCA often hears how expensive it is.

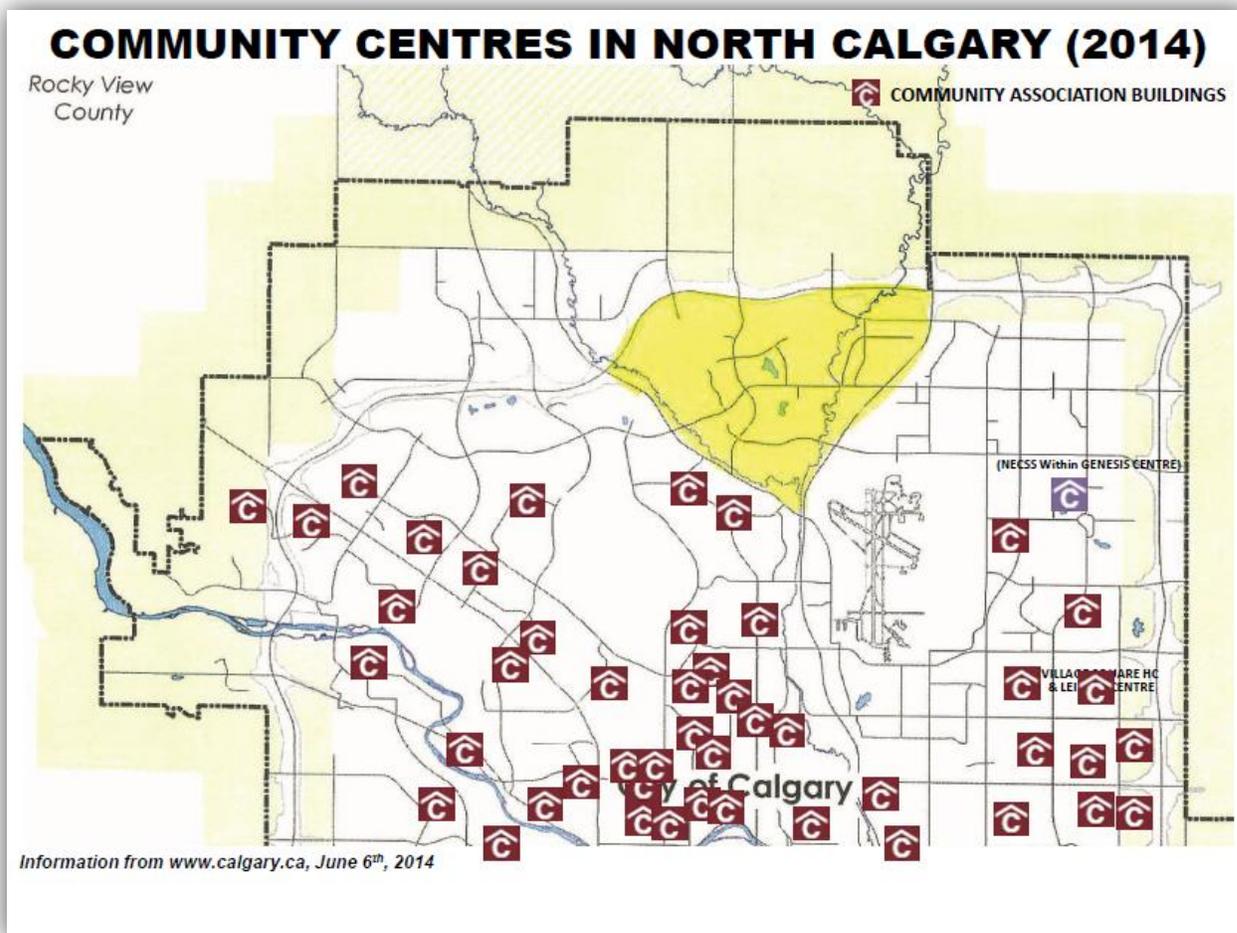
The North Calgary communities' immigrant and cultural groups have few places they can meet. As the area has a high concentration of Chinese, the CCCSA would like to support them in various aspects such as Income Tax preparation support, social support (one to one and support groups), legal information and health seminars, and youth development programs. However, they are unable to, due to the lack of available community space. One important service is interpretation and translation. The CCCSA finds that residents from North Central have to travel to their downtown office so that CCCSA can help them to translate documents or arrange interpreters for upcoming appointments, which is critical to recent immigrants in accessing medical or social services. The lack of social support to integrate can lead quickly to social isolation.

Multicultural communities in Calgary make up around 13% of the total population of Calgary, or 160,000 residents, many of them in North Central. With nowhere to gather, celebrate, or to provide support for the many multicultural residents of North Calgary, over two years ago the leaders of various cultural communities (Chinese, Filipino, Korean, and Vietnamese) joined together to create a building fund to build a multicultural community center in North Central Calgary. They joined the Creating Space Collaboration in the hope of co-locating their building with the proposed multipurpose center, as they feel co-location will have many advantages to both their cultural groups and the community as a whole.

In the 2013 Creating Space for Strength report<sup>17</sup>, community gathering space ranked as the number one priority for adults and seniors. In an area with a population of over 56,000<sup>3</sup>, where there are no community buildings, and where room rental rate at Cardel Place is prohibitive to many non-profit groups, the only available low-cost rental spaces are:

- a small room above Rexall drug store in Panorama, which has been used for the NHCA's seniors' group to meet, at the discretion of the manager
- the Real Canadian Superstore "community kitchen" in Country Hills Village, whose policies make it unavailable to some cultural community groups
- a few rooms at the Harvest Hills Alliance Church, which really is not suitable for some cultural groups or for holding fully inclusive community events
- a small room above the Calgary Co-Op in Evanston – Creekside shopping mall
- a room in the Scotsman's Well Pub in Evanston – Creekside mall, for non-profits at the manager's discretion, which is not suitable for all non-profit or community groups (Youth Council, Brownies, some religious/cultural groups)

- school halls, but the availability is so low, the booking process with CBE so arduous, and bookings must be completed so far in advance, as to render the availability almost to nil for most community and non-profit groups, especially those who rely on regular meeting times and days to function.



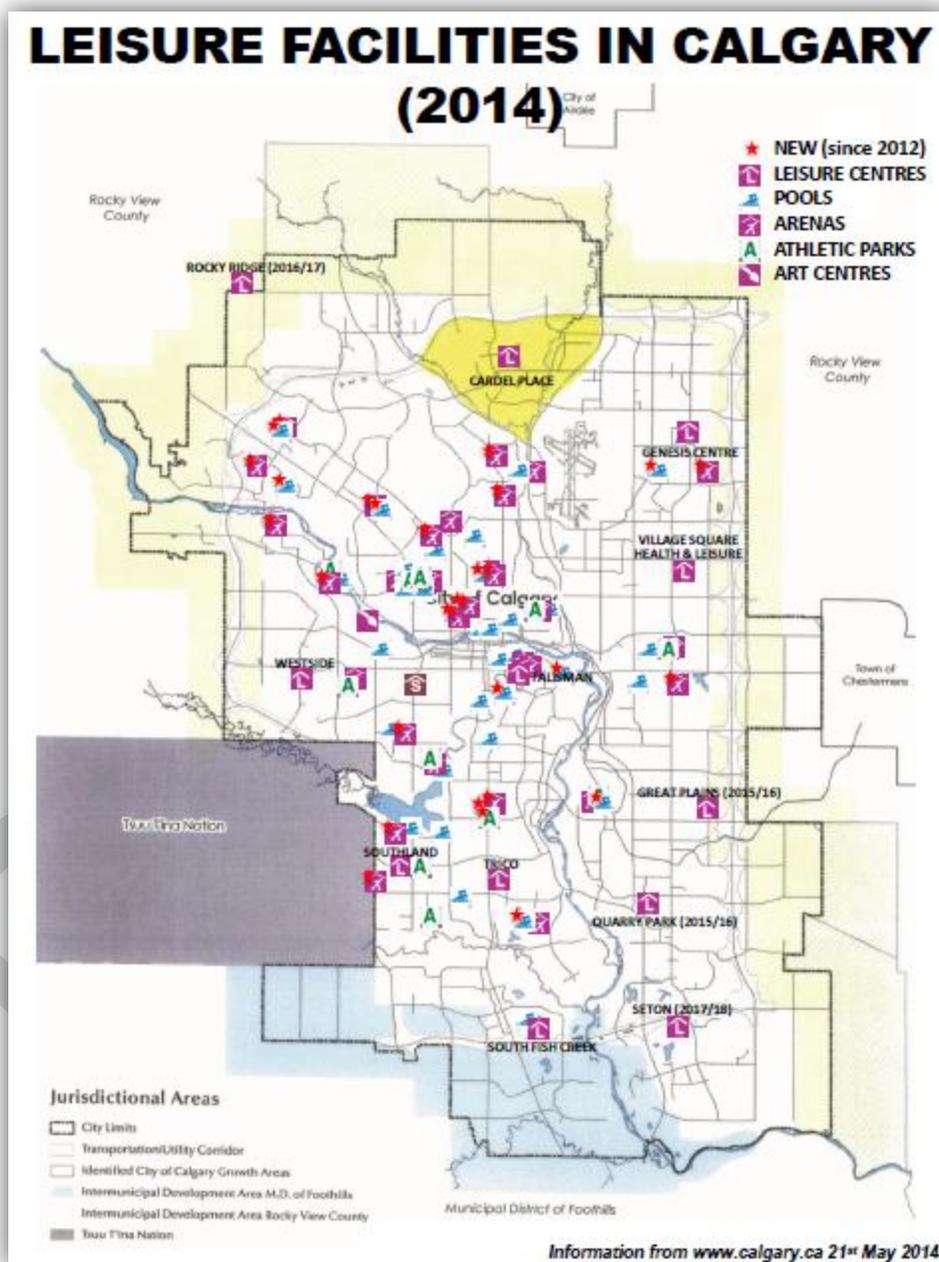
**Figure 2: Map Showing Distribution of Community Centres in North Calgary**  
Yellow area represents the Northern Hills communities. Note the lack of facilities in the northern part of Calgary.

### 2.2.3. Leisure and Sports Facilities

Cardel Place is currently developing expansion plans, but it appears that by the time the expansion has been built, it will already be too small to service the needs of the area it is situated in, let alone their wider catchment area. It will also have no indoor soccer fields. The Northern Hills has the largest grassroots community soccer program in Calgary, with 1,200-1,400 annual child and youth outdoor soccer participants, approximately 250 in the 30+ women's soccer league, and 90 in the new men's outdoor league. In 2013, the women's and men's indoor soccer participants willingly traveled to the Genesis Centre in northeast Calgary in order to play, but due to rising demand from northeast communities and because the Northern Hills falls outside Genesis Centre's primary catchment area, the NHCA women's soccer is now

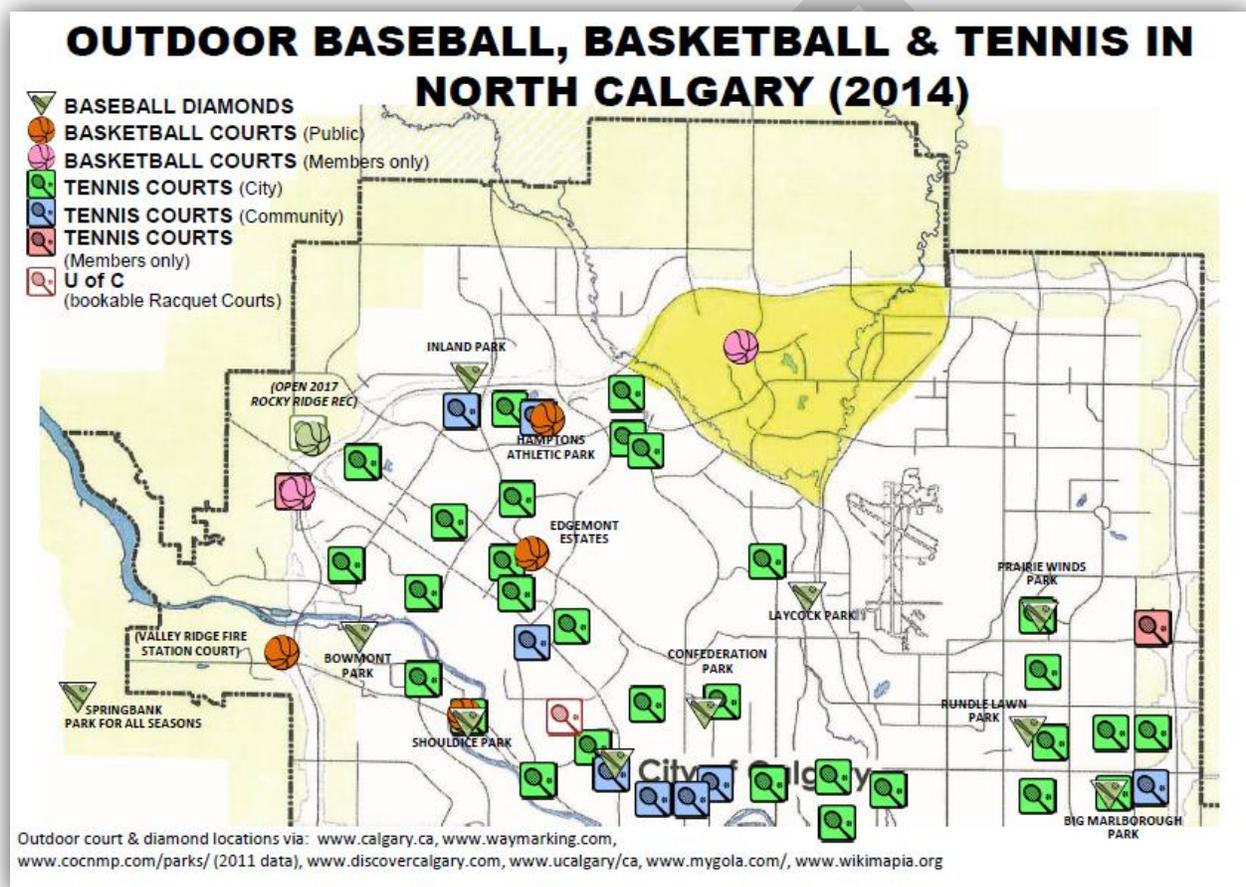
unable to play there, except during unrealistic time slots, such as after 11:00 p.m. on weeknights<sup>31</sup>.

