



AGENDA

SPC ON COMMUNITY AND PROTECTIVE SERVICES

December 9, 2020, 9:30 AM
IN THE COUNCIL CHAMBER

Members

Councillor G-C. Carra, Chair
Councillor E. Woolley, Vice-Chair
Councillor G. Chahal
Councillor S. Chu
Councillor J. Farkas
Councillor S. Keating
Councillor J. Magliocca
Mayor N. Nenshi, Ex-Officio

SPECIAL NOTES:

*Public are encouraged to follow Council and Committee meetings using the live stream
www.calgary.ca/watchlive*

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

Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES

- 4.1. Minutes of the Regular Meeting of the Standing Policy Committee on Community and Protective Services, 2020 November 18

5. CONSENT AGENDA

5.1. DEFERRALS AND PROCEDURAL REQUESTS

None

5.2. BRIEFINGS

5.2.1. Beltline and Inglewood Pools – Update on progress of work, CPS2020-1412

5.2.2. 2020 SPC on CPS Workplan – Q4 Update, CPS2020-1414

6. POSTPONED REPORTS

(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1. 2021 Family and Community Support Services Funding Recommendations, CPS2020-1221

8. ITEMS DIRECTLY TO COMMITTEE

8.1. REFERRED REPORTS

None

8.2. NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

10.1.1. Confidential Update on Personnel Matters (Verbal), CPS2020-1408
Held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy)
and 24 (Advice from officials) of the *Freedom of Information and Protection of
Privacy Act*.

10.2. URGENT BUSINESS

11. ADJOURNMENT



MINUTES

SPC ON COMMUNITY AND PROTECTIVE SERVICES

**November 18, 2020, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor G-C. Carra, Chair
Councillor E. Woolley, Vice-Chair (Remote Participation)
Councillor G. Chahal (Remote Participation)
Councillor S. Chu (Remote Participation)
Councillor J. Farkas (Remote Participation)
Councillor S. Keating (Remote Participation)
Councillor J. Magliocca (Remote Participation)
Mayor N. Nenshi, Ex-Officio (Remote Participation)
Councillor D. Farrell (Remote Participation)

ALSO PRESENT: A/General Manager K. Black
Legislative Advisor J. Palaschuk
Legislative Advisor L. Gibb

1. CALL TO ORDER

Councillor Carra called the Meeting to order at 9:35 a.m.

2. OPENING REMARKS

Councillor Carra provided opening remarks and gave a traditional land acknowledgement.

Acting General Manager K. Black provided opening remarks related to today's meeting.

A slide entitled "SPC on Community and Protective Services" was distributed.

ROLL CALL:

Councillor Chu, Councillor Chahal, Councillor Farkas, Councillor Farrell, Councillor Keating, Councillor Magliocca, Councillor Woolley and Councillor Carra.

3. CONFIRMATION OF AGENDA

Mayor Nenshi joined the meeting at 9:38 a.m. (remotely).

Moved by Councillor Woolley

That the Agenda for the 2020 November 18 Regular Meeting of the Standing Policy Committee on Community and Protective Services be confirmed.

For: (9): Councillor Carra, Councillor Woolley, Councillor Chahal, Councillor Chu, Councillor Farkas, Councillor Keating, Councillor Magliocca, Mayor Nenshi, and Councillor Farrell

MOTION CARRIED

4. CONFIRMATION OF MINUTES

Moved by Councillor Woolley

That the following sets of Minutes be confirmed in an omnibus motion:

- 4.1 Minutes of the Regular Meeting of the Standing Policy Committee on Community and Protective Services, 2020 October 14
- 4.2 Minutes of the Special Meeting of the Standing Policy Committee on Community and Protective Services, 2020 October 20
- 4.3 Minutes of the Regular Meeting of the Standing Policy Committee on Community and Protective Services, 2020 October 26

For: (9): Councillor Carra, Councillor Woolley, Councillor Chahal, Councillor Chu, Councillor Farkas, Councillor Keating, Councillor Magliocca, Mayor Nenshi, and Councillor Farrell

MOTION CARRIED

5. CONSENT AGENDA

Moved by Councillor Woolley

That the Consent Agenda be approved as follows:

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

5.2.1 Gender Equity, Diversity and Inclusion Strategy Brief, CPS2020-1055

For: (9): Councillor Carra, Councillor Woolley, Councillor Chahal, Councillor Chu, Councillor Farkas, Councillor Keating, Councillor Magliocca, Mayor Nenshi, and Councillor Farrell

MOTION CARRIED

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 School Boards COVID-19 Update (Verbal) - CPS2020-1317

A presentation entitled "CPS2020-1317 School Boards COVID-19 Update" was distributed with respect to Report CPS2020-1317.

The following speakers addressed Committee with respect to Report CPS2020-1317:

1. Mary Martin, Calgary Catholic School District
2. Erwan Goasdue, FrancoSud
3. Marilyn Dennis, Calgary Board of Education
4. Charley Kelly

Moved by Mayor Nenshi

That with respect to Verbal Report CPS2020-1317, the following be approved:

That the supplementary handout and presentation be received for the Corporate Record.

For: (9): Councillor Carra, Councillor Woolley, Councillor Chahal, Councillor Chu, Councillor Farkas, Councillor Keating, Councillor Magliocca, Mayor Nenshi, and Councillor Farrell

MOTION CARRIED

Committee thanked Calgary Emergency Management Agency Chief Sampson for his years of service and acknowledged his upcoming retirement.

By General Consent, pursuant to Section 6(1) of Procedure Bylaw 35M2017, Committee suspended Section 78(2)(a) of the Procedure Bylaw in order to complete the Agenda prior to the lunch recess.

7.2 Co-creating an Indigenous Relations Governance Model for The City of Calgary, CPS2020-1102

A presentation entitled "Co-creating an Indigenous Relations Governance Model for The City of Calgary" was distributed with respect to Report CPS2020-1102.

Moved by Mayor Nenshi

That with respect to Report CPS2020-1102, the following be approved:

That the Standing Policy Committee on Community and Protective Services recommend that Council direct Administration to work with the Indigenous community to co-create an Indigenous relations governance model for The City of Calgary that aligns with the Indigenous Policy and includes relevant Indigenous governance best practices and provide a progress report back to Council no later than Q4 2021.

For: (8): Councillor Carra, Councillor Woolley, Councillor Chahal, Councillor Chu, Councillor Farkas, Councillor Keating, Councillor Magliocca, and Mayor Nenshi

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Woolley

That this meeting adjourn at 12:14 p.m.

