



Land Acknowledgement:

<https://www.ucalgary.ca/indigenous/cultural-teachings/territorial-land-acknowledgement>

Course Number: DSGN 421

Course Name: Leadership in City Innovation

Classroom: [REDACTED]

Instructor: David Down

- Email: ddown@ucalgary.ca
- Office Hours and Location: By appointment
- Instructor Email Policy: Please note that all course communications must occur through your @ucalgary email, and I will respond to emails sent via students' @ucalgary emails within 48 hours excluding weekends and statutory holidays.

Teaching Assistant: Mohammadmahdi Zanzanian

- Email: mo.zanzanian@ucalgary.ca

Class Dates: Classes are all in-person; Mondays, Sept. 08 – Dec. 01, 2025. 9:30 am to 12:15 pm

Course Description:

- The course will explore the complex nature of city development, the forces at play and the players and processes involved. It will examine the differences in perceptions between participants in order to understand where collaboration is critical and where innovation may be possible when implementing city growth and change. The roles and responsibilities of experts, authorities, politicians, and stakeholders will all be discussed through presentations by practitioners from the professions of architecture, urban design, landscape architecture, planning and engineering as well as politicians, developers and builders. The course will examine the notions of both leadership and innovation through the lens of city building and the design of the built environment. The dynamic relationships among collaborators in the delivery of planning and design projects as well as the processes involved in achieving approvals and moving projects forward will be examined in detail.
- Academic Calendar: <https://calendar.ucalgary.ca/courses/1656201>
- Course Hours: 3 units (3-0)

Requisites: See [Section 3.3.5](#) of the Academic Calendar for more information regarding School of Architecture, Planning and Landscape courses.

- Prerequisite(s): Design 223 and admission to the Bachelor of Design in City Innovation program
- Corequisite(s): none

Course Delivery:

- In-person Delivery

Course Learning Outcomes:

Upon completion of this course, students will have a greater understanding of:

- Where the opportunities for both leadership and innovation may be found in the complex process of planning, designing, and delivering quality built environments.
- Municipal application review and approval processes, and where there may be permission space for innovative design and development approaches.
- Planning Policies and Bylaws and how they can influence, impact and/or inhibit innovation in City building.
- The importance of a shared understanding of the design and delivery of high quality communities and buildings is essential to building a livable city.
- The diversity of components and perspectives involved in building great communities, and the need for collaborative and innovative engagement approaches to ensure equity, inclusivity and transparency.

Learning Resources:

- Required readings, textbooks, and learning materials:
 - All required readings will be available on the course D2L site.
- Technology requirements:
 - To successfully engage in their learning experiences at the University of Calgary, students are required to have reliable access to the following technology:
 - A computer with a supported operating system, as well as the latest security, and malware updates;
 - A current and updated web browser;
 - Current antivirus and/or firewall software enabled;
 - Broadband internet connection
 - Most current laptops will have a built-in webcam, speaker and microphone.
 - [Student IT Resources](#)

Special Budgetary Requirements:

- None requested

Additional Classroom Conduct and Related Information:

- **Code of Conduct:** The SAPL Studio spaces and other SAPL/University-provided facilities and equipment are governed by the [University's Student Non-Academic Misconduct Policy](#). Professional and courteous behavior is expected at all times. For more information, please refer

to [Appendix 1: Prohibited Conduct](#), including the following categories: 1. Protection of Individuals; 2. Protection of Property; 3. Protection of University Functions, Activities and Services; 4. False Information and Identification; 5. Possession or Use of Dangerous Objects, Drugs or Alcohol; 6. Aiding in the Commission of an Offence; 7. Contravention of Other Laws and University Policies; and 8. Failure to Comply with a Sanction.

- Although this course will be delivered in person, circumstances may occur where video conferencing tools such as Zoom or Microsoft Teams may be used during course activities.,
 - To help ensure Zoom sessions are private, do not share the Zoom link or password with others, or on any social media platforms. Zoom links and passwords are only intended for students registered in the course. Zoom recordings and materials presented in Zoom, including any teaching materials, must not be shared, distributed or published without the instructor's permission.
 - The use of video conferencing programs relies on participants to act ethically, honestly and with integrity; and in accordance with the principles of fairness, good faith, and respect (as per the [Code of Conduct](#)).
 - When entering Zoom or other video conferencing sessions (such as Microsoft Teams), you play a role in helping create an effective, safe and respectful learning environment. Please be mindful of how your behaviour in these sessions may affect others. Participants are required to use names officially associated with their UCID (legal or preferred names listed in the Student Centre) when engaging in these activities. Instructors/moderators can remove those whose names do not appear on class rosters. Non-compliance may be investigated under relevant [University of Calgary conduct policies](#) (e.g., [Student Non-Academic Misconduct Policy](#)).