The map in Figure 3 demonstrates the leisure centres, arenas, pools, athletic parks and art centres in Calgary. Again, not much has been built during the population explosion the past 10 years.



**Figure 3: Map Showing Distribution of Leisure Facilities in Calgary**  
Yellow area represents the Northern Hills communities. Note the lack of leisure facilities in north Calgary.

In 2005, the City of Calgary did an exploration on the roles of Community Associations and Residents Associations, and in 2006, a study on arenas<sup>23,30</sup>. It seems that neither has resulted in any action for North Central so far. In the 2005 report, 51.5% of North Calgary community association respondents did not feel the recreation needs of their community were being met<sup>23</sup>. The 2006 report indicated the Calgary standard is 1 ice rink for every 18,500 people, although it did demonstrate the demand was deteriorating<sup>30</sup>. However, Cardel Place has only two rinks, with no plans for additional rinks in their expansion. Not only do the two rinks serve the 56,000+ people of Northern Hills, but also the members of Simons Valley Hockey which includes Hidden Valley, Kincora, Nolan Hill, Sherwood, Evanston, and Sage Hill, an additional 35,530 people<sup>3,35</sup>, resulting in the need to book ice times in Crossfield and Carstairs instead<sup>36</sup>.



**Figure 4: Map showing distribution of Outdoor Baseball, Basketball and Tennis facilities in North Calgary**

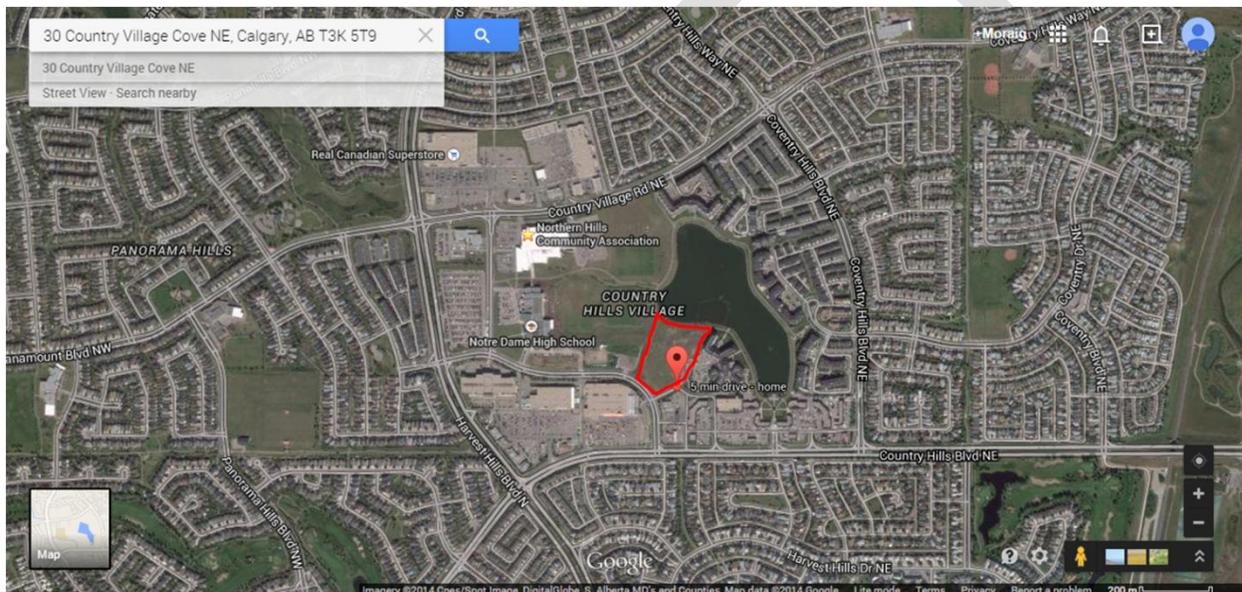
*Yellow area represents the Northern Hills communities. Note the lack of facilities in the northern part of the North Central and Northeast regions.*

There is not only an obvious lack of available indoor space in the Northern Hills<sup>17</sup>, but there has also been a lack of developed outdoor spaces, including community rinks, Little League baseball diamonds, tennis courts and basketball courts. Trying to find out where outdoor facilities exists was challenging, but the NHCA believes the map in Figure 4 accurately reflects the location of official sized baseball diamonds, full basketball courts, and tennis courts. When

referring to official sized diamonds, this means diamonds that are fenced in for ages 15 years and up to regulation size. There are also many half courts for basketball located at schools and community parks, but a lack of full courts.

Society keeps talking about striving towards healthier generations, but the Northern Hills has no infrastructure to get these kids, and adults, outside. The responsibility of building these community recreational opportunities should not fall on the volunteers of a community association. As communities age, community associations lose track of what land can be used, or what green space was intended for, as they are volunteer organizations, and volunteers change on a regular basis. These community and recreational amenities provide activities for youth, families and individuals to keep healthy lifestyles and communities should be developed with them.

#### 2.2.4. Health and Social Service Infrastructure



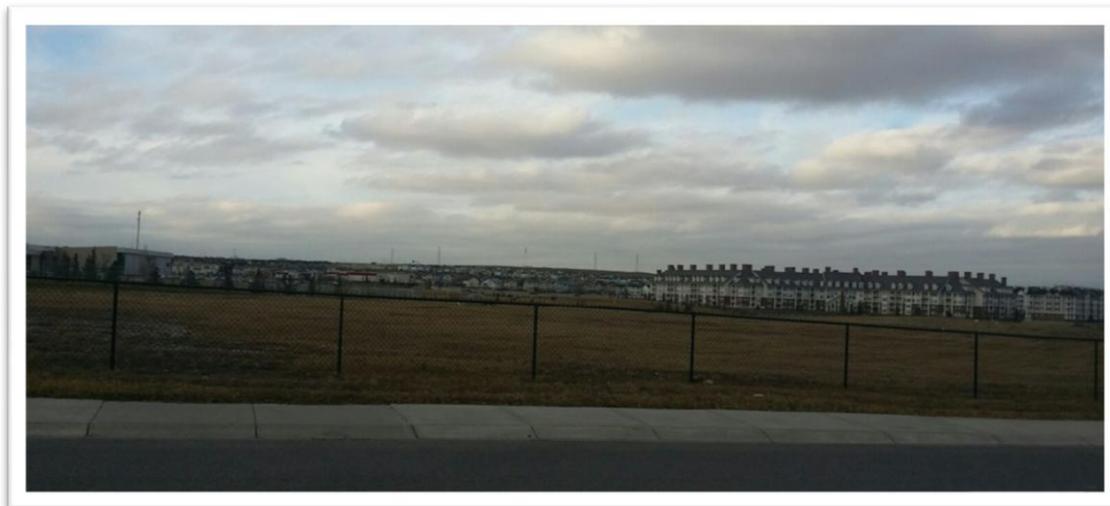
**Figure 5: Google Map™ image showing the location, outlined in red, of the 5.64 acre parcel of land at 30 Country Village Cove NE purchased by the former Calgary Health Region in 2004 for the future North Calgary Health Centre.**

*This was to be one of five Health Centres planned as part of a community health plan strategy. The South Calgary Health Centre and the Sheldon M Chumir Health Centre were the first two to be planned and constructed. The North was intended to be the third centre in the queue, but was postponed in order to proceed with the East Calgary Health Centre (opened in late 2010) and the Cochrane Community Health Centre (opened Spring 2011).*

For health and social services, the closest facilities are located in Airdrie, North Hills Mall or Thorncliffe. The nearest hospital is on the other side of Calgary. A 24 hour North Calgary Diagnostic and Treatment Centre was planned for a parcel of land in the middle of the North Central area (30 Country Village Cove NE, see Figures 5 & 6), which was purchased in 2004 by the then Calgary Health Region<sup>22</sup>. That project was quietly shelved in budget cutbacks around 2005, but was still on an Alberta Major Projects list in January 2009. It had changed to become

a health centre in 2011 on the 2012-2017 capital projects list, but was then deferred (see personal communications from Alberta Health, Appendix 1).

It has never been built (see Figure 6), despite the North Calgary Health Centre being in the 2012 - 2017 AHS Capital Plan as a priority in years 2 -5, yet Airdrie and Cochrane with smaller populations have facilities <sup>10,11</sup>, and Airdrie is petitioning to make theirs 24 hours.

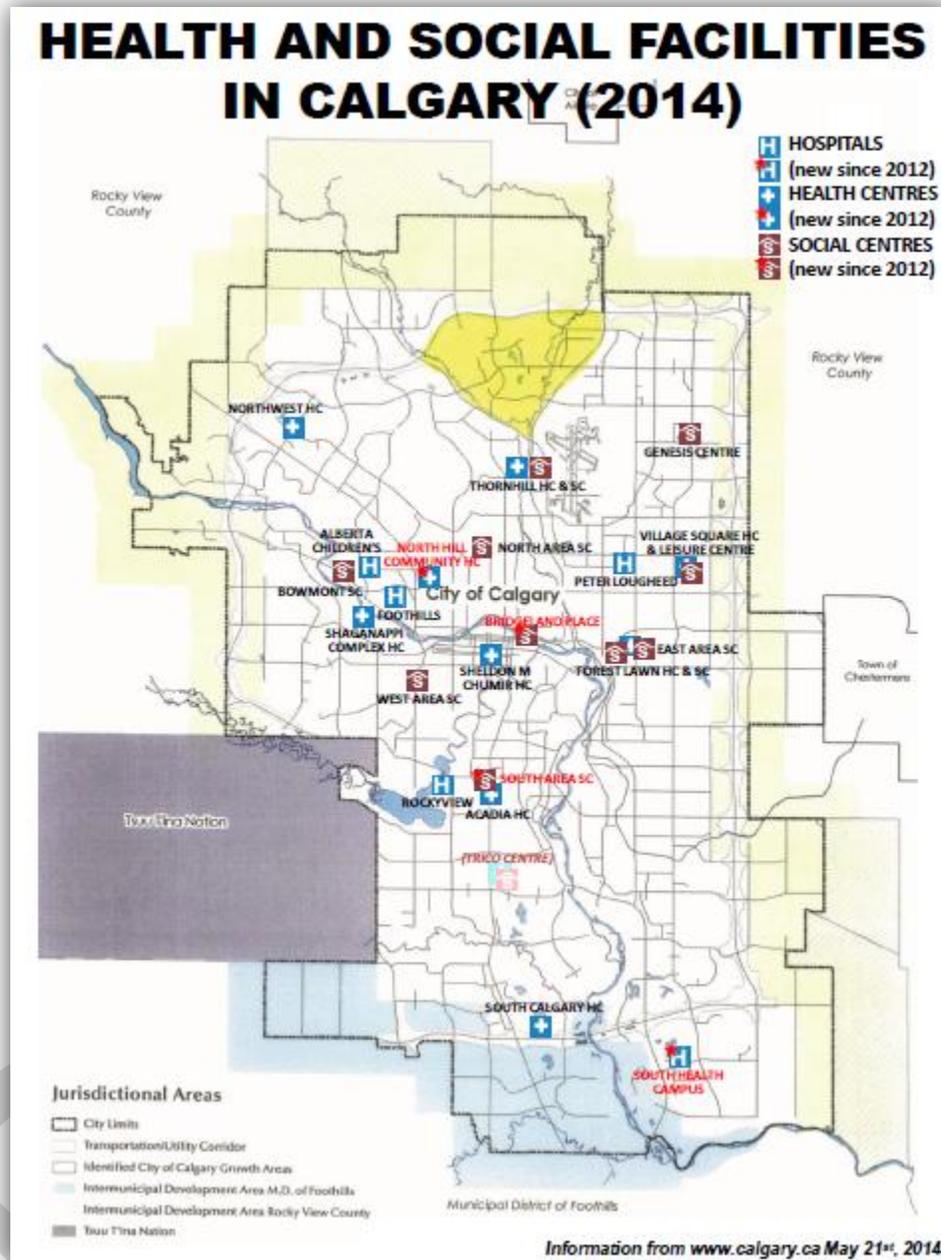


**Figure 6: Photograph, taken 7 November, 2014, of the 5.64 acre parcel of land at 30 Country Village Cove NE purchased by the former Calgary Health Region in 2004 for the future North Calgary Health Centre.**

*As shown, the land remains empty in the middle of the Northern Hills community apart from a chain link fence preventing access to residents for even healthy recreational purposes.*

The map in Figure 7 shows the lack of medical and social facilities built in north Calgary. By comparison, the area of southeast Calgary which is having a new high school fast-tracked (see Section 2.2.5) also has the new South Calgary health campus / hospital. Keystone Hills ASP <sup>41</sup> was approved in July 2012 with plans for an additional 60,000 people, in the area adjacent to Panorama Hills, Coventry Hills and Evanston. Another possible North Calgary Health Centre or hospital site was in that ASP <sup>38</sup>, “*but AHS “has not made any commitments at this time for development of a new health facility at the Keystone Hills location,” according to area vice-president and medical director Dr. Francois Belanger*” <sup>42</sup>, despite a hospital symbol being shown on the images presented at the community consultations (Figure 8).

Again, it appears that communities in the far south of Calgary are either doing something very right in terms of advocacy, as they already had nearby access to the South Health Centre facility before the new South Health Campus hospital was built, which now serves some of the youngest communities in Calgary, or that again the datasets for North Central Calgary are not showing the full picture. With Government decision makers relying on data from, for example, an EMap summary <sup>19</sup> or the Telus Health report <sup>32</sup>, wherein the northern North Central communities are usually combined with older, more established, Calgary neighbourhoods who do have facilities in their communities or nearby access to services, the communities of North Central (north of Beddington Trail) would continue to be bypassed for many years to come.



**Figure 7: Map Showing Distribution of Health and Social Service Facilities in Calgary**  
Yellow area represents the Northern Hills communities. Note the lack of facilities in the northern part of Calgary.

The 2013 Primary Health Care profile of Calgary – North<sup>33</sup> showed:

- 100% of ambulatory care and inpatient separations for residents were provided outside of the area, primarily at Foothills Hospital. This is a distance of 15-20km by road, a drive

of up to 25 minutes, in off-peak traffic, or a transit journey of 1-2 hours (only during scheduled transit hours – this option is not available on Sunday night, for example).

