



AGENDA

SPC ON COMMUNITY AND PROTECTIVE SERVICES

January 17, 2018, 9:30 AM
IN THE COUNCIL CHAMBER
Members

Councillor D. Colley-Urquhart, Chair
Councillor G-C. Carra, Vice-Chair
Councillor G. Chahal
Councillor S. Chu
Councillor J. Farkas
Councillor R. Jones
Councillor E. Woolley
Mayor N. Nenshi, Ex-Officio

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the SPC on Community and Protective Services, 2017 December 06
5. CONSENT AGENDA

None
6. POSTPONED REPORTS

(including related/supplemental reports)

None
7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 7.1 Inclusive Play Spaces Implementation Plan, CPS2018-0051
 - 7.2 Community Services Prevention Investment Framework, CPS2018-0061

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 URGENT BUSINESS

11. ADJOURNMENT



MINUTES

SPC ON COMMUNITY AND PROTECTIVE SERVICES

**December 6, 2017, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor D. Colley-Urquhart, Chair
Councillor G-C. Carra, Vice-Chair
Councillor G. Chahal
Councillor S. Chu
Councillor J. Farkas
Councillor R. Jones
Councillor E. Woolley
*Councillor D. Farrell
*Councillor W. Sutherland

ALSO PRESENT: General Manager K. Hanson
Acting City Clerk D. Williams
Legislative Assistant T. Rowe

1. **CALL TO ORDER**

Councillor Carra called the meeting to order at 9:32 a.m.

2. **OPENING REMARKS**

No opening was given at today's meeting.

Councillor Colley-Urquhart assumed the Chair at 9:33 a.m. and Councillor Carra returned to his regular seat in Committee.

3. **CONFIRMATION OF AGENDA**

INTRODUCTION

Councillor Farkas introduced a group of students from David Thompson School in Ward 11, along with their teachers Trista Strickland, Heather Feke and Meagan McMorran and volunteer tour guide Dianna Dryden and Cheryl Peters.

Moved by Councillor Carra

That the Agenda for today's meeting, be amended, by bringing forward and add a closed meeting, Personnel Matter, with respect to Report CPS2017-1151.

MOTION CARRIED

Moved by Councillor Chu

CONFIRM AGENDA, AS AMENDED, that the Agenda for the 2017 December 06 Regular Meeting of the SPC on Community and Protective Services be confirmed, **as amended**, as follows:

ADD A VERBAL PERSONNEL MATTER, IN CLOSED MEETING, WITH RESPECT TO REPORT CPS2017-1151

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 MINUTES OF THE REGULAR MEETING OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES, 2017 SEPTEMBER 06

Moved by Councillor Carra

That the Minutes of the SPC on Community and Protective Services held on 2017 September 06 be confirmed.

MOTION CARRIED

4.2 MINUTES OF THE REGULAR MEETING OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES, 2017 OCTOBER 30

Moved by Councillor Chu

That the Minutes of the SPC on Community and Protective Services held on 2017 October 30 be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

5.1 Outstanding Motions and Directions - 2017 December, CPS2017-1210

Moved by Councillor Woolley

That the SPC on Community and Protective Services receive this report for information.

MOTION CARRIED

5.2 CalgaryEATS! Progress Report 2017, CPS2017-1128

SPEAKER

Larry Heather

Moved by Councillor Woolley

1. That the SPC on Community and Protective Services recommends that Council receive this report for information.

Opposed: Councillor Chu

MOTION CARRIED

6. POSTPONED REPORTS

(includes related/supplemental reports)

(None)

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Indigenous Policy and Framework Engagement with Metis Nation of Alberta Region 3, CPS2017-1124

MOMENT OF SILENCE

Councillor Carra, on behalf of the Members of the SPC on Community and Protective Services, acknowledged that the flags were at half mast and asked for a moment of silence, today, 2017 December 06, to honor the National Day of Remembrance and Action on Violence Against Women.

Distributions with respect to Report CPS2017-1142:

- a letter dated 2017 December 04 from Marlene Lanz, Regional President, Metis Nation of Alberta Region 3; and
- a PowerPoint presentation entitled "Indigenous Policy and Framework Engagement with Metis Nation of Alberta Region 3", dated 2017 December 06.