Assessment Components:

The University policy on grading and related matters is described in [F.1](#) and [F.2](#) of the Academic Calendar. In determining the overall grade in the course, the following weights will be used:

Assessment Method	Description	Weight	Aligned Course Learning Outcome
Assignment 1	Policy Review/Critique	20%	Understand Policy role, impacts
Assignment 2	Campaign Platform	20%	Explore design/planning communication
Assignment 3	Case Study Analysis	20%	Understand varying perspectives
Assignment 4	Summary Group Project	20%	Summarize concepts/Project Proposal/Design Rationale
Participation	Attendance/Classroom	20%	

- Assessment and Evaluation Information:
 - If a student misses (or is late for) a required component of the course for a valid excuse or absence, they must contact the instructor in writing within 24 hours to discuss applicable options to submit and/or make-up for that component.

- Alternate arrangements for missed in-person assessments with a valid excuse will be made on a case-by-case basis at the discretion of the Instructor and upon review of the student's class participation and attendance record.
- Missed in-person assessments (e.g., oral presentation, exam, etc.) as a result of an *unexcused* absence will receive an automatic zero (0).
- Attendance and Participation Expectations:
 - Students are expected to attend and come prepared to meaningfully engage in all class sessions. This includes producing or preparing content necessary for discussion and contributing to individual and class-wide discussions and/or conversations/assessments with the Course Instructor.
 - **Excused Absences:** In the event of an exceptional circumstance (e.g., illness, bereavement, etc.) or an exceptional opportunity (e.g., varsity athletic competition, national conference or awards ceremony, pow wow, etc.) up to four excused absences (for courses that meet twice or more per week) and up to two excused absences (for courses that meet once per week) are allowable per semester before jeopardizing one's own course grade and ability to pass the course. However, any such arrangements must be approved by the Instructor with advance notice by the student.
 - **Unexcused Absences:** Attendance at all class sessions and participation in all assessments is mandatory. Unexcused absences in excess of two per semester (for courses that meet twice per week) and one per semester (for courses that meet once per week) are grounds for failure in the course.
 - **Total Number of Absences:** The combined total number of excused AND unexcused absences per semester cannot exceed four per semester (for courses that meet twice per week) or two per semester (for courses that meet once per week). Any number in excess are grounds for failure in the course.
- Guidelines for Submitting Assignments:
 - All assignments (e.g., projects, papers, presentations, etc.) must be turned in on time.
 - Please submit all assignments electronically through Dropbox in D2L. Assignments may be submitted in PDF format (unless otherwise stated). Assignments should have a file name as follows: "Coursenumber_semester_Lastname-Firstname_assignment-title" (e.g., DSGN201_F24_Smith-Alex_Plan-Drawings).
 - Students are responsible for ensuring that all submitted digital files are in the correct format, complete, and accessible. Submissions that are corrupt, empty, incorrect (e.g., wrong file type), or inaccessible may receive a grade of zero. It is not the Instructor's responsibility to verify or notify students of submission errors. Students are encouraged to double-check their uploads and retain confirmation of successful submission.
 - **Late Assignments:** Please see above for the course's policy on late assignments/assessments.
- Final Examinations:
 - "This course has no final examination."
- Expectations for Writing:

- Please see the “Copyright and Legislation” Section of the University of Calgary Policies and Supports for information on the use of AI in this course.
- Section E.2 Writing Across the Curriculum:
<https://calendar.ucalgary.ca/pages/2c2d1ce47b8c4d008aec9cc3da49876e>

■ Criteria that must be met to pass:

- A passing grade Of 55% or better must be achieved on 50% of the assigned and graded work, including the Participation evaluation.

Grading Scale:

Based on [Section F.1.1](#) of the Academic Calendar

Grade	Grade Point Value	4-Point Range	Percent	Description
A+	4.00	4.00	95-100	Outstanding performance
A	4.00	3.85-4.00	90-94.99	Excellent performance
A-	3.70	3.50-3.84	85-89.99	Approaching excellent performance
B+	3.30	3.15-3.49	80-84.99	Exceeding good performance
B	3.00	2.85-3.14	75-79.99	Good performance
B-	2.70	2.50-2.84	70-74.99	Approaching good performance
C+	2.30	2.15-2.49	65-69.99	Exceeding satisfactory performance
C	2.00	1.85-2.14	60-64.99	Satisfactory performance
C-	1.70	1.50-1.84	55-59.99	Approaching satisfactory performance. Minimum grade requirement for SAPL prerequisite courses.
D+	1.30	1.15-1.49	50-54.99	Marginal pass. Insufficient preparation for subsequent courses in the same subject.
D	1.00	0.50-1.14	45-49.99	Minimal Pass. Insufficient preparation for subsequent courses in the same subject.