- The percentage of total Family Physician claims outside the recipient's home local geographic area (a proxy indicator for access to primary care facilities) for 2010/2011 was measured at 72.5%, higher than the metro provincial average of 69.0%.
- The percentage of influenza vaccines administered annually to 65 year olds and over (an important primary health care indicator of preventive services delivered through primary health care) was lower than the provincial percentage (31.2% vs. 40.6% AB).
- The Health Human Resource Forecasting and Simulation Model, which predicts future need/use of primary health care services by residents, based on the characteristics of the individuals and their community, for community and primary care billings per capita during 2006/2007 to 2008/2009 was \$144.44 in Calgary - North, 7.9% higher than the \$133.84 metro provincial average.

In addition, despite an average to better than average population health, emergency and inpatient utilization rates for non-emergency conditions from this area's residents were measured at 33%. In particular, ischemic heart diseases, pneumonia, and diabetes were the top three main reasons for inpatient discharges (among selected conditions) in 2010, and inpatient separation rates were higher than the provincial rates for asthma. This likely could be attributed to the lack of a non-appointment, walk-in centre in the communities, and/or poor chronic disease management, both of which could be resolved by the addition of a person-centred healthcare component, which is what has been proposed for the Collaborative Multi-Purpose Centre community hub in North Central Calgary (see section 3). In fact, the previous Minister of Health, Fred Horne, stated exactly that during the FC-398 Families and Communities March 19, 2014 committee meeting:

*"As one example, we have seen in patients that are attached to a family care clinic a 50 per cent reduction in admission to hospital. For those patients that are admitted to hospital, we are seeing a 50 per cent reduction in the average length of stay for those patients in an acute-care setting. Those are just, you know, two of many statistics that have been shared with me that we'll be sharing publicly very soon. You know, the success of family care clinics is already extremely well demonstrated. I think, if you would agree with me, that the major issue perhaps we're facing in health care today is the appropriate management of chronic diseases like diabetes and hypertension. This type of community-based care that's close to home, that's open when people are available to access it, and that's made available to them on a regular basis is working."*<sup>37</sup>

Earlier this year, when the Keystone Hills community consultation took place, it was noted that land had been set aside by the developers for a health campus<sup>38</sup>; and during the subsequent Creating Space Collaboration group's presentation to Health Minister Fred Horne on the 27th August, the Minister stated that there "ultimately will have to be another hospital in the north of Calgary" to service Airdrie and North Central. Minister Horne said that there was "no debate about the need" in the North Central area. He stated that this area would make a good case

study for Alberta Legislature in regard to not keeping up with growth and needs, as usually they see this in rural areas, not in a big city.

In as much as a health campus and hospital, comparable to the new Southeast Health Campus, would be a great boon to the North Central communities, they unfortunately cannot wait another decade or two for their health needs to be addressed.

**Figure 8: Annotated photograph, taken 15 May, 2014, at a City of Calgary North Central LRT open**



**house, showing the proposed site for the North Health Campus in the Keystone Hills Core Plan.**

## 2.2.5. Schools

Many communities rely on schools in order to provide additional community space. This should not be a surprise to governments. A letter sent in 2002 by the Coventry Hills Elementary School Council to Lyle Oberg, Minister of Learning at the time, stated: “*Our community is lacking a focal point. Gone are the days of a community library, swimming pool, community hall, and schools as meeting places and focal points for a community*” (see Appendix 3). It continues, “*Consider what a school contributes to its’ community and what the community contributes to the school.*” Twelve years after that letter was written, the needs haven’t changed, but the population has increased by 34,000 people, in the Northern Hills communities alone, between the 2002 Municipal Census and the 2014 Municipal Census<sup>3,39</sup>. The Northern Hills Community Association is certain that growth of that proportion occurred nowhere else in the City of Calgary, and quite possibly Alberta.

A subsequent letter was written in 2006 by the Ward 3 Alderman, Helene Larocque to the Minister of Education at the time, Honorable Gene Zwozdesky. “My primary concern is that the Provincial Government does not appear to have a long term plan in place to address the issue of building schools in new communities.” The letter continues “As the Alderman of the largest and fastest growing Ward and its almost 83000 residents, I would like to encourage the Provincial Government to work together with the two school boards in establishing a realistic, achievable plan to address the lack of schools in the communities of Ward 3.” (see Appendix 2)

Since at least 1981, a high school has been planned for the area now known as the Northern Hills<sup>55</sup>. Calgary Bylaw 15P95 (1995) confirmed the location of the public high school, followed by the Calgary North Phase 2 Community Plan from July 1999 which stated, “*The residents of Calgary North Phase 2 community do not have to travel far for other needs such as regional shopping, library services or high school.....*”. Much to the community’s disappointment, the high school site was changed in 2001 with bylaw 16P2001 as part of an amendment to the Calgary North Area Structure Plan, so that it is no longer adjacent to Cardel Place and a future Green Line LRT stop.

Despite the CBE recognizing that:

- pupils from the Northern Hills and Hidden Valley “*are bussed significant distances*”<sup>16</sup> (see Figures 9 & 11), which they have been since the community was first developed in 1990;
- that there are currently 1,603 grade 10-12 students from the Northern Hills and Hidden Valley bussing to four different high schools (see Figure 11), only one of which is within the sector; and
- that the utilization rate for the sector by student residence continues to be beyond reason at 261%,

the North Calgary High has been once again superseded by the sudden prioritization of a high school in another area of Calgary – this time the Southeast Calgary High School, which the CBE has listed as a priority 2 in its current 2015-2018 Capital Plan<sup>16</sup>. The Southeast High School site appears in the Rangeview Area Structure Plan (ASP)<sup>40</sup>, which was approved in July 2014, 30 years later than Northern Hills. The Southeast High School is suddenly being fast-

tracked to be built in a community which did not even have any residents as recently as the 2012 Calgary Civic Census <sup>2</sup>.

More importantly, both the North Central and Southeast High School are listed in the CBE 2015-2018 Capital Plan as new additions<sup>16</sup>. This is untrue and deliberately misleading. The North Central High School had previously appeared in the CBE Capital Plan in 2005-2008, but was removed in favour of a Northeast High School in the 2007-2010 Capital Plan, and that school is now being constructed. By comparison, the proposed North Calgary High finally made it back onto the CBE Capital Plan for 2015-2018 <sup>16</sup>, but at priority number 16, and with the 2014 decline in oil prices making it probable Provincial budgets will again be cut, it is likely to be put on hold again until the price of oil recovers.

It should be noted that every proposed school listed in the 2005-2008 Capital Plan has already been built, except the North Central High School and a second Coventry Hills Elementary School. Every other community of Calgary has had their schools built while the students in the Northern Hills continue to be bussed long distances.

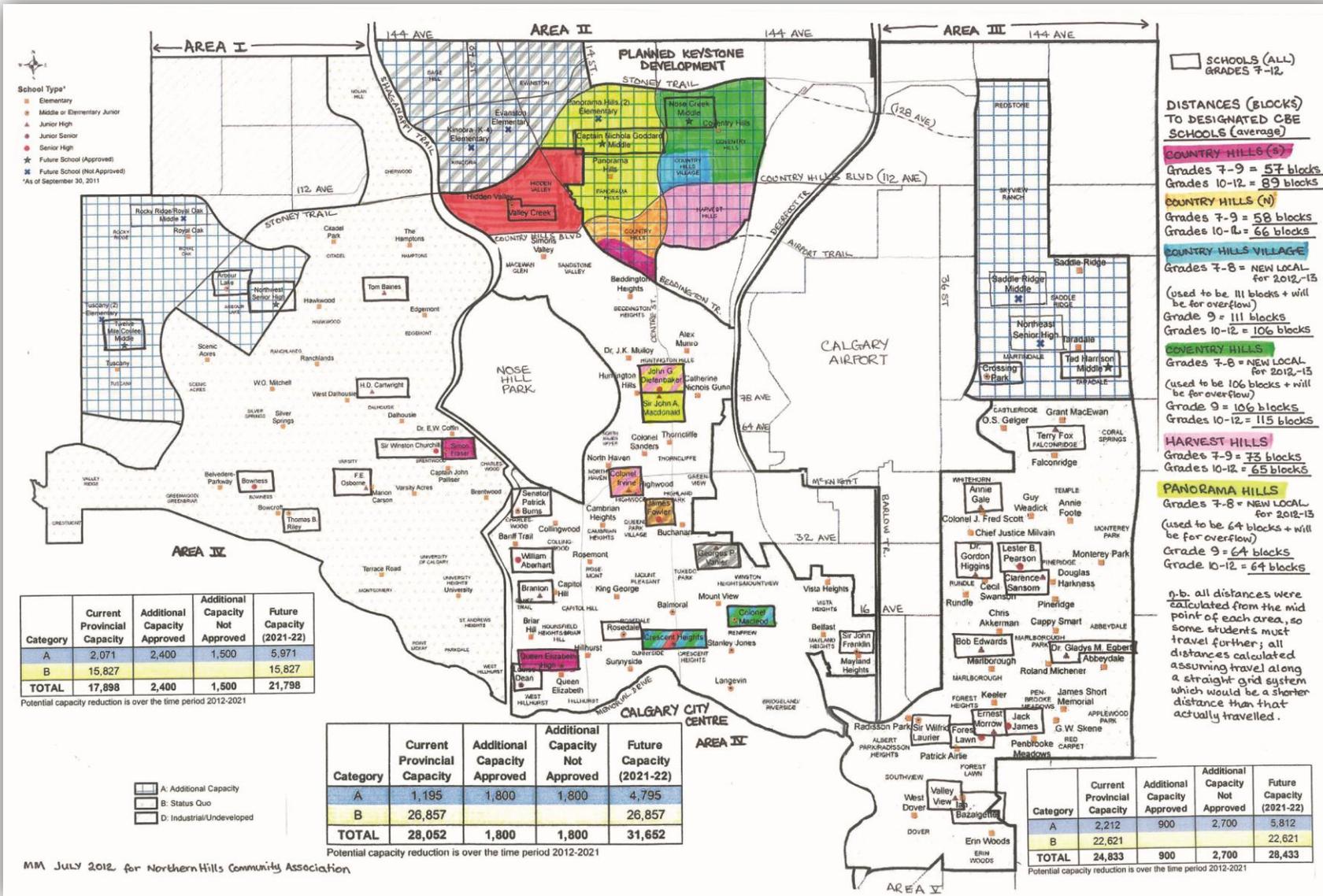
5.0 2015-2018 SCHOOL CAPITAL PLAN	
<b>New Construction</b>	
<b>Priority C-16 North Calgary High</b>	
<b>School Community Profile</b>	
<p><b>The North High School</b> will serve the residents of the Northern Hills communities and other select communities south of Country Hills Boulevard NW.</p> <ul style="list-style-type: none"> <li>Currently, the north area is served by four high schools consisting of: Crescent Heights (Coventry Hills, Country Hills Village, Hidden Valley), Queen Elizabeth (Country Hills - south) James Fowler (Country Hills - north) and John G. Diefenbaker (Panorama Hills, Harvest Hills).</li> <li>A 24 acre site in the west portion of Coventry Hills is available for a new senior high school.</li> </ul>	
<b>Enrolment Profile</b>	
<ul style="list-style-type: none"> <li>Area II is comprised of Sector 3 and 4 and has a utilization rate by residence of 66% and a utilization rate by enrolment of 103%. Sector 4 has a utilization rate by residence of 261% and is served by only John G. Diefenbaker High School.</li> <li>John G. Diefenbaker has a provincial capacity of 1300 student spaces a utilization of 110%.</li> <li>Crescent Heights has a provincial capacity of 2,150 student spaces and utilization of 98%. This bus ride is long for Coventry Hills, Country Hills Village and Hidden Valley students with over 500 students attending from these communities.</li> <li>James Fowler has a provincial capacity of 1980 student spaces and a utilization of 84%.</li> <li>The Northern Hills communities (Harvest Hills, Country Hills, Country Hills Village, Coventry Hills (north/south), Panorama Hills and Hidden Valley currently have 1,603 students attending CBE high schools for Grades 10 - 12.</li> </ul>	
<b>Site Planning and Transportation</b>	
Several communities in the north are bussed significant distances.	
<b>Recommendation</b>	
<ul style="list-style-type: none"> <li>Construct a senior high school for 1,800 Grades 10-12 students.</li> <li>The total project cost is budgeted at \$52 million; including the CTS space allowance and an allowance for CTS equipment in the amount of \$400,000.</li> </ul>	

Figure 9: Page 67 of the current CBE 3 year School Capital Plan 2015-2018 <sup>16</sup>

William Aberhart High School, which is situated just a few blocks from the Area I / Area II boundary, is in Sector 3, and is used to calculate the utilization rate for Area II, even though it essentially serves Area I (2015-2018 Capital Plan, page 29<sup>16</sup>). Had William Aberhart been used appropriately for utilization rates in the 2007-2010 Capital Plan, it may have had a significant impact on the priority ranking of the Northwest, North and Northeast high schools. Queen Elizabeth High School is also within a few blocks of the boundary. Considering the data presented in Figure 9, North Central's Sector 4 (where the Northern Hills communities are located) has consistently led the utilization by residence year after year, yet the Northwest and Northeast high schools were both considered higher priorities.

	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Sector 1 enrolment	2142	2065	2030	1998	1956	2023
Sector 1 spaces	2491	2491	2483	2483	2483	1525
Utilization	85.99	82.9	87.76	80.6	78.8	132.65
Sector 2 enrolment	3510	3552	3435	3379	3346	3395
Sector 2 spaces	2015	2015	2015	2015	2015	2015
Utilization	174.19	176.28	170.47	167.7	166.1	168.49
Sector 3 enrolment	1655	1724	1588	1526	1490	1503
Sector 3 spaces	6762	6763	6763	6763	6763	6619
Utilization	24.48	25.49	23.48	22.6	22	22.71
Sector 4 enrolment	2824	2808	2834	2932	3038	3150
Sector 4 spaces	1300	1300	1300	1300	1300	1300
Utilization	217.23	216	218	225.6	233.7	243
Sector 5 enrolment	6245	6213	6256	6423	6513	6629
Sector 5 spaces	4841	4841	4841	4841	4816	4816
Utilization	129	128.34	129.23	132.7	135.2	137.65

**Figure 10: CBE Utilization rates 2005-2011 by Sector**



**Figure 11: Map Showing Designated Schools for Children of the Northern Hills Communities and Distances Travelled to School**  
Coloured/shaded boxes represent the designated high schools for each area and match their corresponding coloured/shaded communities.