MOTION CARRIED

The following Item has been forwarded to the 2020 December 14 Combined Meeting of Council:

CONSENT AGENDA:

- Co-creating an Indigenous Relations Governance Model for The City of Calgary, CPS2020-1102.

The next Regular Meeting of the Standing Policy Committee on Community and Protective Services is scheduled to be held 2020 December 09 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

BRIEFING

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Item # 5.2.1

Community Services Briefing to

SPC on Community and Protective Services
2020 December 09

ISC: UNRESTRICTED
CPS2020-1412

Beltline and Inglewood Pools – Update on progress of work

PURPOSE OF BRIEFING

This Briefing provides an update on the Beltline and Inglewood Pools program of work initiated by Council direction in November 2019.

SUPPORTING INFORMATION

In November 2019, Administration recommended the Beltline Aquatic and Fitness Centre and Inglewood Aquatic Centre (Beltline and Inglewood Pools) be closed. These pools require \$600 thousand each in annual operating support, have low utilization, require intensive capital investment, and are located in a service catchment area that overlaps with other publicly accessible recreation facilities.

The recommendation to close the pools raised concern among pool users and community members. Council directed Administration to explore business and service continuity options for the pools and approved interim funding to keep the pools open until Dec 31, 2021. Council also directed Administration to complete a program of work to determine the pools' long-term future. Please see Attachment 1 for Previous Council Direction.

IMPACT OF COVID-19

As directed by Alberta Health Services, and orders declared under the Municipal State of Local Emergency to help limit the spread of COVID-19, all recreation facilities closed on March 15, 2020. Administration paused Council-directed work on pricing, hours and programming changes at the Beltline and Inglewood Pools.

Recreation services and programming at a subset of City-operated facilities are currently being offered under COVID-19 restrictions. Decisions to re-open select facilities are based on a variety of factors including: limiting the spread of COVID-19, customer and user group demand, community needs, availability of other recreation options in the community, and operational costs in light of reduced capacity and available budget. The short and medium-term demand and use of recreation facilities through and post-COVID-19 remains uncertain. At the time of this Briefing, the Beltline and Inglewood Pools remain closed.

PROGRAM PROGRESS

Administration leveraged the pool closures to focus attention and resources on Council's direction to:

- "Provide recommendations... on city-wide recreation infrastructure needs"
- "[Explore] "...a shift to a partner operated model"
- "Identify long-term sustainable service alternatives and targeted investments to maximize community and social benefits"
- "Engage affected community stakeholders"

Please see Attachment 2 for an overview of program actions, progress and results, and next steps for each directive. Below is a summary of key insights. Note: through delivery of the

BRIEFING

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program, work to identify service alternatives and targeted investments has been combined with community stakeholder engagement.

KEY INSIGHTS

Regarding city-wide recreation infrastructure needs:

- Other publicly accessible recreation facilities in the Beltline and Inglewood Pool catchment area provide *fundamental aquatics services* (lane swimming, lessons, and drop-in classes). There would not be a gap in *fundamental aquatics services* in the catchment area if the Beltline and Inglewood Pools were closed. There is a gap in the catchment area for *specialized aquatics services* (water slides, zero entry pools, wave pools, and lazy rivers) however there are no reasonable expansion opportunities at the Beltline and Inglewood Pools to close this gap. Administration is exploring *specialized aquatics service* opportunities in the vicinity, including with partner organizations.

Regarding a shift to a partner operated model:

- Request for Information (RFI) results identified insufficient response to warrant moving to RFP at this time and no innovative social and recreational uses were proposed.

Regarding community engagement, service alternatives and targeted investments:

- Calgarians who live, work and play in Beltline, Inglewood and Ramsay have diverse social and recreational needs. A substantial set of data on these needs, collected through engagement and *design research* (research techniques used to understand complex human behaviours and translate those behaviours into actionable insights) with over 850 participants, has been synthesized into a Discover Phase report. Administration will use this data to generate and test ideas and create recommendations. Please see Attachment 3 for an overview of the program's Design Thinking Cycle process and high-level Discover Phase results.
- Administration has been in contact with the owner of the brewery lands surrounding the Inglewood Pool to discuss the owner's long-term land development plans. Administration will seek opportunities to collaborate through any potential development plans to identify and provide needed public amenities.

NEXT STEPS

Administration will continue to progress the Beltline and Inglewood Pools program of work until Q2, 2021. At that time Administration will present a report with recommendations to address the social and recreational needs of the communities, including the long-term future of the Beltline and Inglewood Pools. This report will consolidate: findings on gaps in aquatics service provision and recreation infrastructure needs, results from procurement efforts to gauge third-party interest in these pools, proposed solutions based on engagement feedback, and outcomes from collaborative work with the owner of the brewery land.

ATTACHMENTS

1. Previous Council Direction
2. Program Actions, Progress, Early Results and Next Steps
3. Program Design Thinking Cycle Overview and High-Level Discover Phase Results

Previous Council Direction

On 2020 February 3, Council directed Administration to implement Scenario 1 at Beltline and Inglewood facilities listed in Attachment 1 of PFC2020-0028. That decision kept rates at the two facilities in line with what was implemented as part of the new 2020 admission and pass model.

On 2019 November 29, Council approved C2019-1052, 2020 User Fee & Rate Changes, Attachment 9C which reflected increases to single admissions. Council directed Administration to report to the Priorities and Finance Committee on 2020 January 21 with the addition of new user fee categories intended to increase prices at Beltline and Inglewood.

Council also approved PFC2019-1330 on 2019 November 29 as amended, including specifying price increases as shown in point 2 below:

1. Maintain funding for up to 2 years (\$400,000/site, per year) for the Beltline Aquatic and Fitness Centre and Inglewood Aquatic Centre from 2019 Corporate Program Savings to maintain service at both sites starting Jan. 1, 2020.
2. Implement a combination of the A1, A2, A3, and B1 concepts contained in PFC2019-1330 in order to:
 - Redesign program mix/allocation to focus types of programming to capitalize on each location's strengths;
 - Increase marketing and promotions in order to increase user base by increasing awareness among non-users, using market segmentation to reach out to under-represented populations.
 - Modestly increased prices compared to other City direct-delivery facilities, remaining competitive with other recreation facilities in the area.
 - Reduce hours to better align with times that are more financially viable, operating two facilities in tandem so one will always be open.
3. Update phase one and complete phase two of the Facility Development and Enhancement Study to include emerging communities and provide recommendations based on city-wide recreation infrastructure needs.
4. Prepare a Request for Proposal for a shift to a partner operated model for either or both pools.
5. Identify long-term, sustainable service alternatives and targeted investments to maximize community and social benefits in the area of the two flatwater pools.
6. To engage affected community stakeholders in the above work and report back to Council through the Standing Policy Committee on Community and Protective Services with an update on the progress of the work no later than Q4 2020.
7. To develop appropriate targets for long term operating and capital support for each of these facilities reporting back to Council through Standing Policy Committee on Community and Protective Services no later than Q1 2020.