F	0.00	0-0.49	0-44.99	Failure. Did not meet course requirements.
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Topic Areas and Detailed Class Schedule:

Course Schedule Date	Topic	Learning Activity	Assessments and Due Dates
Sep 2 - 6			
Monday Sep 8	Introduction: Review Schedule, Assignments Discussion: Leadership and Innovation	Assign Reading 1: Concepts of Leadership	Assignment 4: Summary Project/Design Rationale (group project)
Monday Sep 15	Perspectives on City Building/Inclusivity/ Indigenous Design	Guest Presentation. Assign: Reading 2	
Monday Sep 22	Implementation: Building Innovation	Guest Presentation Field Trip: "The Hive", Sunnyside Assign: Readings 3	
Monday Sep 29	Policy: How it influences/inhibits innovation	Guest Presentation/ Case Study Assign: Reading 4	Assignment 1: Policy Assignment 4 Milestone 1
Tuesday, September 30			
National Day for Truth and Reconciliation, University closed			
Monday Oct 6	Politics and Politicians: Their role in the process	Guest Presentations Assign: Reading 5	Assignment 1 Due, Assignment 2: Campaign Platform
Wednesday, October 8			
City Futures: Undergraduate Design Research Symposium			
Monday, October 13			
Thanksgiving Day, University closed			
Monday Oct 20	Approval Processes: (1) DART (2) Design Review/UDRP	Guest Presentations Assign: Reading 6	Assignment 2 Due, Class discussion
Monday Oct 27	Implementation: Building Innovation	Guest Presentation: Resi. Conversions Assign: Reading 7	Assignment 3: Case Study Assignment 4: Desk Crits
Monday Nov 3	Public Engagement: Navigating Differing Perspectives	Guest Presentations Assign: Reading 8	Assignment 3 Due, class discussion
Nov 9-15			
Term Break, no classes			
Monday Nov 17	Building Sustainable and Inclusive Communities	Guest presentations. Discussion	
Monday Nov 24	Final Project presentations	Student Presentations	Assignment 4 Due: Class Presentations Day 1

Monday Dec 1	Final Project presentations Quality in Canada's Built Environment	Student Presentations Guest Presentation	Assignment 4: Class Presentations Day 2
Friday, December 5	Last day of classes		
Monday, December 8	Final Reviews + Reception (full day): third-year BDCI		
Tuesday, December 9	Start of exams		
Friday, December 19	End of exams		

Scheduled Out-of-Class Activities:

There are no scheduled out-of-class activities for this course.

University of Calgary Policies and Supports:

UNIVERSITY OF CALGARY COVID-19 UPDATES AND PROCEDURES

<https://www.ucalgary.ca/risk/emergency-management/covid-19-response/covidsafe-campus>

ACADEMIC ACCOMMODATION

<https://ucalgary.ca/student-services/access/prospective-students/academic-accommodations>

It is the student's responsibility to request academic accommodations according to the University policies and procedures listed below. The student accommodation policy can be found at:

<https://www.ucalgary.ca/legal-services/university-policies-procedures/student-accommodation-policy>

Students needing an accommodation because of a disability or medical condition should communicate this need to Student Accessibility Services in accordance with the Procedure for Accommodations for Students with Disabilities: <https://www.ucalgary.ca/legal-services/sites/default/files/teams/1/Policies-Accommodation-for-Students-with-Disabilities-Procedure.pdf>

Students needing an accommodation in relation to their coursework or to fulfil requirements for a graduate degree, based on a Protected Ground other than Disability, should communicate this need, preferably in writing, to their instructor (contact information on first page above).

[Student Accessibility Services](#) will process the request and issue letters of accommodation to instructors. For additional information on support services and accommodations for students with disabilities, visit www.ucalgary.ca/access/.

ACADEMIC MISCONDUCT

Academic Misconduct refers to student behavior which compromises proper assessment of a student's academic activities and includes: cheating; fabrication; falsification; plagiarism; unauthorized assistance; failure to comply with an instructor's expectations regarding conduct required of students completing academic assessments in their courses; and failure to comply with exam regulations applied by the Registrar.