In 2005, the Northern Hills population was 31,257 with 3,777 pre-school aged children and the need was evident in the capital plan that year. Coventry Elementary School is so full that it is now a Kindergarten - Grade 3, and grade 4 was relocated to Nose Creek Middle School. However, Saddleridge, Martingale, Evergreen and Cranston, which all had elementary schools on the 2005-2008 Capital Plan, already have second elementary schools in the **current plan** <sup>16</sup>. The second Coventry Elementary School has been deleted from the plan completely, although a Harvest Hills/Country Hills Elementary is finally on the plan now that the community is over 20 years old. It is Alberta Education and Alberta Infrastructure that is accountable for these schools not being built as the CBE does not build schools.

### **2.3. Area demographics**

Detailed area demographics were published in the Phase I Creating Space for Strength final report, and therefore will not be repeated here <sup>17</sup>. However, of the 9 communities studied:

*“a composite profile of a typical resident finds the person:*

- *Is between 35 and 44*
- *Is employed*
- *Drives alone to work*
- *Has one child living at home (1.1)*
- *Has a household income of approximately \$106,254*
- *Has either a high school diploma or a university degree*
- *Is married*
- *Is Canadian born and Caucasian*
- *Owns his/her own home “*

Notable extracts from the Phase I Creating Space for Strength final report show:

- *“As of 2006, the communities in this study have on average 27.9% of their residents identified as immigrants.*
- *The highest rates of immigrants are found in the communities of Panorama Hills (41.7%) and Sandstone Valley (38.8%).*
- *There were a total of 20,150 who identified as visible minority in 2006, or 32.6%, which is a higher rate than the average rate for Calgary.*
- *There are significant differences within the communities, with Panorama Hills having over half of its population identifying as visible minority (52.6%), followed by Sandstone Valley (45.3%) and Country Hills (24.4%). The community with the lowest percentage of visible minority residents was Country Hills Village (15.1%), which was the only community to report a percentage lower than the Calgary average.*
- *Country Hills Village has the highest percentage rate of seniors resident in their community, with 28%. Evanston/Creekside (2.3%) and Coventry Hills (2.8%) have the smallest percentages.*
- *There is a high percentage of lone-parent families with children living in Country Hills Village (36.8%), which is the only community higher than the Calgary average (23.5%).*

- There are a considerable number of children living at home. There were 16,845 children under the age of 18 (77.7%) living at home in 2006, while the remaining 4,830 (22.3%) were over 18. There are fewer children over the age of 18 living at home in the communities under study than in Calgary (28.3%).
- There are quite substantial differences between communities. Sandstone Valley has the highest percentage of children over 18 living at home at 35.9%. The lowest percentage of children over 18 living at home is found in Coventry Hills at just 14.5%.<sup>17</sup>

### 2.3.1. Vulnerable Populations

Partly due to the mix of older and newer, still developing neighbourhoods within the Northern Hills and neighbouring communities, the demographics between neighbourhoods can vary widely. Looking at an overview of the area does not highlight the differing needs in each neighbourhood or vulnerable micro-populations due to, for example, concentrated pockets of immigrants, visible minorities, seniors, low income families or single-parent families.

Although a lower percentage of families had an income below the low income cut-off point (as defined by Statistics Canada) compared to the province (4.6% vs. 6.4% AB), the percentage of people who spent 30% or more of their income on housing related expenses was 4.4 percentage points higher in Calgary – North<sup>33</sup>. Calgary - North also had a much higher proportion of non-English and non-French speaking people compared to Alberta (3.2% vs. 1.2% AB) and a higher proportion of immigrants arrived in the five years measured in Calgary - North compared to the province (6.2% vs. 3.2% AB)<sup>33</sup>.

Looking at snapshots from “*Calgary Community Statistics on Seniors: Country Hills Village*” (2009)<sup>34</sup>, it can be seen that this particular neighbourhood has had a boom in their population of seniors (Figure 12), almost half (44.9%) of whom who are considered socially isolated (Figure 13), and may also be vulnerable to rent increases due to fixed incomes, as almost a third of them rent (Figure 14; 27.3% vs 10.5% Calgary average for seniors).

Total Senior Population, 2001 - 2009					
	2001	2004	2006	2009	% Change 2001-2009
COUNTRY HILLS VILLAGE	3	138	541	623	20666.7%
CALGARY	78,768	86,599	93,859	98,572	25.1%

Source: City of Calgary, Civic Census 2001, 2004, 2006, 2009

Total Senior Population as a Percentage of Total Population, 2009			
	Total Population	Senior Population	% Senior Population
COUNTRY HILLS VILLAGE	2,211	623	28.2%
CALGARY	1,065,455	98,572	9.3%

Source: City of Calgary, Civic Census 2009

**Figure 12: Table Showing Rapidly Changing Senior Population in Country Hills Village**  
 Snapshot taken from *Calgary Community Statistics on Seniors: Country Hills Village (2009)*

Social Isolation Indicators, 2006				
	COUNTRY HILLS VILLAGE		CALGARY	
	Number	Percent	Number	Percent
Seniors Living Alone	175	44.9%	23,145	26.1%
Seniors Who Speak Neither English nor French	0	0.0%	7,700	8.5%

Source: Statistics Canada, 2006 Census of Canada

**Figure 13: Table Showing High Percentage of Social Isolation for Seniors in Country Hills Village**  
Snapshot taken from Calgary Community Statistics on Seniors: Country Hills Village (2009)

Economic Family Household with Elderly (65+) Spouse or Reference Person by Tenure, 2006				
	COUNTRY HILLS VILLAGE		CALGARY	
	Number	Percent	Number	Percent
Total Family Households with Elderly Spouse or Reference Person	110	100.0%	37,630	100.0%
Owner	80	72.7%	33,675	89.5%
Renter	30	27.3%	3,955	10.5%

Source: Statistics Canada, 2006 Census of Canada

**Figure 14: Table Showing High Percentage of Seniors Renting in Country Hills Village**  
Snapshot taken from Calgary Community Statistics on Seniors: Country Hills Village (2009)

### 2.3.2. Continued Growth in the Northern Hills and Surrounding Communities

The City of Calgary has conservatively projected growth in Calgary of 124,200 residents and estimates that over the next five years new suburban areas will attract 92 per cent of the total city-wide population growth, or 114,300 people, most of it in the outlying northern and southern sectors of the city<sup>25</sup>. Approximately 60,000 new residents are estimated for the neighbouring Keystone Hills community directly to the north and east of the current North Central Calgary communities (see Figure 15), with another 44,000+ more anticipated to join the still developing North Central communities of Panorama Hills, Kincora, Evanston, Sage Hill and their adjacent communities to the north and west<sup>25</sup>. If previous build-out practices are continued, residents can expect to be living in these areas for over 20 years before adequate health, social, cultural, leisure, educational and community infrastructure and services come to their communities. Unfortunately, due to the current deficit of easily accessible services in the northern parts of the North Central area, they will be added to the over 87,300<sup>3</sup> already traveling to, and competing for services in, Airdrie and beyond.

In addition to the higher densities now preferred for new suburban growth<sup>24</sup>, the Calgary Municipal Development Plan<sup>26</sup> supports increased levels of population intensification in developed areas of Calgary; this is already happening in the Northern Hills community of Harvest Hills<sup>27</sup>, despite the community having no local public elementary or high schools<sup>14</sup> and no access to general health, social or community services<sup>10,11</sup>.

On top of all the new residents expected for the northern part of the North Central region of Calgary, there is also the expected influx of workers into the area in the immediate to short term, to service the rapidly developing Aurora and Stoney Industrial Parks which border the North Central Calgary communities to the southeast and east. The majority of Aurora is rated as

“Industrial – Employee Intensive” and is listed as a major future/emerging Employment Centre with an estimate of 20,400 jobs (employees) coming into the area<sup>24</sup>. These employees will have to contend with the same lack of accessible healthcare, childcare, social, cultural and community services that the residents currently do.

Considering the lack of available spaces or infrastructure in the community that could be easily converted for use in provision of any or all of the lacking services to the residents and workforce, and the time frame required to build a new facility, the Creating Space Collaboration partners and the communities’ residents feel there is no time to delay. With the current almost 83,500 residents desperately in need of services, and a projected residential population of up to 160,000 in the next five years<sup>3,25</sup>, larger than the current population of Red Deer and Medicine Hat combined<sup>3,4,28</sup>, this pilot project needs to be fast-tracked for the future wellbeing of the current population.

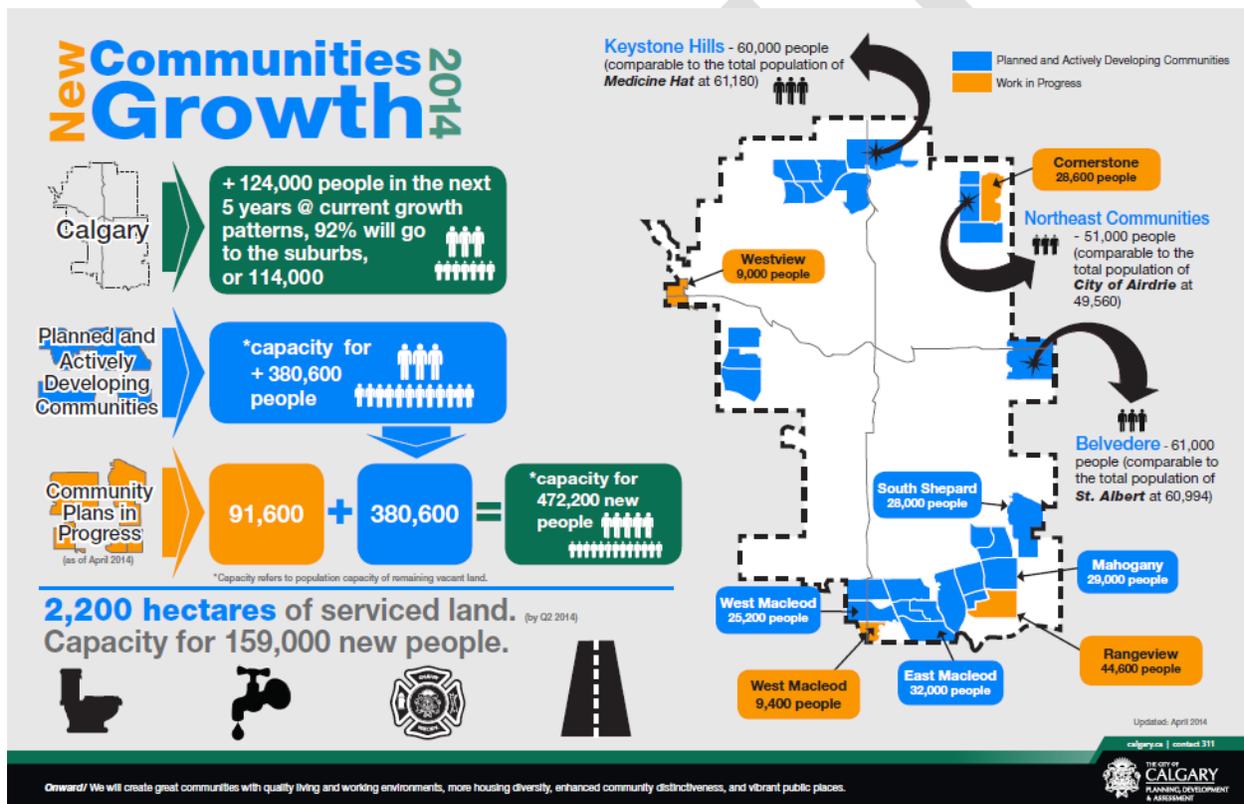


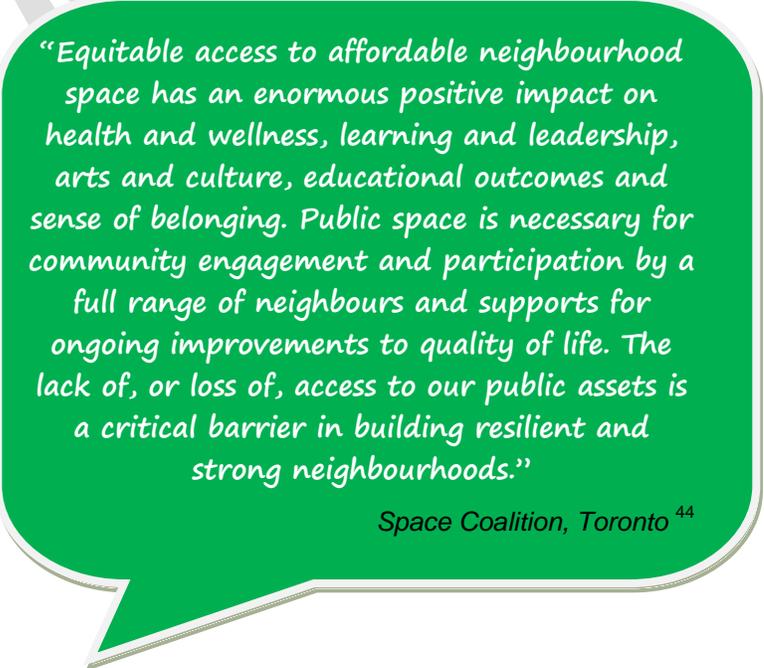
Figure 15: City of Calgary Suburban Growth Infographic – Suburban Communities 2014-2018

### 3. The Collaborative Multi-Purpose Centre

In 2013 the communities of Northern Hills, MacEwan-Sandstone, Evanston-Creekside and Hidden Valley came together to undertake a community assessment of spaces and services available to the communities, and a series of community consultations to ascertain what the residents of North Central Calgary felt was important to the future well-being of their communities<sup>17</sup>. This study area now houses 89,309 people – comparable to the current population of the city of Lethbridge, which was ranked as the fourth largest provincial population centre in 2011 by Statistics Canada after Calgary, Edmonton and Red Deer<sup>3,5,43</sup>.