On 2019 September 11, Council approved CPS2019-1055, directing Administration to continue to explore business and service continuity options for two flatwater pool facilities and report back to Council no later than 2019 November 30.

On 2019 July 23, Council approved C2019-0901 removing \$60 million from the operating budget for the current tax year. Council also approved Motions Arising related to that report including: Pending discussions on business continuity opportunities and area Councillors, allocate up to \$800,000 from 2019 Corporate Program Savings to allow for interim servicing of the community recreational assets referred to in Line 75 – Recreation Opportunities for the 2019 year, and report to Council on 2019 September 30.

On 2019 June 10, Council approved C2019-0782, directing Administration to identify permanent budget reductions of \$60 million for the 2019 tax year. Council identified thirteen guiding principles for Administration to consider in identifying proposed reductions, which included possible reductions to and/or elimination of programs, services and staffing positions.

PROGRAM ACTIONS, PROGRESS, EARLY RESULTS AND NEXT STEPS (PER MOTION #)

The Motion arising from Report PFC2019-1330 included seven directives for Administration (please see Attachment 1: Previous Council Direction). The table below is organized by numbered directive. Through Program delivery, Motion directives 5 and 6 have been combined.

MOTION #	ACTIONS	PROGRESS AND EARLY RESULTS	NEXT STEPS
1 In progress	<u>Maintain funding for both facilities</u> Funding was maintained for each facility for two years, starting January 1, 2020.	To limit the spread of COVID-19, and per Alberta Health Services direction, all recreation facilities closed in March 2020. The Beltline and Inglewood Pools remain closed.	Facility re-opening is guided by the evolving factors of safety, customer demand, financial feasibility, and community need. No facilities beyond the six currently open are identified for re-opening.
2 Delayed by COVID	<u>Redesign programs, increase marketing and pricing, and reduce hours</u> Analysis of booking prices, operating hours, and programming changes initiated. Facility-specific marketing plans initiated. Business modeling and financial analysis initiated.	The Beltline and Inglewood Pools closed in mid-March 2020. Changes to hours, pricing, and programming intended to drive attendance and revenue were paused. Community members have been unable to respond to Council's direction to "use them or lose them."	Marketing plans and strategies specific to the Beltline and Inglewood Pools are in development and are dependent on current COVID-19, market and budgetary conditions.
3 In progress	<u>Provide recommendations on city-wide recreation infrastructure needs</u> A consulting team was retained to conduct a comprehensive Pools Study. This Study builds on the foundations of the 2016 Facility Development and Enhancement Study (FDES). The Pools Study is being executed in three phases: (1) current state, (2) gaps and overlaps analysis, and (3) recommendations. This Study will deliver a comprehensive analysis of pools service delivery, programming, and infrastructure for all publicly funded indoor and outdoor pools operated by The City and by	Publicly accessible facilities located within the catchment areas of the Beltline and Inglewood Pools provide <i>fundamental aquatics recreation amenities</i> (lane swimming, lessons and drop-in classes). The proximity of these facilities mean there would be no gap in <i>fundamental aquatics recreation</i> in the catchment area if the Beltline and Inglewood Pools were closed. None of the four existing pools in the catchment area provide <i>specialized aquatics amenities</i> (water slides, zero entry pools, wave pools and lazy rivers). The Beltline and Inglewood pools are limited by age, building footprint and site size to accommodate either <i>specialized aquatics recreation amenities</i> or other	The Pools Study gaps and overlaps analysis phase begins in Q1 2021. Strategic thinking workshops are planned between Administration and partner operators in early 2021. The Pools Study's findings and recommendations will be incorporated into the Beltline and Inglewood Pools Program recommendations report. This report will be delivered to Council by Q2, 2021. Pools Study findings will be incorporated into the updated FDES. The updated FDES is anticipated to be completed by the end of the current budget cycle. The FDES update is intended to expand the

MOTION #	ACTIONS	PROGRESS AND EARLY RESULTS	NEXT STEPS
	partners. The Pools Study current state phase will be complete in Q1 2021.	modern leisure experiences. These limitations preclude the facilities from being improved and/or expanded.	scope of the previous work undertaken to include partner facilities and to incorporate findings from arenas and athletic parks research studies currently underway.
4 <div>In progress</div>	<p><u>Prepare procurement tools for a shift to a partner operated model</u></p> <p>Administration developed a Request for Information (RFI) to gauge third-party interest and options to provide social and recreational services at either one or both pools.</p> <p>The RFI was managed through The City's Supply Management processes to ensure transparency and a fair process for interested organizations. The RFI included attachments detailing operational and physical information about the Beltline and Inglewood Pools to provide interested parties with a common knowledge base.</p> <p>The RFI was placed on The City's MERX system between August 6 and September 16, 2020, a total of 42 days.</p>	<p>The RFI was downloaded 14 times by organizations including:</p> <ul style="list-style-type: none"> • Social and recreational facility operators or hub organizations. • Recreational consulting organizations. • Business consultants. • Construction and engineering companies. <p>RFI results identify:</p> <ul style="list-style-type: none"> • There is insufficient response to warrant moving to RFP at this time. • No innovative social and recreational uses were proposed. 	<p>At this time Administration will not prepare a Request for Proposal (RFP). Once decisions have been made on the long-term future of the pools, Administration will pursue an RFP or other procurement tool as appropriate.</p> <p>The RFI results will be incorporated into the Beltline and Inglewood Pools Program recommendations report. This report will be delivered to Council by Q2, 2021.</p>
5 / 6 <div>In progress</div>	<p><u>Identify sustainable service alternatives and targeted investments, and engage community stakeholders</u></p> <p>Alternatives and investments are being identified through:</p> <ul style="list-style-type: none"> • Engagement and <i>design research</i> (techniques used to understand complex human behaviours and translate those behaviours into actionable insights) on the social and 	<p>Engagement and <i>design research</i> conducted with:</p> <ul style="list-style-type: none"> • 830 citizens. • 19 social or recreational service providers. • 5 community associations. • 4 municipalities. • 3 Business Improvement Areas. 	<p>Administration will proceed with a multi-phased Design Thinking Cycle (design research is embedded in the first phase of this cycle). Key insights, project frames, and design principles developed during the Design Thinking Cycle's Discover Phase will be used to generate ideas and create prototypes of possible solutions.</p>