SPEAKERS

1. Lawrence Gervais, Metis Nation of Alberta Region
2. Larry Heather
3. John Bliss
4. Darcy Macraigne
5. Marlene Lanz

Moved by Councillor Sutherland

That with respect to Report CPS2017-1142, the following be adopted, **after amendment:**

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

1. Direct Administration to work with Metis Nation of Alberta Region 3 to develop a *Metis Nation of Alberta Region 3 Policy Implementation Guide* that is reflective of their culture and history no later than the end of Q4 2018.
2. **Direct Administration to set up an Official signing and formal acknowledgement of the Council approved indigenous Policy to include the Metis Nation of Alberta Region 3 Treaty 7, City Council and the City of Calgary.**

MOTION CARRIED

7.2 Livery Transport Advisory Committee Governance Review, CPS2017-1151

Subject to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in the closed meeting:

D. Williams (Clerk), K. Hanson (Legal Advice), Richard Hinse (Advice).

Distribution with respect to Report CPS2017-1203

A PowerPoint presentation entitled "Livery Transport Advisory Committee Governance Review", dated 2017 December 06.

SPEAKERS

1. Dan Hara
2. Gord Lowe
3. John Bliss
4. Jack Smart
5. Kurt Enders

Receive for the Corporate Record with respect to Report CPS2017-1151

A copy of Kurt Enders speaking notes

6. Ian Lawson
7. Laurie Brunner
8. Len Bellingham

Moved by Councillor Carra

That in accordance with Section 197 of the *Municipal Government Act*, Committee now recess to reconvene in Closed Meeting in the Council Lounge, at 9:33 a.m., to discuss Personnel Matters with respect to Report CPS2017-1151 pursuant to Sections 17, 19, and 24 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

That SPC on Community and Protective Services reconvene in open meeting, in the Council Chamber, at 9:36 a.m., with Councillor Colley-Urquhart in the Chair.

Moved by Councillor Carra

Change Scheduled Recess Time, That subject to Section 6(1) of the Procedure Bylaw 35M2017, the SPC on Community and Protective Services suspend section 78 of the Procedure Bylaw in order to complete today's Agenda prior to the scheduled recess.

MOTION CARRIED

Moved by Councillor Chahal

That with respect to Report CPS2017-1203, Recommendation 1, and 4, the following be adopted:

That the SPC on Community & Protective Services recommends that Council:

1. Receive this report and attachments for information;
4. Direct Administration to adopt the Guiding Principles in Attachment 2.

MOTION CARRIED

Moved by Councillor Chahal

That with respect to Report CPS2017-1203, Recommendations 2, the following be adopted:

That the SPC on Community & Protective Services recommends that Council:

2. Endorse Option A.3 as described in Attachment 1, Livery Transport Advisory Committee Governance Review and disband the Livery Transport Advisory Committee, effective 2018 January 01.

Opposed: Councillor Chu and Councillor Jones

MOTION CARRIED

Moved by Councillor Chahal

That with respect to Report CPS2017-1203, Recommendation 3, the following be adopted:

That the SPC on Community & Protective Services recommends that Council:

3. Thank members of the Livery Transport Advisory Committee for their service.

MOTION CARRIED

7.3 Seniors Age-Friendly Strategy Update, CPS2017-1129

Distribution with respect to Report CPS2017-1129

A PowerPoint presentation entitled "Seniors Age-Friendly Strategy Update", dated 2017 December 05.

INTRODUCTION

Councillor Chu introduced a group of students from West Dalhousie School, in Ward 4, from City Hall School along with their teacher Katherine MacFarlane.

SPEAKER

Jennifer Hewson

Moved by Councillor Woolley

That Items 7.3, 7.4 and 7.5 be brought forward to be dealt with prior to Item 7.2.