What was discovered through this study is that the large North Central Calgary population is vastly under-served when it comes to health and social services, and community meeting spaces. The fact that there is an AHS-owned parcel of land (see section 2.2.4.), located close to Cardel Place and nearby public transit, gave the residents and the Creating Space Collaboration hope that this lack of services would be remedied during the second round of Family Care Clinic announcements. When the announcements were made, and Calgary North-Central was listed as one of the successful areas, it was naturally expected that one would be located on the AHS-owned land in the Northern Hills. Unfortunately there was a discrepancy in the meaning of “North-Central Calgary”, and this new facility would instead be located much further south.

Regardless, the community is committed to moving forward with the Creating Space project, as the need is not going away any time soon, and is in fact, increasing as time passes. The community feels it is prudent to put these services in place to increase health and wellness, and prevent social isolation, before the need is too great and the community begins to deteriorate to a point where it will be a difficult and protracted task for external services to then attempt to bring back and revitalize the community. This happened to the Huntington Hills community around 18-20 years ago, where it took for the community to have the highest child apprehension rates in Calgary before services were brought into the area. Not surprisingly, North Central does not want to see that happen to their communities.



*“Equitable access to affordable neighbourhood space has an enormous positive impact on health and wellness, learning and leadership, arts and culture, educational outcomes and sense of belonging. Public space is necessary for community engagement and participation by a full range of neighbours and supports for ongoing improvements to quality of life. The lack of, or loss of, access to our public assets is a critical barrier in building resilient and strong neighbourhoods.”*

*Space Coalition, Toronto<sup>44</sup>*

Calgary Neighbourhood Services’ *Strong Neighbourhoods Initiative Theory of Change* (2012) states, “*Preventing social isolation is an important component of any strategy to prevent spatially concentrated poverty. However, social isolation also occurs among higher-income*

Calgarians and in higher-income communities. Therefore, efforts to prevent social isolation must include urban planning considerations, along with the provision of city-wide supports and a range of population-specific and cross-population initiatives”<sup>47</sup>.

The two priorities for the new FCSS Calgary funding framework for investments are to strengthen neighbourhoods and to increase social inclusion, so that residents are able to “fully participate in, contribute to, and benefit from all aspects of society”<sup>46</sup>. It has been shown that key indicators of risk/need related to concentrated poverty in a community include:

- the number of lone-parent families
- the percent of recent immigrants
- the number of recent immigrants
- where recent immigrants come from
- percentage of recent immigrants with no English or French language skills
- number of people living alone
- number of seniors living alone
- health: number/percent of emergency department visits
- number of people who moved one to five years before the most recent census
- number of renter households spending 30% or more of gross income on shelter
- age distribution of residents
- physical infrastructure: community hall, gathering places and amenities; transportation/traffic
- social capital: community cohesiveness<sup>48</sup>

*“Effective community infrastructure requires suitable, secure physical plant and outdoor space in neighbourhoods across the city to foster the development of inclusive communities. As the Task Force on Access to Space reported, the clusters of activities and services that help to define Toronto’s vibrant neighbourhoods are in jeopardy as traditional meeting places in schools, libraries and other public buildings become unaffordable. The strong tradition of volunteer-led community initiatives like Scouts and Girl Guide activities, afterschool homework clubs, and recreation programs for youth and seniors is being undermined by the lack of accessible, affordable community space.”*

*Family Service Association of Toronto*<sup>49</sup>

The risk indicators above are all relevant in the Northern Hills and North Central Calgary communities: there is a much higher proportion of non-English and non-French speaking people compared to Alberta (3.2% vs. 1.2% AB) and a higher proportion of immigrants arrived in the five years measured in Calgary - North compared to the province (6.2% vs. 3.2% AB)<sup>33</sup>, pockets of a high percentage of seniors (such as in Country Hills Village), many of them spending more than 30% of their gross income on housing; pockets of a high percentage of lone-parent families, plus a notable lack of health facilities, social or community service agencies and almost no

community infrastructure except for Cardel Place.

Physical community spaces are vitally important and all levels of government need to address this issue. In Toronto, they have begun to realize the vital importance of space to community health and cohesion. The Space Coalition stated in their 2013 report on maximizing use of public assets for engaged and healthier neighbourhoods, "*The City of Toronto and the Ontario governments are starting to address this need, as witnessed through their actions: The Province of Ontario invests in its Community Use of Schools (CUS) program approximately \$48 million per year and has matched federal government investments under the Infrastructure Stimulus Fund, which has led to the building of community infrastructure projects, such as the Bathurst-Finch Community Hub.*"<sup>44</sup>.

Public access to space:

- Improves student performance;
- Encourages artistic and cultural expression to create vibrant communities and expand capacity for learning;
- Promotes life-long learning;
- Is good value for taxpayers;
- Encourages physical activity, healthy lifestyles, and saves money;
- Promotes safer neighbourhoods and crime-prevention;
- Promotes newcomer settlement and integration;
- Supports and sustains free or low-fee community programs to foster access and inclusion;
- Promotes volunteerism and community participation (for all age groups); and
- Promotes community well-being.<sup>45</sup>

*"For newcomers to Canada public space is a starting point to know their neighbourhood and its people."*

*Community Space Advocate*<sup>44</sup>

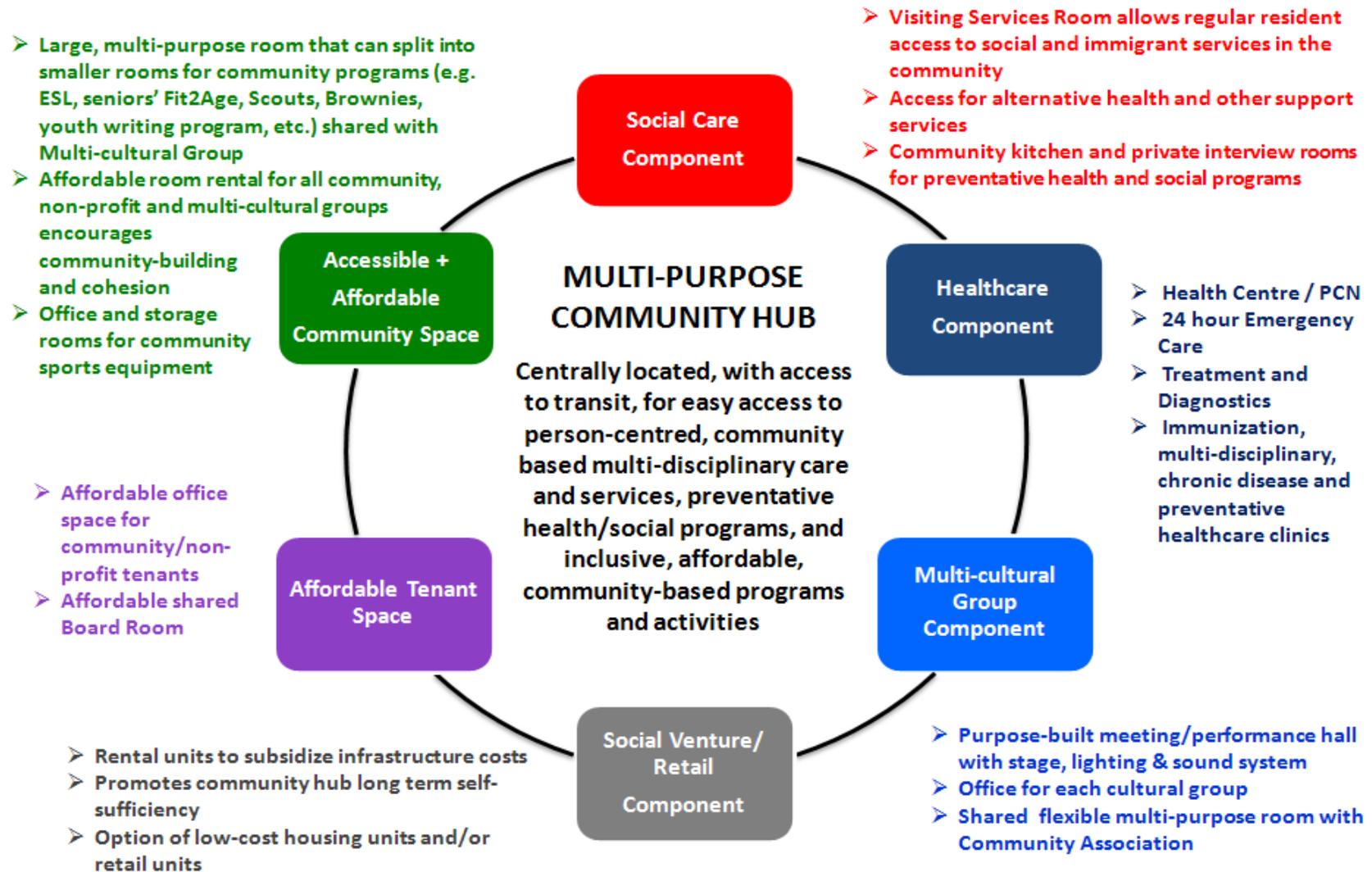
However, providing spaces in a neighbourhood for health, social and community services to work from is not the whole answer. Maintaining individual buildings, or renting community spaces to enable service provision can become costly, and the elimination of silo working enhances holistic care, by facilitating the greater use of multi-disciplinary teams, as has been shown in the Primary Care Network model of healthcare, especially for patients with complex problems or chronic disease. Many community-based services work best in harmony, where health, health education, recreation, social, community, cultural, and immigrant services can complement and supplement one another to provide comprehensive person-centred community based care. The Creating Space Sustainable Community Collaboration Prototype multi-purpose community hub for provision of vital services to the Northern Hills and surrounding communities has been envisioned to address, promote and deliver exactly that.

### ***3.1. A Prototype Collaborative Model***

One of the deliverables of the Creating Space for Strength project in Phase I was to look at models of community multi-purpose spaces<sup>17</sup>. Although there are many variants of multi-purpose spaces, they generally have a few common elements, in that they are commonly funded in partnership with one or more levels of government and private donors; the lead agency or organization tends to be one or more of recreation, a public library, a non-profit social

## CREATING SPACE FOR STRENGTH – PHASE II

### SUSTAINABLE MULTIPURPOSE COMMUNITY HUB VISION & GOALS



*Figure 15: A Framework for an Innovative and Sustainable Community Collaboration Prototype for Provision of Vital Services to the Northern Hills and Surrounding Communities – the Sustainable Multi-Purpose Community Hub*

service agency, a healthcare facility, a school or protective services; and there is shared space, either purpose-built or retro-fitted. Some house multiple groups in one building, whereas others share a site – a community hub, where smaller buildings or facilities are co-located.

Phase II will entail undertaking a feasibility study for this innovative new facility, or community hub, anchored by a Health Centre or Primary Care Network Clinic, and including accessible and affordable multi-purpose space for the many multi-cultural and social service organizations that would like to be able to provide services in the area.

This project aims to bring together the leading Creating Space Collaboration stakeholders in an authentic, community hub -style, collaborative practice centre, to provide residents with:

- **Integrated community health services:** Foothills Primary Care Network
- **Community services and grassroots recreation:** Northern Hills Community Association (NHCA)
- **Social services:** Aspen Family Community and Network Society, United Way Calgary
- **Cultural, social and community services:** the Calgary Chinese Community Service Association (CCCSA)
- **Cultural services:** the Calgary Korean Association (CKA), the Calgary Korean Seniors Association (CKSA), the Calgary Vietnamese Canadian Association (CVCA) and the Calgary Federation of Filipino Association (CAFFA)
- **Social venture capital and experience:** the Trico Group - Affordable Housing Initiatives Division

In addition, in an area with so few affordable community spaces available, the collaboration intends to maximize the potential to make affordable, community rental spaces available, which will in turn help the project to be self-sustainable for the long term. Figure 16 outlines the collaboration framework for the community hub.

### ***3.2. Expected Outcomes from Community Infrastructure Investment***

Although building a new centre is obviously the most expensive way to provide community space for these service agencies, in a community with no alternative, any investment in community infrastructure will have multiple benefits to each of the neighbourhoods in the greater North Central Calgary area, and will free up services and reduce traffic in those areas that the residents of North Central are travelling to access services. It will also benefit the nature of daily life for residents.

*“This is particularly true for children, seniors and some people with disabilities for whom the neighbourhood is usually their main point of reference. The range of facilities, programs and social networks that comprise community infrastructure provide the channels for enhancing civic participation in groups such as school councils, residents’ associations, amateur sports associations, service clubs and local voluntary associations. Community infrastructure also fosters social inclusion through activities including neighbourhood-based recreation and cultural activities. Both of these goals are critical...if the Northern Hills and surrounding communities are...to embrace and fully*

*integrate immigrants and refugees and if host communities are to live and work respectfully with newcomers. The foundation community services (publicly-funded schools, libraries and community/neighbourhood centres) provide a community anchor or focal point that anticipates, monitors and responds to community needs over time including changing economic, social and cultural realities.”<sup>49</sup>*

DRAFT

## 4. Why You Should Support the Creating Space Collaboration's Vision

As a government representative, or a taxpayer, supporting this project should be a “no-brainer”. The Creating Space Collaboration is basically just asking the Government to trust community leaders to develop a piece of land allocated for health appropriately for the community needs (which include health). They will do this at minimal cost and in the most sustainable way possible. Part of the development model will be to bring appropriate, but unique, sustainable and inclusive community governance to the table.

There are other reasons, too. Providing this multi-purpose community hub will:

➤ **Improve the lives of, and promote health and wellbeing among, residents, and free up services in the other communities that the residents of North Central are currently travelling to**

- Provision of preventative health, diagnostics, and out of hours primary care services in communities reduces hospital emergency admissions and length of stay <sup>37</sup>.
- Preventative medicine is cheaper than emergency care <sup>57</sup>:
- PCNs are reducing the use of emergency rooms and wait times through extended and after-hours service, providing comprehensive patient education, and optimizing the skills of clinical care teams through outreach programs. <sup>50</sup>



*“We are basically just asking the Government to trust community leaders to develop a piece of land allocated for health appropriately for the community needs (which include health). We will do this at minimal cost and in the most inclusive and sustainable way possible.”*

*Creating Space Collaboration*

Purely for healthcare alone, this project will tick all the boxes. Alberta's 5-Year Health Action Plan <sup>51</sup> calls for expanded access to primary health care teams. The plan also commits to helping ensure primary health care programs and services are available to Albertans. By Foothills Primary Care Network joining the collaboration, a PCN-based “Health Home Community” within the community hub would help to improve all of these health indicators:

- 72.5% of total Family Physician claims for residents of this area are from outside of the community <sup>33</sup>, meaning they are traveling for access to healthcare
- 100% are traveling outside the area to access emergency services <sup>33</sup>
- The percentage of influenza vaccines administered annually to 65 year olds and over was almost 10% lower than the provincial average <sup>33</sup>, meaning access to preventative services through primary health care in this area is inadequate
- There is no access to baby clinics in this area
- The Health Human Resource Forecasting and Simulation Model is higher than the metro provincial average <sup>33</sup>, suggesting future need will be higher than the provincial average

- Inpatient utilization for non-emergency conditions is measured at 1 in 3 residents and inpatient separation rates for asthma are higher than the provincial average, suggesting chronic disease management is lacking
- There is no non-appointment walk-in clinic or out of hours facility

This project will also help Alberta Health to meet Goal #3 of the Ministry's 2014-2017 Business Plan that states: Albertans have enhanced access to high quality, appropriate, cost effective health care and support services.