MOTION #	ACTIONS	PROGRESS AND EARLY RESULTS	NEXT STEPS
	<p>recreational needs of Calgarians who live, work, and play in Beltline, Inglewood and Ramsay (including a high percentage of pool users).</p> <ul style="list-style-type: none"> • Conversation with community leaders, leaders of partner operators, and facility operators in comparable municipalities. • Communication with the owner of the brewery lands surrounding the Inglewood Pool 	Attachment 3 summarizes the Design Thinking Cycle and the data collected on social and recreational needs	The lessons Administration learns through prototypes and testing will be incorporated into the Beltline and Inglewood Pools Program recommendations report. This report will be delivered to Council by Q2, 2021.
7 <div>Done</div>	<p><u>Develop targets for long term operating and capital support</u></p> <p>Operating and capital targets were submitted in a Briefing to the Standing Policy Committee on Community and Protective Services on March 11, 2020.</p>	The Beltline and Inglewood Pools were closed in mid-March 2020. No 2020 operating data is available to assess against the submitted operating and capital targets.	While operating and capital targets were completed, assessment of the pools against these targets is currently on hold. All recreation facilities have had capacity and operating impacts as a result of COVID-19 restrictions.

DESIGN THINKING CYCLE OVERVIEW AND HIGH-LEVEL DISCOVER PHASE RESULTS

The Innovation Lab

CONSULTING

Project: Beltline & Inglewood Pools Program

Client: Community Services

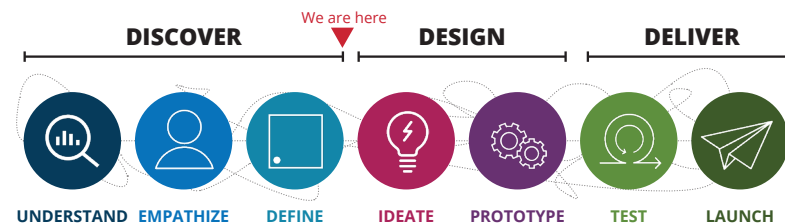
Date: November 2019 - December 2020

Administration is using a Design Thinking Cycle to deliver the Beltline and Inglewood Pools program of work. This overview provides:

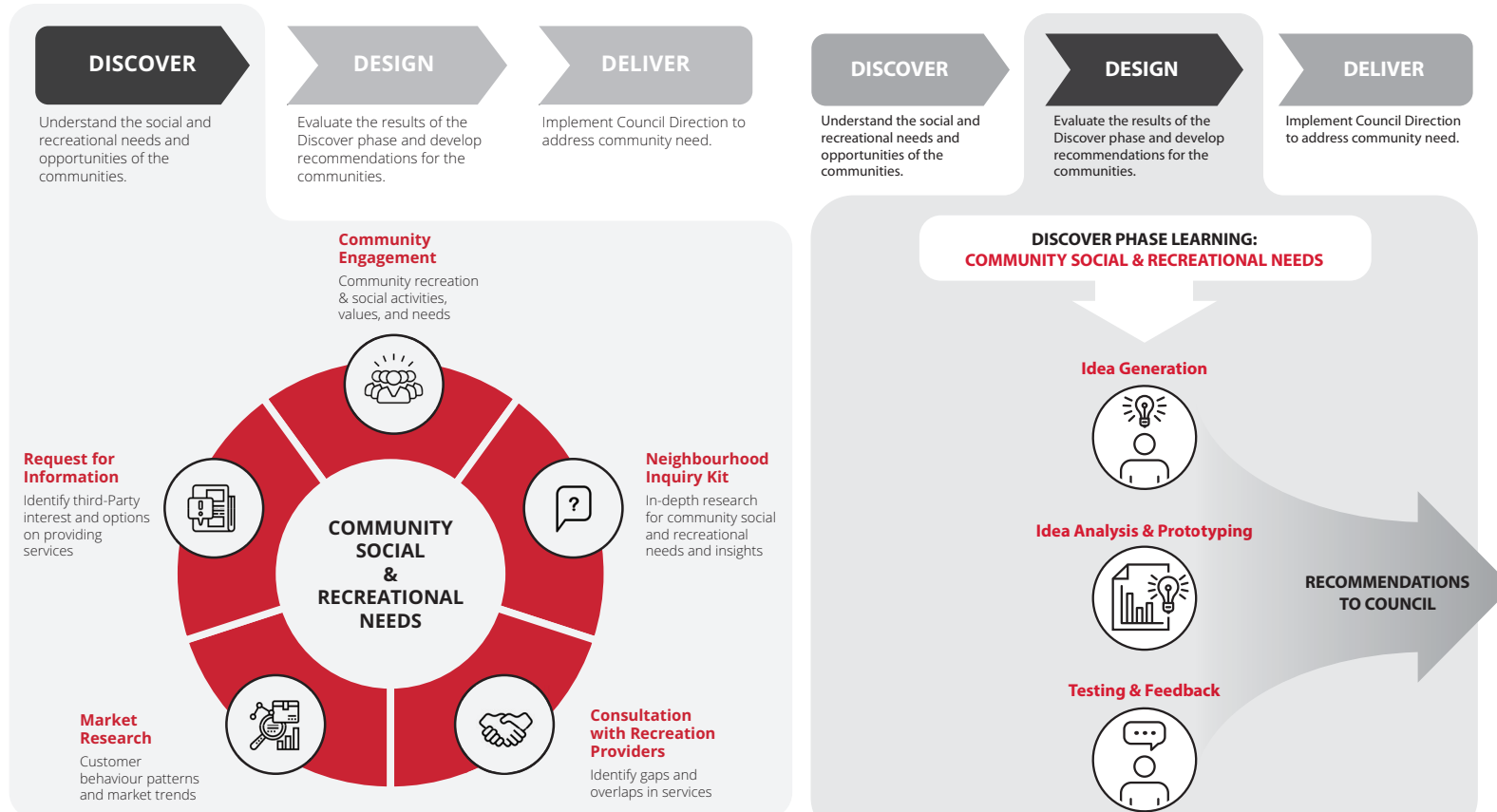
1. An explanation of the **Design Thinking Cycle**
2. Details on the **Discover and Design phases** of the cycle
3. Key **learnings** from the Discover phase

Design Thinking cycle

A Design Thinking Cycle is a proven problem-solving method that addresses complex, human-centred challenges. The process applies innovation best practices from multiple fields to lower project risks, decrease the costs of change, foster buy-in and ultimately deliver better solutions. It includes seven stages that work in a non-linear, iterative manner. Design research is a suite of techniques used during the Empathize stage to understand complex human behaviours and translate those behaviours into actionable insights.