Opposed: Councillor Carra

MOTION CARRIED

Moved by Councillor Farkas

That with respect to Report CPS2017-1129 the following be approved, **after amendment:**

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

1. Direct Administration to maintain recognition as an age-friendly city with the World Health Organization, the Public Health Agency of Canada and the Government of Alberta by refining key performance indicators that are currently in development,
2. Direct Administration to bring forward for consideration an indicator reporting plan and any resource requirements in the context of the One Calgary 2019-2022 service plans and budget, and
- 3. Receive this Report and Attachments 1 and 2 for information.**

Opposed: Councillor Farrell

MOTION CARRIED

7.4 2018-2020 FAMILY AND COMMUNITY SUPPORT SERVICES FUNDING RECOMMENDATIONS, CPS2017-1124

SPEAKER

Karen Orser

Receive for the Corporate Record with respect to Report CPS2017-1124:

A copy of Karen Orser's speaking notes were received.

Moved by Councillor Carra

That with respect to Report CPS2017-1124, that the SPC on Community and Protective Services recommend that Council:

1. Approve the recommended FCSS allocations of \$8 million for 2018, \$3.7 million for 2019 and \$1.2 million in 2020, as detailed in the Attachment; and
2. Authorize Administration to access up to \$750,000 from the FCSS Stabilization Reserve in 2018 for the purpose of funding capacity-building initiatives and responding to emerging social issues.

MOTION CARRIED

7.5 Update on the Cultural Plan for The City of Calgary, CPS2017-1203

Distribution with respect to Report CPS2017-1203

A PowerPoint presentation entitled "Update on the Cultural Plan for Calgary", dated 2017 December 06.

SPEAKERS

1. Marichu Antonio

Receive for the Corporate Record with respect to Report CPS2017-1124:

A copy of Marichu Antonio speaking notes were received.

2. Larry Heather

Moved by Councillor Woolley

Change Scheduled Recess Time, That subject to Section 6(1) of the Procedure Bylaw 35M2017, the SPC on Community and Protective Services suspend section 78 of the Procedure Bylaw in order to complete today's Agenda prior to the scheduled recess.

Opposed: Councillor Chu and Councillor Jones

MOTION CARRIED

Moved by Councillor Woolley

Amendment:

That the Recommendations contained in Report CPS2017-1203 be amended by adding a Recommendation 3, as follows:

"3. Administration develop an integrated policy framework with the Cultural Plan that incorporates all other relevant Council policies and report back through the SPC on Community and Protective Services by Q2 2018".

MOTION CARRIED

Moved by Councillor Farrell

That with respect to Report CPS2017-1203, Recommendations 1, be adopted, as follows:

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

1. Accept for information this Update on the Cultural Plan for Calgary.

MOTION CARRIED

Moved by Councillor Farrell

That with respect to Report CPS2017-1203, Recommendation 2 the following be approved:

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

2. Approve the proposed governance model including the establishment of a Cultural Leadership Council (Attachment 4).

Opposed: Councillor Farkas and Councillor Woolley

MOTION CARRIED

Moved by Councillor Farrell

That with Report CPS2017-1203, Recommendation 3, the following be adopted, **as amended**:

3. Administration develop an integrated policy framework with the Cultural Plan that incorporates all other relevant Council policies and report back through the SPC on Community and Protective Services by Q2 2018.

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

(None)

11. ADJOURNMENT

Moved by Councillor Jones

ADJOURN, that this meeting adjourn at 1:31 p.m.

MOTION CARRIED

The following Items have been forwarded to the 2017 December 18 Regular Meeting of Council:

Consent:

5.2 CalgaryEATS! Progress Report 2017, CPS2017-1128

7.1 Indigenous Policy and Framework Engagement with Metis Nation of Alberta Region 3, CPS2017-1124

7.2 Livery Transport Advisory Committee Governance Review, CPS2017-1151

7.3 Seniors Age-Friendly Strategy Update, CPS2017-1129

7.4 2018-2020 FAMILY AND COMMUNITY SUPPORT SERVICES FUNDING RECOMMENDATIONS, CPS2017-1124

7.5 Update on the Cultural Plan for The City of Calgary, CPS2017-1203

The next Regular Meeting of the SPC on Community and Protective Services is to be held on Wednesday, 2017 January 17.

CONFIRMED BY COMMITTEE ON 2018

CHAIR

ACTING CITY CLERK

INCLUSIVE PLAY SPACES IMPLEMENTATION PLAN

EXECUTIVE SUMMARY

NM2017-09 (Accessible Playgrounds) was adopted by Council on 2017 May 08. The Notice of Motion gave direction to explore criteria, mechanisms, and options for incorporating some accessible playground equipment and surfaces into new playgrounds as well as opportunities for retrofitting high priority existing playgrounds with multi-age and multi-ability features.