*"In a strong community, neighbours, businesses, organizations and governments all work together to support each other. We have a healthy network of family, friends and neighbours to lend a hand when we need it. We have an engaged business sector that provides the opportunity for people to have meaningful work and earn the income needed to build assets and thrive. Programs and services support people's dignity and self-worth and are there for them when needed. In a strong community, together we come to realize that My neighbour's strength is my strength."*

*The Calgary Poverty Reduction Initiative*<sup>58</sup>

➤ **Provide access to visiting social services**

Aspen Family Community and Network Society would like to come into these communities to provide programs for families, youth and community development, in the same way they do for other communities in Calgary, working with The Calgary Learning Collaborative, Community Connections, Heart of the North and 1000 Voices. However, due to lack of space in North Central, they currently have nowhere to operate out of.

➤ **Provide a home for non-profit and cultural groups, grassroots recreation and community-building activities**

Despite the high number of immigrants and visible minorities in North Central Calgary, there is no cultural centre. The Calgary Chinese Community Service Association (CCCSA), Calgary Korean

Association (CKA), the Calgary Korean Seniors Association (CKSA), the Calgary Vietnamese Canadian Association (CVCA) and the Calgary Federation of Filipino Association (CAFFA) are all willing to make this a reality, to ensure cultural groups do not need to travel out of the area to take part in cultural activities, get help with services unique to their them, or showcase their cultures to the wider community to promote inclusiveness and community pride.

In addition, the Northern Hills Community Association (NHCA), brings its 20 years of experience as one of the largest community associations in Canada. A dedicated, affordable, flexible community space in North Central Calgary would allow the NHCA to expand its repertoire, as well as expand the programs it already offers, like the "SPRY in the Hills: Fit-2-Age" fitness

program for seniors, the Northern Hills Youth Council, Mom & Tots program, Youth Writing program for creative pre-teens, “At Home In The Hills” program for newcomers, and more.

➤ **Attainable housing**

Trico Homes & Trico Foundation has an interest as a "shared value" company and organization, committed to addressing the province's housing affordability challenges for seniors and low to middle income workers, in working with the community for a viable and sustainable solution to the community needs outlined. Their vision is to do so through public, private & non-profit collaboration and innovation, bringing expertise and ability to invest private capital to the process as appropriate.

The Creating Space for Strength community consultations demonstrated the needs and desires to make North Calgary more self-sustainable and a stronger community<sup>15</sup>. The residents of these communities are now asking you to make a difference and please take 10 minutes to flick through and look at the maps within this document, see the deficiencies, and then do something about it...

## 5. Next Steps

The Creating Space for Strength - Phase II feasibility study is due to start early in 2015. It will include:

1. Community impact analysis
  - Project and community context
  - Community services strategies analysis
  - Community economic impact projections
2. Business case
  - Market demand analysis
  - Required financing projections
  - Environmental impact assessment
  - Marketing and public relations strategy
  - Risk assessment of viable options
3. Building / construction analysis
  - Land use / site information assessment
  - Site surveys / appraisals needs analysis
  - Construction options
  - Permitting and permissions assessment
  - Design analysis
  - Resource analysis
  - Technology analysis - IT, Internet connectivity, wireless routing
4. Operational needs assessment
  - Management analysis - Operations, governance, etc.
  - Organization and staffing
5. Findings and recommendations

## 6. References

1. Wikipedia, "Harvest Hills, Calgary"; Retrieved 10 December, 2014.  
[http://en.wikipedia.org/wiki/Harvest\\_Hills,\\_Calgary](http://en.wikipedia.org/wiki/Harvest_Hills,_Calgary)
2. City of Calgary, 2010-2014, "Calgary Municipal Census reports"; Retrieved 09 December 2014.  
<http://www.calgary.ca/CA/city-clerks/Pages/Election-and-information-services/Civic-Census/CensusResults.aspx>
3. City Clerk's Election and Information Services, City of Calgary, 25 August, 2014, "2014 Census Results"; Retrieved 08 December 2014. <http://www.calgary.ca/CA/city-clerks/Documents/Election-and-information-services/Census2014/Final%202014%20Census%20Results%20book.pdf>
4. Chattelevision.ca, 15 January 2014, "City of Medicine Hat to Miss 2015 Population Target Numbers"; retrieved 09 December 2014. [http://chattelevision.ca/\\_news/medicine-hat-to-miss-2015-population-target/](http://chattelevision.ca/_news/medicine-hat-to-miss-2015-population-target/)
5. City of Lethbridge, 03 July, 2014, "2014 Census Results"; Retrieved 09 December 2014.  
<http://www.lethbridge.ca/NewsCentre/Pages/Census-Results-2014.aspx>
6. City of Airdrie, 06 August 2014, "2014 Official Census Results"; Retrieved 08 December 2014.  
<http://www.airdrie.ca/index.cfm?serviceID=1090&ID=313>
7. City of Airdrie website; Retrieved 12 December 2014. <http://www.airdrie.ca/index.cfm>
8. Cardel Place website; Retrieved 12 December 2014. <http://www.cardelplace.com/>
9. Northern Hills Community Association website; Retrieved 12 December 2014.  
<http://www.northernhills.ab.ca/>
10. ECMap LiveAtlas, Data maps, Community ECD resources; Accessed 05 December 2014.  
<http://ecmaps.ca/resources.html>
11. Alberta Health Services, Facility Search; Accessed 09 December, 2014.  
<http://www.albertahealthservices.ca/FacilitySearch/?filter=services>
12. Rocky View Schools, Attendance Areas, Airdrie; Retrieved 09 December 2014.  
<http://www.rockyview.ab.ca/registration/attendanceareas/airdrie>
13. Calgary Catholic School District, Schools location map; Retrieved 08 December 2014.  
<http://www.cssd.ab.ca/schools/>
14. Calgary Board of Education, Find a School Tool map; Retrieved 09 December, 2014.  
<http://www.cbe.ab.ca/schools/find-a-school/Pages/default.aspx>
15. Community & Neighbourhood Services, City of Calgary, compiled Community Profiles data by community; <http://www.calgary.ca/CSPS/CNS/Pages/Research-and-strategy/Community-profiles/Community-Profiles.aspx>
16. Calgary Board of Education, 18 March 2014, "Three-Year School Capital Plan, 2015-2018"; Retrieved 09 December, 2014. <http://cbe.ab.ca/FormsManuals/Three-Year-School-Capital-Plan.pdf>
17. Eaton, S.E., Tunstall, L. and Dawson, V., 2013, "Final Report - Creating Space for Strength: An Asset-Based Community Development and Research Project." Aspen Family and Community Network Society.
18. City of Calgary, Community & Social Development Program, March 2012, "CNS Strong Neighbourhoods Initiative Theory of Change"; Retrieved 12 December 2014.  
<http://calgarycdli.files.wordpress.com/2013/11/sn-toc.pdf>

19. ECMap, June 2014, "*Calgary North Central, Community Overview*"; Retrieved 08 December, 2014. <https://www.ecmap.ca/Findings-Maps/Community-Results/Community-Results-for-Southern-Alberta/Pages/Calgary-North-Central.aspx>
20. Nenshi, N., uploaded on 30 May 2010, TEDx Talks YouTube Channel, "*Naheed Nenshi at TEDxCalgary*"; Retrieved 10 December 2014. [https://www.youtube.com/watch?v=qNAMH2\\_CLfo](https://www.youtube.com/watch?v=qNAMH2_CLfo)
21. City of Calgary Interactive Maps; Retrieved 10 December, 2014. [http://www.calgary.ca/\\_layouts/cocis/calgarymap/calgarymap.aspx](http://www.calgary.ca/_layouts/cocis/calgarymap/calgarymap.aspx)
22. Alberta Infrastructure and Transportation, April 2005, "*Tentative Supported Infrastructure Projects Near Completion, Underway or Scheduled to Commence in 2005-2008*"; Retrieved 14 December 2014. <http://www.docstoc.com/docs/32246002/Tentative-Government-Owned-Infrastructure-Projects-Near-Completion>
23. City of Calgary, 2005, "*Exploration of Roles of Community Associations and Residents' Associations*" Community and Neighbourhood Services, Policy and Planning Business and Market Research
24. City Wide Strategy – Geodemographics, City Wide Policy and Integration, Planning, Development & Assessment, City of Calgary, June 2014, "*The Calgary Snapshots*"; Retrieved 10 December 2014. <http://www.calgary.ca/PDA/pd/Documents/Publications/calgary-snapshots-2014.pdf>
25. Land Use Planning & Policy, Planning, Development & Assessment, City of Calgary, April 2014. "*Suburban Residential Growth 2014-2018*"; Retrieved 10 December 2014. <http://www.calgary.ca/PDA/pd/Documents/Publications/suburban-residential-growth-2014-2018.pdf>
26. The City of Calgary, April 2013, "*The City of Calgary Municipal Development Plan*"; Retrieved 10 December 2014. <http://www.calgary.ca/engage/Documents/Plan-It-Calgary/mdp-municipal-development-plan.pdf>
27. Northern Hills Community Association, Press Release, 5 November 2014, "*NHCA Responds to the Proposed Re-development of Harvest Hills Golf Course & the City of Calgary Action Plan*"; Retrieved 09 December 2014. <http://www.northernhills.ab.ca/nhca-responds-to-the-proposed-re-development-of-harvest-hills-golf-course-the-city-of-calgary-action-plan/>
28. Legislative Services, The City of Red Deer, August 2014, "*2014 Municipal Census Report*"; Retrieved 10 December 2014. <http://www.reddeer.ca/media/reddeerca/city-government/city-departments/2014-Census-Results---Official-Report.pdf>
29. FAQ on the Aurora Business Park, The City of Calgary; Retrieved 10 December, 2014. <http://www.calgary.ca/CS/OLSH/Pages/Aurora-business-park/FAQ.aspx>
30. City of Calgary, October 2006, "*City of Calgary Ice Arena Study*"; Retrieved 14 December 2014. <http://www.calgary.ca/csps/recreation/documents/arenas/arena-ice-study-report-2006.pdf?noredirect=1>
31. Northern Hills Community Association, August 2013, "*NHCA Indoor Soccer – Looking for a Home*", Northern Edge News.
32. TELUS Health Transformation Services, 2012, "*Local Area Family Care Clinic Prioritization Framework - Review of Background Information and Proposed Indicator Framework*"; Retrieved 10 December, 2014. <http://www.health.alberta.ca/documents/PHC-FCC-Framework-TELUS-2012.pdf>
33. Primary Health Care Division, Alberta Health, February 2013, "*Community Profile: Calgary – North, Health Data and Summary*"; Retrieved 09 December, 2014. <http://www.health.alberta.ca/documents/PHC-Profile-CalgaryNorth.pdf>
34. City of Calgary Community & Neighbourhood Services, Social Policy & Planning, 2009, "*Calgary Community Statistics on Seniors: Country Hills Village*".

35. Simons Valley Hockey Association, November 2014, "*Member's Handbook, Your guide to Policy & Procedure*"; Retrieved 12 December, 2014.  
[http://svha.ca/files/svha\\_members\\_handbook\\_2014\\_nov14.pdf](http://svha.ca/files/svha_members_handbook_2014_nov14.pdf)
36. Simons Valley Hockey Association, "SV FAQ"; Retrieved 12 December, 2014.  
[http://svha.ca/page.php?page\\_id=22086](http://svha.ca/page.php?page_id=22086)
37. Legislative Assembly of Alberta, 19 March 2014, Minutes of "*The 28th Legislature Second Session, Standing Committee on Families and Communities, Ministry of Health Consideration of Main Estimates*", Transcript No. 28-2-2; Retrieved 12 December 2014.  
[http://www.assembly.ab.ca/ISYS/LADDAR\\_files%5Cdocs%5Ccommittees%5Cfc%5Clegislature\\_28%5Csession\\_2%5C20140319\\_1530\\_01\\_fc.pdf](http://www.assembly.ab.ca/ISYS/LADDAR_files%5Cdocs%5Ccommittees%5Cfc%5Clegislature_28%5Csession_2%5C20140319_1530_01_fc.pdf)
38. Markusoff, J., Calgary Herald, 21 May 2014, "*Developer earmarks land for future north hospital*"; Retrieved 12 December 2014. <http://calgaryherald.com/news/local-news/developer-earmarks-land-for-future-north-hospital>
39. City of Calgary, Open Data Catalogue, Census Data By Community District for 2002; Retrieved 09 December, 2014. [https://data.calgary.ca/OpenData/Pages/DatasetDetails.aspx?DatasetID=PDC0-99999-99999-00725-P\(CITYonlineDefault\)](https://data.calgary.ca/OpenData/Pages/DatasetDetails.aspx?DatasetID=PDC0-99999-99999-00725-P(CITYonlineDefault))
40. Local Area Planning and Implementation – South, Planning, Development & Assessment, City of Calgary, September 2014, "*Rangeview Area Structure Plan*"; Retrieved 12 December 2014.  
<http://www.calgary.ca/PDA/pd/Documents/Publications/rangeview-asp.pdf>
41. Land Use Planning & Policy, Planning, Development And Assessment, City of Calgary, August 2012, "*Keystone Hills Area Structure Plan*"; Retrieved 12 December 2014.  
<http://www.calgary.ca/PDA/pd/Documents/Publications/keystone-hills-asp.pdf>
42. Fletcher, R., Metro, 21 May 2014, "*Calgary needs a 'North Health Campus' and faster growth is key, councillor says*"; Retrieved 11 December, 2014. <http://metronews.ca/news/calgary/1040074/calgary-needs-a-north-health-campus-and-faster-growth-is-key-councillor-says/>
43. Statistics Canada, 2011, "Population and dwelling counts, for Canada, provinces and territories, and population centres, 2011 and 2006 censuses"; Retrieved 12 December 2014.  
<http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/hltfst/pd-pl/Table-Tableau.cfm?LANG=Eng&T=802&PR=48&SR=1&S=3&O=D>
44. Johnston, L., Social Planning Toronto, June 2013, "*It All Begins With Space: Maximizing Use of Public Assets for Engaged and Healthier Neighbourhoods in Toronto*"; Retrieved 12 December 2014.  
<http://spacecoalition.ca/wp-content/uploads/Toronto-Report-Final7.pdf>
45. Space Coalition, January 2008, "*Top Ten Reasons to Support Better Community Access to School Space*"; Retrieved 12 December 2014. <http://spacecoalition.ca/wp-content/uploads/SPACE-Top-Ten-bilingual.pdf>
46. Family & Community Support Services, City of Calgary, 15 April, 2009, for the FCSS Calgary Agency Colloquium, "*Social Sustainability Framework and Funding Priorities for FCSS, Supporting Vibrant, Healthy, Safe and Caring Communities - Strengthening Neighbourhoods and Increasing Social Inclusion*"; Retrieved 12 December 2014.  
[http://www.calgary.ca/CSPS/CNS/Documents/fcss/fcss\\_framework\\_slides\\_from-20\\_april\\_colloquium.pdf](http://www.calgary.ca/CSPS/CNS/Documents/fcss/fcss_framework_slides_from-20_april_colloquium.pdf)
47. Cooper, M., Bartlett, D., 27 August 2008, for the FCSS Agency, "*A New Funding Framework and Priorities for FCSS Calgary, Phase III: Preventing Concentrated Poverty and Social Isolation*"
48. "*FCSS Social Sustainability Framework and Funding Priorities: Preventing Concentrated Poverty - Identifying Focus Neighbourhoods*"; Retrieved 11 December 2014.  
[http://www.calgary.ca/csp/cns/documents/fcss/fcss\\_neighbourhood\\_selection\\_process.pdf?noredirect=1](http://www.calgary.ca/csp/cns/documents/fcss/fcss_neighbourhood_selection_process.pdf?noredirect=1)