Discover and Design phases of the cycle



High-level Discover Phase Results

The high-level results below summarize content from the Beltline and Inglewood Pools program Discover Report. These results are the foundation for generating ideas – and ultimately recommendations – in the Design phase. These results are organized into three categories: key insights, project frames, and design principles.

Key insights

Administration learned about community residents, their social and recreational needs and requirements, and their interaction with the Beltline and Inglewood pools. The statements below are Administration's key insights about the substantial data gathered.

Project frame

The project frames below are also grounded in the Discover phase data. These frames help Administration take focused, actionable steps forward.

Design principles

These design principles were developed from the Discover phase data. Administration will use these design principles to address the project frames and guide generation of ideas.



Local Businesses Matter

Economic Divides Exist

Diversity and Vibrancy Draw People

Parks Matter

Safety is Top of Mind

THE LIVING ROOM EXTENSION WITH A COMMUNITY BACKYARD

Create ways to support meaningful social interactions through unique, all-season recreational experiences, providing a safe additional place to augment residents' smaller private living spaces and facilitate social and recreational interactions between a wide variety of residents. **Keep safety in mind** (in particular parks and public spaces), as well as the challenges of building community in a place where many people often move within and outside of the neighbourhood. **Consider equitable access** in a neighbourhood with a higher percentage of low-income and marginalized residents who feel disadvantaged in building social capital.

1. Focus on **social connection**
2. **Involve/invite** diverse residents
3. **Diversify opportunities** to engage – City-led, as well as private and community-led
4. Extend **connection** beyond physical walls
5. **Inclusive and accessible** opportunities
6. **Discoverable** in multiple ways
7. Consider perceptions of **safety**



Recreational Amenities in Line with Future Growth

Collaboration Matters

A Village in a City

Rivers and Paths are Vital

NEIGHBOURLY SOCIAL CONNECTION AND RECREATION, ALL-YEAR-ROUND

Create ways for Inglewood and Ramsay neighbours to support each other and recreate, keeping in mind that these residents are loyal and supportive of their local amenities and businesses. Help enable the community to continue building strong social and neighbourhood connections through **all-season recreational experiences**. Test the assumption that the Inglewood Pool is the most effective way for this vibrant community to achieve those social outcomes.

1. Respect strong sense of **neighbourhood identity**
2. Take **inspiration** from historic as well as emerging community identity and context (railway, music, arts and breweries)
3. **Involve** the neighbourhoods (and local partners) for a home-grown feel
4. Be **friendly and accessible** to all ages
5. Consider **all-season** indoor and outdoor social and recreational experiences

BRIEFING

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Item # 5.2.2

Community Services Briefing to

SPC on Community and Protective Services
2020 December 09

ISC: UNRESTRICTED
CPS2020-1414

2020 SPC on CPS Workplan – Q4 Update

PURPOSE OF BRIEFING

This briefing provides an overview of the reports the Standing Policy Committee on Community and Protective Services is set to receive in the remainder of 2020 and into 2021 where known, including detail that enables members to anticipate areas of strategic focus and alignment with related initiatives, and to identify where items will be either briefings provided for information or reports presented for decision. Benefits of this approach include improved scheduling and agenda time management, and a more detailed awareness of alignment with related work and Administration's capacity. Attachments include a one-page at-a-glance calendar (Attachment 1) and the more detailed list of all outstanding motions and directions (Attachment 2).

SUPPORTING INFORMATION

Background

On 2020 January 22, at the request of the committee chair, Administration and committee members met to plan for the coming year. Committee members expressed a desire to focus on strategic priorities and understand where related initiatives are coming to Council, to be provided with specific scheduling details, and to receive more reports as briefings where appropriate in order to dedicate sufficient time and focus to reports requiring discussion, public input, and committee decisions. Administration was encouraged to schedule reports to align strategically and enable optimal scheduling, including through seeking deferrals if necessary.

In addition to the briefings and reports set to be received through the committee as directed by Council, and those Administration will be presenting proactively, the committee wished to allocate meeting time to focus on strategic priorities that are aligned with its mandate. The April meeting had been dedicated to a strategic session, but was cancelled due to the COVID-19 pandemic response. Administration will reassess options for future sessions to be held covering strategic topics proposed by the committee (which included public safety, culture, affordable housing, recreation and social supports), based on value to members and as scheduling and Administration's capacity allows.

Previous Council Direction

On 2007 February 06, the Personnel and Accountability Committee approved PAC2007-05 Status of Outstanding Motions and Directions, directing Administration to bring forward as an item of business to each Standing Policy Committee (SPC) a list of tabled and referred motions and reports; such lists were to be reviewed by each SPC on a quarterly basis.

On 2020 September 09, the SPC on Community and Protective Services received for information CPS2020-0997 2020 SPC on CPS Workplan – Q3 Update, which provided the most recent previous update. New updates continue to be provided quarterly.

ATTACHMENTS

1. 2020-2021 SPC on CPS Calendar
2. 2020 Q4 Status of Outstanding Motions and Directions

2020-2021 Standing Policy Committee on Community and Protective Services Calendar

(as of 2020 December 9; dates may be subject to change)

Report (for decision)
Briefing (for information)