Administration undertook a review of existing accessible playground assets, and worked with key stakeholders including The City's Advisory Committee on Accessibility and the Rick Hansen Foundation. Criteria were then developed with the goal of identifying opportunities for inclusive play at both existing sites and new sites in the future. Inclusion is more than just access; the term 'Inclusive Play Space' indicates not only physical access but a goal to accommodate all users. A high level overview of proposed Inclusive Play Spaces Initiatives is included as Attachment 1, and the full Inclusive Play Spaces Implementation Plan (Implementation Plan) is included as Attachment 2. Going beyond accessible playgrounds, the Implementation Plan considers age, ability and demographics, and will be used as a strategic guide for inclusive play space retrofit and development in the future.

ADMINISTRATION RECOMMENDATION(S)

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

1. Receive the Inclusive Play Spaces Overview and Inclusive Play Spaces Implementation Plan for information (Attachments 1 and 2);
2. Direct Administration to put forward inclusive play initiatives as part of the 2019-2022 budget cycle in both capital and operating programs where feasible;
3. Support Administration in their efforts to pilot an adult mobile fitness program in the summer of 2018 with appropriate evaluation; and
4. Direct Administration to implement a life-cycling process where underutilized play structures at the end of their lifecycle are removed and replaced with more inclusive play spaces.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 May 08, Council adopted NM2017-09 (Accessible Playgrounds) directing Administration, in conjunction with the Advisory Committee on Accessibility and the development industry, to "explore criteria, mechanisms, and options for incorporating some accessible playground equipment and surfaces into new playgrounds, and report back to Council the Standing Policy Committee on Community and Protective Services with an implementation plan in Q1 2018". Council further directed Administration to "explore opportunities with other stakeholders to retrofit high priority existing playgrounds with multi-age and multi-ability features".

BACKGROUND

Calgary Parks stewards over 1,100 playgrounds in Calgary, and these provide play value to many children. However, for children with disabilities, parents with disabilities accompanying their children, or adults with disabilities using outdoor fitness equipment, many of these play

INCLUSIVE PLAY SPACES IMPLEMENTATION PLAN

spaces only satisfy a narrow scope of play. In addition, they may cater only to one demographic and therefore lack multi-generational appeal.

Over the past several years, Calgary Parks has incorporated more inclusive elements into play spaces including the following:

- 30 playgrounds have accessible equipment or ramps, or an accessible rubber surface;
- The availability of aquatic wheelchairs in spray parks;
- The mobile adventure playground program, in concert with Calgary Recreation, has provided more sensory components than traditional playgrounds; and
- New parks, such as Mills Park in Inglewood, have incorporated diverse components for a wide range of ages including playgrounds for children, active components for adults, or shaded, comfortable places to relax.

Inclusion is more than just access. The term 'Inclusive Play Space' indicates not only physical access but indicates a goal to accommodate all users. For children, an 'Inclusive Playground' means play opportunities exist for all abilities. Poor playground design can result in accessible elements that are perceived as boring, which can result in social exclusion for children with disabilities. For adults, an 'Inclusive Play Space' can mean a variety of accessible amenities such as outdoor fitness, skate parks, court sports, community gardens, and pathways. This can apply to adults who want to play, or to parents or care-givers with a disability, accompanying their child.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Working closely with The City of Calgary Advisory Committee on Accessibility, as well as the Rick Hansen Foundation, Calgary Parks has developed a number of initiatives contained in Attachment 1: Overview of Inclusive Play Spaces Initiatives. More detailed information is included in Attachment 2: Inclusive Play Spaces Implementation Plan.

Key highlights of these initiatives include:

- Sixteen sites have been identified for playground development that would provide equitable geographic coverage across the city as a starting point;
- A pilot mobile adult fitness program will be explored to encourage multi-age infrastructure sites;
- A proposed modification of the Calgary Parks Landscape Specification Guidelines in new local parks, within a net neutral financial framework for both developers and The City. These modifications will give developers the ability to customize local amenities with a suite of infrastructure options that could vary from adventure playgrounds, gazebos, court sports, pickle ball and more;
- Intermittently staffing select play space locations to promote integrated play and monitor results; and
- Implementing a life-cycling process that ensures play spaces have the right components to reflect the needs of the community, potentially trading quantity of play spaces for more inclusive, higher quality play spaces.