49. Rothman, L, 14 February, 2005, Family Service Association of Toronto, "Strong Neighbourhoods Task Force Research Product Two: The Role of Community Infrastructure in Building Strong Neighbourhoods"; Retrieved 12 December 2014.  
<https://www1.toronto.ca/City%20Of%20Toronto/Social%20Development,%20Finance%20&%20Administration/Shared%20Content/Demographics/PDFs/Reports/RP2.pdf>
50. Alberta Health website: *Primary Care Networks*, Retrieved 09 December 2014;  
<http://www.health.alberta.ca/services/primary-care-networks.html>
51. Alberta Health website: *Alberta's 5 Year Health Action Plan 2010-2015*, Retrieved 09 December 2014; <http://www.health.alberta.ca/initiatives/5-year-health-action-plan.html>
52. Hartwick, D., McCabe, M., July 2014, "When Is It Our Turn", *Northern Edge News*, pp 6-7.
53. Central Calgary Transit Corridor Review, Feb 2006; Retrieved 28 May 2014.  
[http://www.calgarytransit.com/pdf/north\\_central\\_calgary\\_transit\\_corridor\\_review.pdf](http://www.calgarytransit.com/pdf/north_central_calgary_transit_corridor_review.pdf)
54. Jordan, C. PEng MSc, Malzer, J. PEng MSc, "Transitways and the Route Ahead for Calgary Transit", prepared for presentation at the Transportation Planning Session of the 2013 Conference of the Transportation Association of Canada, Winnipeg, Manitoba; Retrieved 28 May 2014. <http://conf.tac-atc.ca/english/annualconference/tac2013/session10/jordan.pdf>
55. City, Community & Downtown Division, City of Calgary, June 2009, "Calgary North Phase 2 Community Plan".
56. Calgary Transit, 2013, "Route Ahead, A Strategic Plan for Transit in Calgary"; Retrieved 26 May 2014.  
<http://www.routeahead.ca/>
57. Ornish, D., 24 April 2008, "Yes, Prevention is Cheaper Than Treatment"; Retrieved 14 December, 2014.  
[http://www.pmri.org/publications/newsweek/Yes\\_Prevention\\_is\\_Cheaper\\_than\\_Treatment\\_Dean\\_Ornish.pdf](http://www.pmri.org/publications/newsweek/Yes_Prevention_is_Cheaper_than_Treatment_Dean_Ornish.pdf)
58. The Calgary Poverty Reduction Initiative, May 2013, "enough for all: Unleashing Our Communities' Resources to Drive Down Poverty in Calgary, Final Report of the Calgary Poverty Reduction Initiative, Volume 1"; Retrieved 14 December 2014. [http://www.enoughforall.ca/wp-content/uploads/2013/03/EnoughForAll\\_vol1\\_Final.pdf](http://www.enoughforall.ca/wp-content/uploads/2013/03/EnoughForAll_vol1_Final.pdf)

## **6.1. Image References:**

### **Cover page: Team Persons With Building Box Stock Image**

By sumetho, published on 25 March 2014, Stock Image - image ID: 100250886; Retrieved 09 December, 2014.

### **Figure 1: Google Map™ image showing the location, outlined in red, of the North Central Calgary area, as defined by this report.**

Moraig McCabe, December 2014.

### **Figure 2: Map Showing Distribution of Community Centres in North Calgary**

David Hartwick and Dr Moraig McCabe, July 2014, "When Is It Our Turn", Northern Edge News, pp 6-7.

### **Figure 3: Map Showing Distribution of Leisure Facilities in Calgary**

David Hartwick and Dr Moraig McCabe, July 2014, "When Is It Our Turn", Northern Edge News, pp 6-7.

### **Figure 4: Map Showing Distribution of Outdoor Baseball, Basketball and Tennis Facilities in North Calgary**

David Hartwick and Dr Moraig McCabe, July 2014, "When Is It Our Turn", Northern Edge News, pp 6-7.

**Figure 5: Google Map™ image showing the location, outlined in red, of the 5.64 acre parcel of land at 30 Country Village Cove NE purchased by the former Calgary Health Region in 2004 for the future North Calgary Health Centre**

Moraig McCabe, 12 December, 2014.

**Figure 6: Photograph, taken 7 November, 2014, of the 5.64 acre parcel of land at 30 Country Village Cove NE purchased by the former Calgary Health Region in 2004 for the future North Calgary Health Centre.**

David Hartwick, 7 November, 2014.

**Figure 7: Map Showing Distribution of Health Centres and Social Service Facilities in Calgary**

David Hartwick and Dr Moraig McCabe, July 2014, "When Is It Our Turn", Northern Edge News, pp 6-7.

**Figure 8: Annotated photograph, taken 15 May, 2014, at a City of Calgary North Central LRT open house, showing the proposed site for the North Health Campus in the Keystone Hills Core Plan.**

Moraig McCabe, 15 May, 2014.

**Figure 9: Page 67 of the current CBE 3 year School Capital Plan 2015-2018**

Calgary Board of Education, 18 March 2014, "Three-Year School Capital Plan, 2015-2018"; Retrieved 09 December, 2014. <http://cbe.ab.ca/FormsManuals/Three-Year-School-Capital-Plan.pdf>

**Figure 10: CBE Utilization rates 2005-2011 by Sector**

David Hartwick, 12 December 2014.

**Figure 11: Map Showing Designated Schools for Children of the Northern Hills Communities and Distances Travelled to School**

Moraig McCabe, 2014.

**Figure 12: Table Showing Rapidly Changing Senior Population in Country Hills Village**

City of Calgary Community & Neighbourhood Services, Social Policy & Planning, 2009, "Calgary Community Statistics on Seniors: Country Hills Village"

**Figure 13: Table Showing High Percentage of Social Isolation for Seniors in Country Hills Village**

City of Calgary Community & Neighbourhood Services, Social Policy & Planning, 2009, "Calgary Community Statistics on Seniors: Country Hills Village"

**Figure 14: Table Showing High Percentage of Seniors Renting in Country Hills Village**

City of Calgary Community & Neighbourhood Services, Social Policy & Planning, 2009, "Calgary Community Statistics on Seniors: Country Hills Village"

**Figure 15: Suburban Growth Infographic**

Planning, Development & Assessment, City of Calgary, published in 2014; Retrieved 10 December 2014. <http://www.calgary.ca/PDA/pd/Documents/Publications/suburban-growth-info-graphic-new-com-pop-supply-2014.pdf>

**Figure 16: A Framework for an Innovative and Sustainable Community Collaboration Prototype for Provision of Vital Services to the Northern Hills and Surrounding Communities – the Sustainable Multi-Purpose Community Hub**

Moraig McCabe, 11 December 2014.

## 7. Appendices

### **Appendix 1: Personal communications regarding the North Calgary D&T / Health Centre** (3 pages)

**From:** June Lam [mailto: [REDACTED]]

**Sent:** Wednesday, September 14, 2011 3:06 PM

**To:** Teresa Woo-Paw; Calgary Mackay

**Cc:** Brenda Huband; Kerry Pace

**Subject:** North Calgary Health Centre land

Hi Teresa,

I'm following up on your inquiry regarding the location of the piece of land that is for the North Calgary Health Centre and where it is on the Capital plan.

The piece of land in question was purchased by the the former Calgary Health Region in 2004. The 5.64 acre parcel is situated in north central Calgary near Harvest Hills Blvd and Country Hills Blvd at 30 Country Village Cove NE.

The future North Calgary Health Centre is one of five Health centres that the former CHR had planned as a part of a community health plan strategy. The South Calgary Health Centre and the Sheldon M Chumir Health Centre were the first two to be planned and constructed. The North was intended to be the third centre in the queue but was postponed in order to proceed with the East Calgary Health Centre and the Cochrane Community Health Centre.

These Centres were deemed to be of higher/urgent priorities after the release of the CHR commissioned report on the health of Calgarians and the out patient framework.

The East Calgary Health Centre was opened in late 2010 and the Cochrane Centre was opened in the spring of 2011.

The current 2012 - 2017 AHS Capital Plan identifies the North Calgary Health Centre as a priority in years 2-5.

Hope this information was helpful and if you require further information or have any questions, please do not hesitate to contact Brenda Huband, Senior Vice President, Calgary Zone or myself.

Warmest regards,

June

***June Lam***

Senior Advisor, Government Relations | Alberta Health Services |

**From:** Teresa Woo-Paw [REDACTED]  
**Sent:** September 14, 2011 15:52  
**To:** June Lam; Calgary Mackay  
**Cc:** Brenda Huband; Kerry Pace  
**Subject:** RE: North Calgary Health Centre land

Thank you, June, for your kind assistance.

I realize you had sent me an email on the North centre almost a year ago which stated that this initiative was not included in the 2011-2014 capital submission

But The current 2012 - 2017 AHS Capital Plan identifies the North Calgary Health Centre as a priority in years 2 -5. So does it mean this initiative remains excluded in the capital plan and won't be considered until the end of the 2012-2017 cycle?

Additionally, when will demographics / assessments be updated? And what /where is the plan for the primary and ambulatory care policy framework development?

Are there hard copies of the previous studies you mentioned - health of Calgarians and the out patient framework?

Thank you,

Teresa

**From:** June Lam [mailto: [REDACTED]]  
**Sent:** Tuesday, October 04, 2011 2:05 PM  
**To:** Teresa Woo-Paw; Calgary Mackay  
**Cc:** Brenda Huband  
**Subject:** RE: North Calgary Health Centre land

Hi Teresa,

Thank you for your questions and advise as follows:

The 2012-2017 capital plan submission planning will commence shortly. This will allow the Zone Executive Leads to prioritize new initiatives or to restart some that have been "deferred". North Calgary Health Centre (NCHC) falls into the latter category. This means that they will estimate the year that the facility/services will need to be planned and then opened. We estimate that NCHC will probably set up later in the five year plan.

With respect to your question regarding the plan for primary and ambulatory care [policy framework development, significant policy review is currently underway at AHW regarding primary care and AHS is participating in it.