2020	2021			
Dec	Q1	Q2	Q3	Q4
SPC on CPS				
FCSS Funding Recommendations Confidential Update on Personnel Matters (Verbal) <i>Beltline & Inglewood Pools Update</i> <i>SPC on CPS Workplan (Q4 update)</i>	Public Art in NE Calgary Accessible Taxi Incentive Program/WAV Update Livery Transport Bylaw Review Proposed 2021 Special Tax Bylaw (Enhanced Landscape Maintenance Program) <i>SPC on CPS Workplan (Q1 update)</i>	Anti-Racism Action Committee Progress Update Beltline and Inglewood Pools Update Smoking and Vaping Bylaw Update Report Responsible Pet Ownership Bylaw Review Golf Course Operations – Sustainability Initiatives Progress Update Cultural Municipal Sustainability Initiative (CMSI) Update Civic Partners Annual Report <i>Community Representation Framework Progress Update</i> <i>SPC on CPS Workplan (Q2 update)</i>	<i>SPC on CPS Workplan (Q3 update)</i>	FCSS Funding Recommendations and Review Results <i>SPC on CPS Workplan (Q4 update)</i>
Emergency Management Committee				
		Status of Emergency Preparedness: Focus on Risk		Status of Emergency Preparedness: Focus on Risk
Known Related Reports to Council/Other Committees				
Temporary COVID-19 Face Coverings Bylaw Update (Council) Rapid Housing Initiative (Council)	Temporary COVID-19 Face Coverings Bylaw Update (Council) Community Safety Investment Framework - Intergovernmental Working Group Terms of Reference (IGA) Golf RFP Scoping Report (PFC) Disaster Relief and Mitigation NoM Response – Debrief Results (Council)	Temporary COVID-19 Face Coverings Bylaw Update (Council) Community Safety Investment Framework Funding Sources (PFC) CED Economic Strategy Update (PFC) Annual Reports –BCCs (BCC Mtg) Civic Partners Audit Report (Audit)	Temporary COVID-19 Face Coverings Bylaw Update (Council) Virtual Reality Fire & Life Safety Education Pilot CIF Outcomes Report (PFC)	Temporary COVID-19 Face Coverings Bylaw Update (Council)

2020 Q4 Status of Outstanding Motions and Directions

Standing Policy Committee (SPC) on Community and Protective Services

The following table details the outstanding direction from Council for reports to return to the SPC on Community and Protective Services as of 2020 December 9, with items listed in order of anticipated report back date.

ANTICIPATED DATE	ITEM	BRIEFING OR REPORT	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION
2020 December 9	Family and Community Support Services (FCSS) Funding Recommendations	Report	Propose funding recommendations for Council approval as per the FCSS Policy [<i>annual Q4 report</i>].	FCSS Policy	2016 November
	Beltline and Inglewood Pools Update	Briefing	<p>Report on progress of the work as directed by Council, which includes:</p> <ul style="list-style-type: none"> • Maintaining service for up to 2 years beginning 2020 January 1 • Implementing concepts including: redesigning and optimizing programming, increasing marketing and the user base, modestly increasing prices, reducing hours to better align with times that are more financially viable, and operating two facilities in tandem so one will always be open. • Updating phase one and completing phase two of the Facility Development and Enhancement Study to include emerging communities and provide recommendations based on city-wide recreation infrastructure needs. • Preparing a Request for Proposal for a shift to a partner operated model for either or both pools. • Engaging community stakeholders • Identifying long-term, sustainable service alternatives and targeted investments to maximize community and social benefits. 	PFC2019-1330	2019 November 28

ANTICIPATED DATE	ITEM	BRIEFING OR REPORT	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION
2021 Q1	Public Art in NE Calgary	Report	Response to Notice of Motion to explore public art opportunities in the NE, with an emphasis on replacing the gap left by the Wishing Well, including public engagement, and determine recommendations for potential projects, funding sources, scope of work, and implementation plan.	PFC2020-1168	2020 November 2
	Livery Transport Bylaw Amendments & Fee Schedule	Report	Accelerate the planned review of the Livery Transport Bylaw 6M2007 and report back with proposed amendments to the bylaw and its fee schedule.	CPS2019-0609	2019 May 27
	Accessible Taxi Incentive Program/WAV Update	Report	Monitor the effectiveness of the Accessible Taxi Incentive Program and report back.	CPS2018-1033	2018 October 15
2021 Q2	Smoking and Vaping Bylaw Review	Report	Update and make possible bylaw amendments subsequent to the provincial decision on amendments to the Tobacco and Smoking Reduction Act.	CPS2019-1405	2019 December 16
	Anti-Racism Action Committee Progress Update	Report	Direct the Anti-Racism Action Committee to provide a progress update to the Standing Policy Committee on Community and Protective Services no later than Q2 2021.	CPS2020-0776	2020 July 20
	Beltline and Inglewood Pools Report	Report	Update on scope of Council-directed work regarding future of the pools.	PFC2019-1330	2019 November 28
	Golf Course Operations – Sustainability Initiatives Progress Update	Report	Report back with an update on progress toward the sustainability workplan initiatives.	CPS2018-1256	2018 November 19
	Community Representation Framework Progress Update	Briefing	Return with a progress report on the implementation of the Community Representation Framework. <i>[Deferral to 2021 Q2 approved]</i>	CPS2018-1393	2018 December 17
2021 Q4	Family and Community Support Services (FCSS) Funding Recommendations	Report	Propose funding recommendations for Council approval as per the FCSS Policy <i>[annual Q4 report]</i> . 2021 report also to include results of the review of FCSS and Calgary Neighbourhoods' role in delivering the program, as directed by Council.	FCSS Policy	2016 November
				C2019-1052	2019 November 29

ANTICIPATED DATE	ITEM	BRIEFING OR REPORT	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION
2021 <i>(date to be determined)</i>	Business Improvement Area Policy & Governance Framework	Report	Report back on the Business Improvement Area policy and governance framework to no later than one year after the Provincial legislative changes related to Business Improvement Areas are finalized.	CPS2018-1097	2018 December 17
Quarterly	SPC on CPS Workplan/Status of Outstanding Motions and Directions	Briefing	Administration to bring forward as an item of business to each Standing Policy Committee a list of tabled and referred motions and reports for each committee; such lists to be reviewed by each Standing Policy Committee to be dealt with on a quarterly basis.	PAC2007-05	2007 February 6

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2021 Family and Community Support Services Funding Recommendations

RECOMMENDATIONS:

That the SPC on Community and Protective Services recommend that Council:

1. Approve the recommended FCSS allocations of \$2 million for 2021, as detailed in Attachment 2; and,
2. Authorize Administration to access up to \$750,000 from the FCSS Stabilization Reserve in 2021 for the purpose of funding non-profit organizations for emerging social issues and capacity-building initiatives.

And further, that the SPC on Community and Protective Services forward this report to Council as an item of urgent business at the 2020 December 14 meeting.