For information on the Student Academic Misconduct Policy and Procedures please visit:

- Student Academic Misconduct Policy: <https://www.ucalgary.ca/legal-services/university-policies-procedures/student-academic-misconduct-policy>
- Student Academic Misconduct Procedure: <https://www.ucalgary.ca/legal-services/university-policies-procedures/student-academic-misconduct-procedure>

Additional information is available on the Academic Integrity Website at <https://www.ucalgary.ca/student-services/student-success/learning/academic-integrity>.

COPYRIGHT LEGISLATION

All students are required to read the University of Calgary policy on Acceptable Use of Material Protected by Copyright (<https://www.ucalgary.ca/legal-services/university-policies-procedures/acceptable-use-material-protected-copyright-policy>) and requirements of the Copyright Act (<https://laws-lois.justice.gc.ca/eng/acts/C-42/index.html>) to ensure they are aware of the consequences of unauthorised sharing of course materials (including instructor notes, electronic versions of textbooks, etc.). Students who use material protected by copyright in violation of this policy may be disciplined under the Non-Academic Misconduct Policy (<https://www.ucalgary.ca/legal-services/university-policies-procedures/student-non-academic-misconduct-policy>).

Notice to Students Regarding Use of Generative Artificial Intelligence (AI) Applications and Tools in Learning Environments

Some Use of AI Tools Permitted:

- Students may use generative AI tools in this course in accordance with the instructions and guidelines outlined for each course assignment or assessment. The use of generative AI tools must be referenced and cited following citation instructions outlined by the course instructor. Use of generative AI outside assessment or assignment guidelines or without citation will constitute academic misconduct. It is the student's responsibility to be clear on the limitations on the use of generative AI tools for each assessment or assessment, on the expectations for citation and referencing, and on fact checking statements created by generative AI tools. If you are in doubt as to the use of generative AI tools in this course, please discuss your situation with the course instructor.
- AI tools can be used for creating assignment outlines or critiquing drafts, but the final work must be original.
- AI tools may be prohibited for major assignments or research papers but allowed for information gathering.

INSTRUCTOR INTELLECTUAL PROPERTY

Course materials created by instructors (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the instructor. These materials may NOT be reproduced, redistributed or copied without the explicit consent of the instructor. The posting of

course materials to third party websites such as note-sharing sites without permission is prohibited. Sharing of extracts of this course material with other students enrolled in the course at the same time may be allowed under fair dealing.

PROTECTION OF PRIVACY ACT

The University of Calgary (University) respects your privacy and is committed to ensuring the privacy of all students, staff, and community members. UCalgary's collection, use, and disclosure of your personal information is authorized under section 4(c) of the Alberta [Protection of Privacy Act](#) (POPA). It will be collected, used and disclosed as permitted under POPA and in accordance with the University's [Privacy Policy](#) and [Notice of Collection, Use and Disclosure of Student Personal Information](#). All student assignments and personal information provided to your course instructor will remain confidential unless otherwise stated before submission. It will not be disclosed to anyone else without your permission unless permitted under POPA.

SEXUAL AND GENDER-BASED VIOLENCE POLICY

The University recognizes that all members of the University Community should be able to learn, work, teach and live in an environment where they are free from harassment, discrimination, and violence. The University of Calgary's Sexual and Gender-Based Violence Policy guides us in how we respond to incidents of sexual and/or gender-based violence, including supports available to those who have experienced or witnessed sexual/gender-based violence, or those who are alleged to have committed sexual/gender-based violence. It provides clear response procedures and timelines, defines complex concepts, and addresses incidents that occur off-campus in certain circumstances. Please see the policy available at <https://www.ucalgary.ca/legal-services/university-policies-procedures/sexual-and-gender-based-violence-policy>.

UNIVERSITY STUDENT APPEALS OFFICE

If a student has a concern about a grade that they have received, they should refer to Section I of the Undergraduate Calendar (<https://calendar.ucalgary.ca/uofcregs/university-regulations/reappraisal-term-work>) which describes how to have a grade reappraised.

OTHER IMPORTANT INFORMATION

Please visit the Registrar's website at <https://www.ucalgary.ca/registrar/registration/course-outlines> for additional important information on the following:

- Wellness and Mental Health Resources
- Student Success
- Student Ombuds Office
- Student Union (SU) Information
- Graduate Students' Association (GSA) Information
- Emergency Evacuation/Assembly Points
- Safewalk