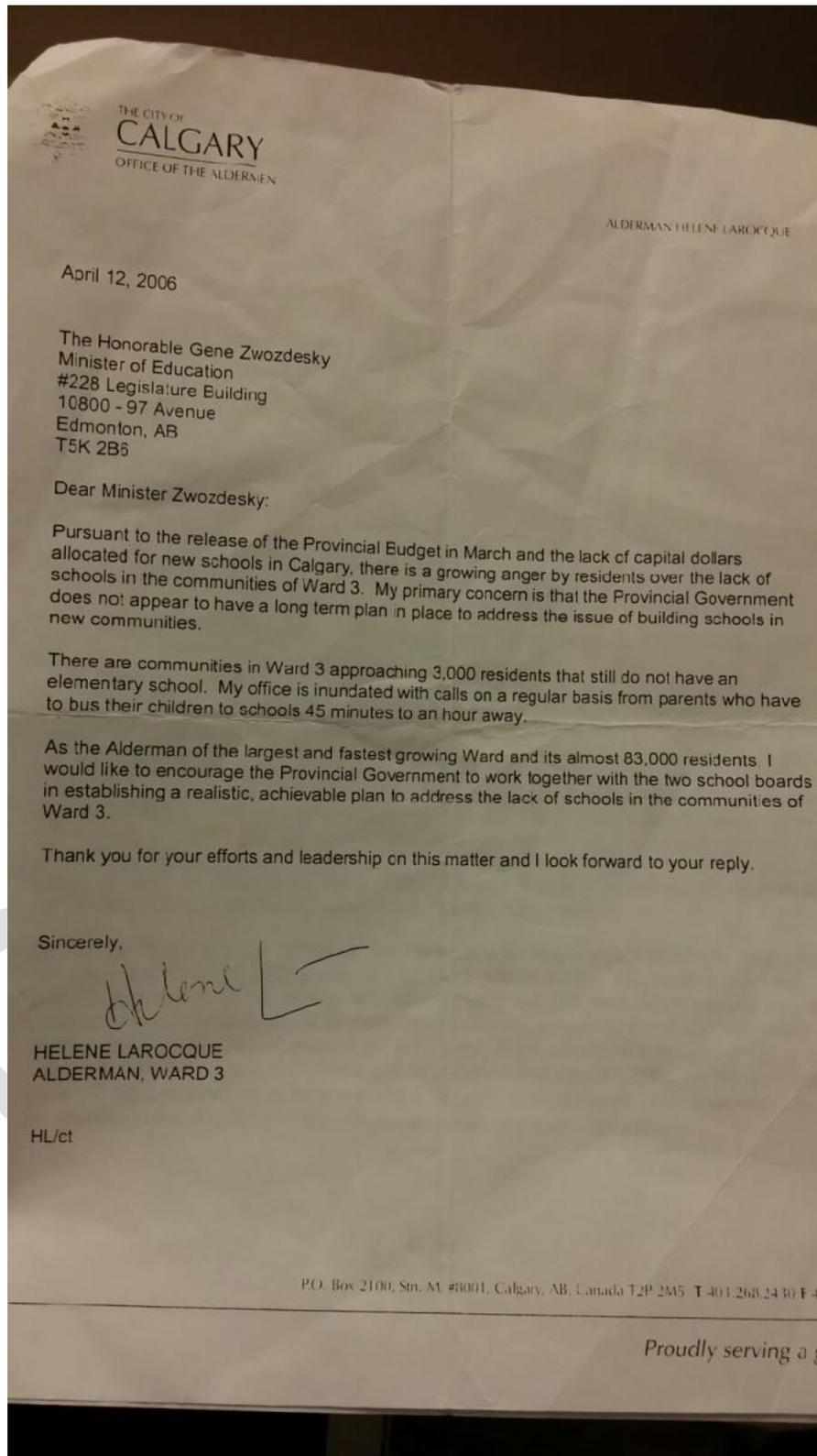
The outpatient framework mentioned in my previous email was designed when we were the Calgary Health Region - so it is no longer a framework in use. However, the attached How Healthy are We? Report was recently approved by AHW for your information.

Hope this information was helpful. If you have further questions, please let me know or we can discuss this at our meeting on October 21<sup>st</sup> with the Zone Executive Leads.

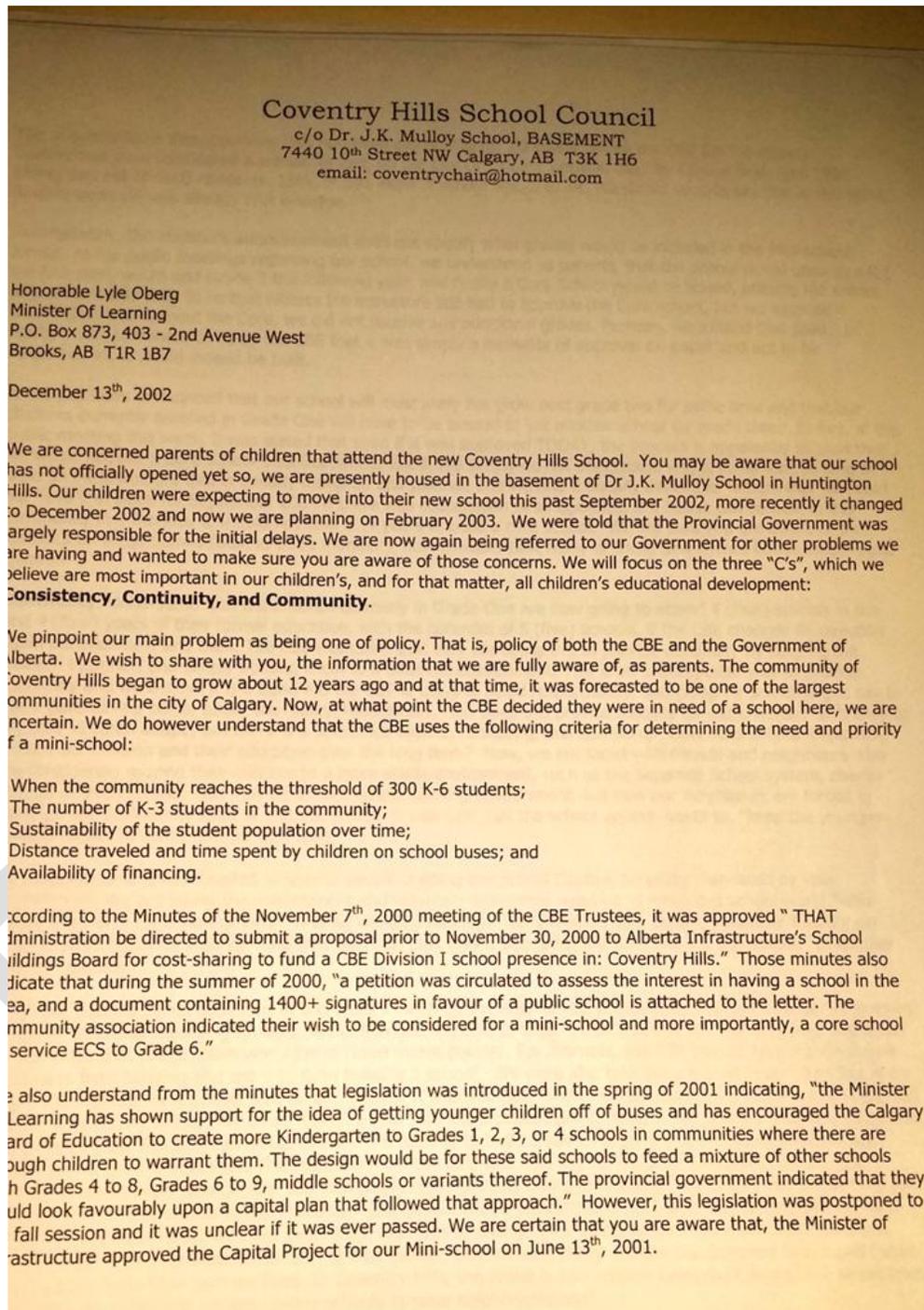
Cheers,

June

**Appendix 2: Letter regarding the lack of schools in North Central Calgary**



**Appendix 3: Letter from Coventry Hills School Council regarding the delay of Coventry Elementary and reasons why kids need schools in their communities**  
(4 pages)



This suggests to us that, Coventry Hills had been developing for **10 years** before the CBE OR the Alberta Government even considered a school. In fact, on the City Of Calgary website, the City Census from April 1999 shows that out of 4640 residents, 13%, or 595 were of school age, 5 to 14. We would have to say that at this point, funding approval was already FAR overdue.

Unfortunately, the Minister's announcement does not specify what grades would be included in the Mini-school format. At the public meetings regarding our school, we understood as parents, that the school would open as a K-1 the first year, would add Grade 2 the following year, and finally a Core School would be added, utilizing the school as a K-4. It was clear to us that Alberta Infrastructure still had to approve the Core school, but we suppose it wasn't clear that without the Core, we did not receive any additional grades. Perhaps, we missed that point. In reality it was presented to us by the CBE that it was simply a formality of approval on paper and not to be concerned as, it would indeed be built.

It has just been announced that our school will most likely not grow past grade two for some time and that our students currently enrolled in Grade One will have to be bussed to yet another school for grade three. In fact, at the public meeting this week, it was stated that even if it was approved TODAY, the process is apparently so slow that we would not see a Core school until September 2005. We simply do not understand why it could take so long to build an infrastructure that is already designed and planned and we find it equally difficult to fathom that we could not have it in place for September 2004 if there was cooperation of all agencies. If a house can be built in this community in 3 months, it should not take 2 ½ years to build a core school. We are sure you are aware of the statistics on these homes (built in three months!); now consider how many of these new homes house school-aged children.

**Continuity:** Understand that the children currently in Grade One are now going to attend 4 (four) schools in the first 4 (four) years of their formal education, with the potential of 5 (five) schools, if the CBE changes its direction again between now and then. The CBE maintains that they are doing this to provide continuity by keeping the children together, and simply bussing them to a different environment. This is an unacceptable way to provide continuity and we believe it is a Band-Aid the CBE is using to avoid responsibility, and grasp for something to say to make parents feel better about the reality. Realistically, how does this provide stability for our children? It is easy to say that 'children adapt', but there is a difference between adapting, and accepting. How does constant relocation impact our children and their education over the long term? Now, we are faced with friends and neighbours who are considering moving their children to a more stable environment, such as the Separate School system, charter schools or even Airdrie. This may be a more stable learning environment, but now our neighbours are forced to abandon the community spirit of a public school. It was said that the school system wants to, "keep the younger children closer to home" but for how long?

This announcement has resulted in several people quitting the School Council, an entity mandated by your Government. We are losing the commitment and volunteer assistance required to make this school work! "Why bother if it's only for a year or two?" is what we keep hearing. "Why would I as a parent, volunteer 5 hours per week to raise funds for a playground that won't be built until a year after my child has left the school?" is another common question.

When our parents asked questions at this week's meeting, the answer was consistently that the Alberta Government makes all decisions regarding funding. We challenged the CBE to think "outside of the box" for solutions and again we were told that the problem was Alberta Government policies. For example, the CBE cannot take the funding it could save from bussing and use it to fund building a school. We were also told there is land in our area that is no longer appropriate for a School site, as designated. It was not clear who owns the land (City, Province, or CBE), but if it has a monetary value, why could it not be sold with the proceeds going towards our school? A parent suggested that perhaps your Government would provide the funding to build a school large enough to accommodate both Coventry Hills and Harvest Hills. The response from the CBE was how big did we want our school to be, and whether an Elementary School with 900 kids would really provide effective learning? We don't have the answer for that, but we are sure we could ask McKenzie Lake School with a population of 637, and first on the CBE list for a new school ahead of Coventry Hills. Even if the CBE was to change their thinking and look at creative solutions, what motivation do they have to do so? For that matter, Government policy entitles the Separate Board and Public Board to each have their own facilities. In Coventry Hills, the result is two schools being built across the street from each other. Isn't this why we are closing schools in older neighbourhoods?

We understand that the Province also dedicates certain funds for bussing. There are children that live in homes backing onto the school grounds, but because the open space has not been landscaped yet, they are entitled to bus to school. However, children attending a daycare outside of the 1.2km limit are not allowed to use the bus. We do not understand why bussing would not be available for anyone wishing to pay for it. Our children are 5 and 6 years old, not 9 or 10, and 1.2 km is a long way for them to walk and then to focus on school.

As parents, we want to see **consistency** in the decisions made and a standard set. If a community meets a certain requirement, there should be no delay in funding, every time. We understand that there are issues with empty schools in some communities in this city that are under utilized. We asked the CBE Reps at our last meeting, who has a louder voice in this situation? Is it the 125 Children in a 50-year-old community or the 481 Children without a school in a new community? Currently, it seems it is the 125 Children because they already have a school, within their community. There is simply no excuse for 481 K-6 children to have to take a bus to school in this City. If the Province needs the CBE to close these under utilized schools for funding, introduce legislation so that it is done in reasonable time based on Community growth and statistics. The province and the CBE have had 12 years to prepare for our Children and it would appear it may be another 12 years before the Government is ready. By then, our Children will be finished their primary and secondary schooling. As one parent asked, what steps can he take now so his grandchildren will have a school to attend? It seems this is when the planning should begin; had we known, we would have started years ago.

The Community of Coventry Hills is bursting at the seams. The September enrolment numbers reveal we had 481 Elementary Children in our area, including 93 in Kindergarten, and 43 in French Immersion. We asked if our school could be double-tracked due to the number who desire too have French Immersion as, next year they will be bussed to a school near SAIT. Without the core school and funding from Alberta Infrastructure, there is simply no way to accommodate the students. Our community has grown so much and there are so many children that they have to be housed at different and bigger schools every year. In some cases, we will have families with 3 Children attending Elementary School and each will be attending a different school. How does a parent choose which school to volunteer for? We require consistency to strengthen the family unit and support groups. We think this is unfair and we believe there are many others who agree. We have the space and the children, why are we not guaranteed that our school will grow as they said it would and should? We are a growing province and city with the funds, why is it not being given to our children?

There are several other important reasons why this core school is so important to our **community**.

It is well known that a "school community" is vital to a growing city. Our children are proposed to attend Grade 3 at a school in yet another community. Having a school in the community that you reside in ensures that parents can be near to their children and their neighbours' children. It gives parents some control over the environment their children grow and learn in and gives our families more security. We have researched this other community our children are to go to and we are not convinced that it is a safe environment due to traffic issues and crime. We are not implying that it is not a good school but because of the distance, it prevents us from looking out for the children from our community.

We also believe that schools are under-funded these days and that parents must volunteer to ensure the best quality of education. We struggle to get parents to participate with our temporary school 12 minutes away. Imagine the difficulties we will suffer when our children attending Grade 3, are at least 25 minutes away, in non-peak periods? You cannot convince us that this will not impact the quality and care of our children in their education. Our children that already attend Brentwood or Captain John Palliser are spending so much time on the bus, that when they get home, they are too tired to enjoy family time or even focus properly on homework so you cannot convince us that there is no impact.

As well, let us assume that our children wish to play sports, be involved in the school band or take part in other extra-curricular activities. They may not be entitled and thus suffer if a parent is not able to pick them up due to distance, not to mention rush hour traffic. We also know that alternate plans need to be made for bussing for such activities.

Finally, our community is lacking a focal point. Gone are the days of a community Library, swimming pool, community hall, and schools as meeting places and focal points for a community. We have none of these facilities, so as a community, we are counting on this school to be that focal point. As well, consider what a school contributes to its' community and what the community contributes to the school. Why would a business wish to support a school that is nowhere near the community, when it can support Separate Schools or Private Schools that are within the community?

In closing, to be honest, it might have been better for Alberta Infrastructure to have approved no school than to have approved a partial school. This too is a lack of Government concern for the welfare of our children. We do appreciate that the Government is currently reviewing education with the Learning Commission but our children cannot wait. We are asking you now, please discuss these concerns with your Government and act soon. The future of our children is at risk.

Sincerely,

Coventry Hills School Council

David Hartwick  
Chairperson

cc: Ken Nicol, Leader of the Opposition; Raj Pannu, Leader of the Alberta New Democrat Party