HIGHLIGHTS

- Administration is presenting its annual Family and Community Support Services (FCSS) funding recommendations, as well as requesting access to the FCSS Stabilization Reserve for the purpose of supporting organizations with capacity-building initiatives and in responding to emerging social issues. Referring this report to the next Council meeting as an item of urgent business allows Administration to begin the contracting and payment process as soon as possible, ensuring a continuity of service delivery to Calgarians.
- **What does this mean for Calgarians?** Calgarians have access to ongoing preventive social programs that increase social inclusion.
- **Why does it matter?** Calgarians experiencing vulnerabilities will continue to benefit from programs and services funded through FCSS.
- FCSS agreement end dates are staggered, so only a portion of organizations are reviewed annually. This year, nine organizations with contracts ending in 2020, and one organization seeking a program enhancement have been reviewed and are presented in this report.
- Administration is recommending funding for one-year due to the ongoing reviews of the FCSS program directed by Council and the Government of Alberta.
- Accessing funds from the FCSS Stabilization Reserve to respond to emerging issues and strengthen organizational capacity will increase the non-profit sector's capacity to be adaptive and deliver strong, evidence-informed, social programs to Calgarians.
- Administration is proposing using some of the requested funds from the FCSS Stabilization Reserve to increase the capacity of organizations to develop anti-racist organizational processes.
- **Strategic Alignment to Council's Citizen Priorities:** A city of safe and inspiring neighbourhoods
- **Background and Previous Council Direction** is included as Attachment 1.

2021 Family and Community Support Services Funding Recommendations

DISCUSSION

Background

FCSS Calgary is administered by Calgary Neighbourhoods alongside other prevention funding streams such as the Crime Prevention Investment Plan, Prevention Investment Framework with Mental Health and Addictions Lens and the Anti-Racism Capacity-Building Fund. FCSS is a unique funding partnership between The City of Calgary and the Government of Alberta to provide preventive social programs to Calgarians experiencing vulnerabilities, in accordance with Council priorities and the FCSS Funding Framework. FCSS is governed at the provincial level by the FCSS Act and Regulation.

To be eligible for FCSS Calgary funding, organizations must collaborate with others to ensure a continuum of preventive services exists in Calgary and to avoid duplication in service provision. By funding these organizations to deliver preventive social programs, Calgarians can expect the following outcomes:

- Children and youth that are healthy, loved and feel that they can succeed.
- Adults, including seniors, that are better able to overcome challenges like poverty, violence and homelessness.
- Families that are stronger, more cohesive and more encouraging of one another.

Administration evaluates the impact of FCSS Calgary funding through standardized surveys on social inclusion. Participants in FCSS-funded programs complete these surveys and the results are analysed and communicated back to the organizations to improve the design and impact of their programs. This continuous cycle of data analysis and program delivery ensures that Calgarians are provided with evidence-based programs that meet their needs.

The City currently provides sustainable funding to 76 organizations to provide 148 preventive social service programs, for a period of one to three years. The City's FCSS partner organizations have faced a number of challenges in 2020. Revenue for many organizations is down due to cuts from other funders. Donations from the private sector and individuals are also down. At the same time, fundraising opportunities have been limited by the COVID-19 pandemic and the public health measures to contain it. Despite these challenges, most organizations have risen to the occasion and have been innovative and adaptable in the face of crisis. Most organizations have instituted some form of on online service delivery. They have collaborated to ensure Calgarians have seamless access to programs at different organizations, while ensuring services do not overlap.

Review process

At the end of each funding period a comprehensive organizational and program review is conducted to ensure alignment to Council priorities, response to community issues and impact on Calgarians in a coordinated manner, without duplication. Organizations are also asked to submit new funding applications that detail how their FCSS programs will support Calgarians experiencing vulnerabilities and contribute to FCSS Calgary's long-term outcome of increased social inclusion. If concerns are identified by Administration during the review process, conditional funding is recommended and the organization must demonstrate by August of the funding year that it has met the condition(s) in order to be considered for future funding.

In 2020, 10 programs delivered by nine organizations were reviewed for alignment and impact. In addition, an FCSS-funded parenting program in north central Calgary ceased operations in

2021 Family and Community Support Services Funding Recommendations

2020, making previously-approved funds for the program available for reallocation. Through a review of existing programs and their outcomes, Administration is recommending reallocating these funds to enhance a program at a different organization that also supports the outcome of increasing family cohesion and that provides services in the same geographic area to reduce service disruption. Administration is recommending these 11 programs for one-year of funding, rather than the traditional three-year funding period (Attachment 2). This is a prudent step that allows all stakeholders to remain nimble, pending the outcome of reviews related to the FCSS program directed by Council and the Government of Alberta.

Capacity building

The FCSS Stabilization Reserve exists primarily to cover any emergency shortfalls in the case of a reduction in the provincial allocation. Each year Administration seeks Council's approval to allocate some of this reserve for the Capacity-Building and Emerging Issues Fund. Access to these funds would allow Administration to support organizations that propose one-time initiatives to better respond to emerging social issues. Investments may also be used to advance elements of organizational effectiveness of partner organizations to become more adaptive and responsive during this time of uncertainty. Administration intends to focus some of these funds towards increasing the capacity of organizations in anti-racism change processes. Over \$4.5 million in requests were submitted through the Anti-Racism Capacity-Building Fund in 2020, with a focus on community-based initiatives. Council approved up to \$250,000 for this fund, with the Calgary Foundation and the United Way of Calgary and Area contributing an additional \$350,000. Due to demand exceeding the \$600,000 available, proposals will be reassessed for alignment to the Capacity-Building and Emerging Issues Fund, with a focus on organizational change processes.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

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

Administration undertakes various stakeholder engagement activities to inform the funding recommendations contained in this report. Through this year's funding review process, Administration engaged in robust discussions with board members and staff of nine non-profit organizations.

Administration gathers feedback from its FCSS-funded partners through an annual partner survey. This survey allows organizations to submit feedback on how the FCSS program is administered, if the organization is receiving the supports it needs, and any recommendations it has.

The FCSS Calgary Forum provides an opportunity for FCSS-funded organizations, community stakeholders, and Administration to work together to increase the profile and effectiveness of the FCSS Calgary program. The Forum met throughout 2020 and engaged in advocacy and awareness efforts at both the local and provincial level.

2021 Family and Community Support Services Funding Recommendations

IMPLICATIONS

Social

The programs recommended for funding through this report align with the FCSS Policy (CP2016-05) and Social Wellbeing Policy (CP2019-01) by increasing the social inclusion of individuals and families with a range of vulnerabilities and contributing to safe and inspiring neighbourhoods where the impacts of social isolation and poverty are mitigated.

Recommendations align with the Investing in Partnerships Policy (CP2017-01) by ensuring partnerships with funded non-profit organizations are based on clear and meaningful intent which align with the outcome of increased social inclusion, as agreed upon by Administration and the organization.

Environmental

Not Applicable

Economic

The return on investment in preventive social programs is significant. Studies have estimated that every dollar invested yields a return of up to \$13 by diverting resources from more costly services such as policing, justice and mental health. In addition, a \$1 investment from The City leverages an additional \$8.58 from the province and the community.