INCLUSIVE PLAY SPACES IMPLEMENTATION PLAN

Stakeholder Engagement, Research and Communication

Since the Notice of Motion was adopted by Council in May, Calgary Parks has worked closely with The City of Calgary Advisory Committee on Accessibility, as well as the Rick Hansen Foundation. A letter from the Rick Hansen Foundation in support of the Inclusive Playground Implementation Plan is included as Attachment 3. Calgary Recreation has also provided input and discussions with the development industry have been initiated. They have indicated support in principle however negotiations with the development industry will continue in 2018. In addition, further engagement is required with communities where future inclusive play spaces are proposed.

Strategic Alignment

The Implementation Plan aligns with a number of City of Calgary plans, including the Corporate Accessibility Policy, ImagineParks, the Calgary Recreation Master Plan, Action Plan (2015-2018), as well as external initiatives and standards from the Canadian Standards Authority (CSA), United Nations, and the recently adopted Calgary Play Charter.

Social, Environmental, Economic (External)

Social

Inclusive playgrounds ensure play, which is vital to human development, is available to all Calgary children. These play spaces also provide a community gathering place where all family members and neighbours are able to participate, and enjoy parks and open spaces.

Environmental

No major environmental implications.

Economic (External)

Inclusive playgrounds can contribute to vibrant gathering places which support local businesses, and create communities where businesses want to locate.

Financial Capacity

Current and Future Operating Budget:

Initiatives contained in Attachment 1 will be started in 2018 within existing budgets, or by accessing corporate sponsorships and grants. Longer term recommendations on budget changes will be outlined in the 2019-2022 budget cycle as required.

Current and Future Capital Budget:

Specific play space budgets will vary greatly depending on the features chosen after engagement, and the specific site development that would need to occur. However, recent large, complex playground developments have resulted in final costs of approximately \$500,000. Further, site specific play projects will be costed and tracked in order to inform future business cases.

Risk Assessment

Play spaces with multi-age components require special attention to align with CSA guidelines,

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INCLUSIVE PLAY SPACES IMPLEMENTATION PLAN

which recommend a distance is maintained between adult and child components. Calgary Parks continues to look at creative solutions, and undertake careful planning and design, to help mitigate this challenge. This will include ongoing discussions with CSA.

A revised life-cycling process may require that multiple underutilized playgrounds be replaced with a single, multipurpose play space that is more relevant to the community. Proper engagement will be required to ensure residents appreciate the benefits this approach can offer, and that new plans are endorsed by the community.

For inclusive play spaces in new community parks, modification of the Parks Landscape Specification Guidelines is required in coordination with the development industry. Working with developers, a suite of amenities that can be completed within a net neutral financial framework, will need to be determined.

REASON(S) FOR RECOMMENDATION(S):

In response to NM2017-09 (Accessible Playgrounds), Administration created a strategic and comprehensive approach that can be applied to both existing and future playgrounds to ensure that play spaces in Calgary are inclusive to all children and their families.

ATTACHMENT(S)

1. Overview of Inclusive Play Spaces Initiatives
2. Inclusive Play Spaces Implementation Plan
3. Letter of Support – Rick Hansen Foundation

Overview of Inclusive Play Spaces Initiatives

Calgary Parks and Calgary Recreation is committed to making play spaces that are accessible and inclusive to everyone. All amenities—from playgrounds, outdoor fitness and court sports, to skate parks and pathways—should be developed with a lens of inclusivity for all ages and demographics. The Inclusive Play Spaces Implementation Plan (Implementation Plan) explores multi-age and multi-ability play opportunities with a goal of providing more inclusive play options in parks. Going beyond accessible playgrounds, the plan considers all ages, abilities and demographics.



The Implementation Plan provides current state analysis and recommendations and criteria for ideal future state. Some key highlights of the plan are as follows:

Playgrounds with Inclusive Elements

In addition to the 30 existing playgrounds with accessible elements and surfaces, Calgary Parks identified another thirteen potential locations within a 5km radius catchment area, that covers almost the entire city. Consideration of access via car, or transit was a criteria and will be further reviewed as locations are refined.