Service and Financial Implications

Existing operating funding - base

\$39.6 million annually

The \$2.0 million in FCSS funding recommendations in this report are part of \$39.6 million allocated annually to FCSS and are within existing operating budgets. The annual amount is comprised of \$29.7 million from the Government of Alberta, and \$9.9 in millrate funds. The \$750,000 recommended from the FCSS Stabilization Reserve has no impact on the operating budget. The current balance of the FCSS Stabilization Reserve is \$3.5 million.

RISK

Organizations continue to face declining revenue as a result of reduced fundraising capacity and cuts from other funders. Reduced funding from other sources can negatively impact programs that are also funded by FCSS Calgary. These risks are mitigated by Administration's first recommendation of a single year funding allocation, rather than the typical three-year funding commitment. By shortening the financial commitment to organizations, The City is better positioned to rapidly respond to emerging budgetary changes, as needed.

Organizations will continue to be impacted by the effects of the COVID-19 pandemic. This will be mitigated through Administration's second recommendation to access funds from the FCSS Stabilization Reserve to support emerging social issues and capacity-building. Organizations may access these funds to support their efforts to be more innovative and responsive to dynamic situations in the community. In addition to this, Administration will ensure ongoing engagement with individual partner organizations and with the FCSS Calgary Forum to identify needs and opportunities for collaboration. The City has also produced a best practices resource

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guide for remote service delivery to assist non-profit organizations in transitioning programs to online service delivery.

There is a risk that FCSS funds could be allocated to organizations that are not stable, or to programs that do not respond to the needs of Calgarians. This is mitigated in a number of ways. Administration reviews organizations' annual audit reports which provide detailed information on the overall financial outlook for each organization. Scheduled reviews of organizations and programs, as well as annual outcome reporting, allow Administration to continually assess the impact of these programs.

ATTACHMENTS

1. Previous Council Direction, Background
2. 2021 Family and Community Support Services Funding Recommendations

Department Circulation

General Manager	Department	Approve/Consult/Inform
N/A		

Previous Council Direction, Background

Family and Community Support Services (FCSS) Calgary is uniquely positioned as a partnership between The City of Calgary and the Government of Alberta to provide preventive social programs to Calgarians experiencing vulnerabilities, in accordance with Council priorities. FCSS is governed at the provincial level by the FCSS Act and Regulation. The City of Calgary has participated in FCSS since the program's inception in 1966.

In 2006, Council directed the establishment of the FCSS Stabilization Reserve Fund. In 2016 Council approved a new FCSS Policy that outlined the City's commitment to providing a sustainable, long-term funding source for the preventive social service sector in Calgary. Council receives Administration's funding recommendations annually that seek allocations for up to three years, as well as access to the FCSS Stabilization Reserve to address emerging social issues and capacity-building initiatives.

Family and Community Support Services Council Directives

DATE	DIRECTION	DESCRIPTION
04/07/2003	2003 FCSS Funding Review, CPS2003-26 Combined Meeting of Council	Council directed the establishment of the FCSS Stabilization Reserve Fund to cover any shortfalls in case the FCSS allocation is less than expected in any given year, and to build the capacity of funded organizations as well as respond to emerging issues.
06/20/2016	Proposed Changes to the Council Policy for the Family and Community Support Services (FCSS) Program, CPS2016-0397 Combined Meeting of Council	Council approved an updated policy for FCSS (CP2016-05), which streamlined how the FCSS program is administered in Calgary. Through this policy, Council committed to contributing 25 per cent of the overall FCSS Calgary budget.
12/17/2018	2019-2021 Family and Community Support Services Funding Recommendations, CPS2018-1100 Combined Meeting of Council	Council approved the recommended FCSS allocations of \$29.7 million for 2019, \$28.8 million for 2020 and \$28.8 million in 2021 and authorized Administration to access up to \$750,000 from the FCSS Stabilization Reserve in 2019 for the purpose of funding capacity-building initiatives and responses to emerging social issues.
12/16/2019	2020-2022 Family and Community Support Services Funding Recommendations, CPS2019-1286 Combined Meeting of Council	On 2019 December 16, Council approved the FCSS allocations of \$9.6 million for 2020, and commitment of \$8.8 million for 2021 and \$8.8 million in 2022; Authorized access of up to \$500,000 from the FCSS Stabilization Reserve in 2020 for the purpose of funding non-profit organizations for emerging social issues and capacity-building initiatives; and Received the FCSS Funding Framework for the corporate record, and approve social inclusion as the long-term goal for FCSS funding.

2021 Family and Community Support Services Funding Recommendations

CPS2020-1221
Attachment #2

All funding recommendations are made for one year.

Organizations recommended with a condition (column marked 'Note') require more time to address challenging governance situations; to address alignment to evidence-based research; and/or to demonstrate impact. Organizations with no condition have demonstrated good governance structures and exemplary programming.

#	Note	Organization	Program Name	Recommended for 2021
1		Antyx Community Arts Society	CAS, Youth Arts Action Program	\$124,960
2	A	Arusha Centre Society	Calgary Dollars	\$43,154
3	A	Calgary Drop-In & Rehab Centre Society	Community Integration Program	\$440,558
4		Calgary Young Men's Christian Association	CAS, YMCA Calgary Bunch Stars Program	\$167,144
5		Canadian Mental Health Association - Calgary Region	Family Support Program	\$407,436
6		Canadian Mental Health Association - Calgary Region	Grief and Loss Support Program	\$137,314
7	A	Catholic Family Service of Calgary, The	Family Counselling	\$158,795
8	A	Closer to Home Community Services Society	Family Diversionary Enhancement	\$96,503
9		Community Kitchen Program of Calgary Society	Calgary's Cooking Program	\$222,706
10	B, C	Deaf & Hard of Hearing Services Calgary Region Society	Peer-to-Hear	\$91,237
11		Further Education Society of Alberta, The	Calgary Community Family Literacy Program	\$121,229
Annual Recommendation				\$2,011,036

Conditions:

- A. Funding after 2021 will depend on the organization implementing and demonstrating the impact of this program by Aug. 31, 2021.
- B. Funding after 2021 will depend upon the organization demonstrating that the funded program is using evidence-based research and best or promising practices as defined by FCSS, by Aug. 31, 2021.
- C. Funding after 2021 will depend upon the organization collecting and reporting Social Inclusion Indicator data via FSII database by the 15th of each month on an ongoing basis by Aug. 31, 2021.