Mobile Outdoor Fitness Program

There are a number of sites that host outdoor fitness equipment throughout the city. However, initial observation indicates many of the sites are not well-used. Modelling after the successful mobile skate parks and adventure playgrounds, and based on past learnings from other Calgary Recreation programs, Calgary Parks and Calgary Recreation intends to pilot a mobile fitness program to serve adults and seniors primarily. Moving into different areas over the summer months, temporary equipment would be installed and staff would be on hand to lead users through the different types of fitness activities. If a mobile fitness park is particularly successful in one community, we would consider a permanent installation in that location.

Lifecycle Existing Playgrounds

As playgrounds near the end of their lifespan it may not be appropriate to replace them with another playground. Instead a more inclusive play structure can be incorporated that reflects the needs of the community. Depending on the chosen features, this may mean an overall reduction in the number of playgrounds per community. For example, in a community with two playgrounds, one may be removed to create a site with a gazebo and community garden. This holistic approach will be applied as opportunities arise to ensure play spaces are more relevant to the community.

Multi-Generational Play

Ideally, Calgary Parks will strive to offer sites that meet the needs of many generations. While children are enjoying play on a playground, their adult caregivers are partaking in fitness. And with plenty of benches, and gazebos, all members of the family can enjoy the park at the same time. Calgary Parks has started to incorporate this vision into some sites, such as the new Mills Park in Inglewood which hosts a children's playground as well as adult features such as slack lining poles, and adult swings.

Overall Initiatives

Play Space Development

- Conduct an accessibility audit in conjunction with relevant stakeholders of the 30 Calgary Parks playgrounds with existing accessibility components, to determine the necessary retrofit upgrades to increase inclusivity. Use an accredited auditing tool such as one developed by The Rick Hansen Foundation, or the Accessibility Course through the Canadian Playground Safety Institute (CPSI)
- Work with community partners and developers to further consider preliminary locations for future inclusive playground development, using the Inclusive Playground Evaluation Criteria included in the Implementation Plan
- Ensure appropriate site development is considered (for example: pave missing links) and ensure proximity to major transit lines
- Train appropriate City staff on inclusive playground design, inspection and maintenance

Multi-Age Infrastructure

- Continually examine how inclusivity and access can be improved for all park users including fitness equipment, pathways, skate parks, court sports, community gardens and more
- Based on past learnings, investigate new methods to encourage use of outdoor fitness equipment including a mobile fitness program
- Where possible, develop sites with multi-generational components

Policy Development

- In partnership with the development industry, modify the Parks Landscape Specification Guidelines to encourage a broader range of park amenity possibilities for new local park, within a net neutral financial framework for both developers and The City
- Promote a spectrum of play experiences available for children through to seniors which provide social, creative

Education and Programming

- Pilot staffing at select play space locations with trained facilitators that can promote integrated play, and evaluate if this staffing reduces barriers
- Educate children, youth, families, adults, communities & developers about the importance of inclusive outdoor play for all children
- Work with the Parks Foundation to incorporate inclusive play into the annual Playground Fair
- Explore and foster partnerships with non-profit groups, developers and sponsors to further inclusive play

Operations

- Explore a lifecycling process that ensures diverse well used play spaces which incorporate multi-generational components. While this may reduce the overall quantity of play spaces, it would ensure the play spaces that exist are well used and reflect the needs of the community
- Develop a business case for inclusive play for use in future capital budget cycles
- Incorporate inclusive play opportunities in the City Shaping layer of the Green Line program



Inclusive Play Spaces Implementation Plan

Inclusive Play Spaces Implementation Plan - January 2018

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Introduction

Playgrounds should be inclusive places for all children, however, numerous studies have identified playgrounds as being places of exclusion, showing that children with disabilities do not have equal access to public play areas. In addition, adults with disabilities also experience challenges, either on their own, or when accompanying their children or grandchildren.

Calgary Parks and Calgary Recreation is committed to making play spaces that are accessible and inclusive to everyone. All amenities—from playgrounds, outdoor fitness and court sports, to skate parks and pathways—should be developed with a lens of inclusivity for all ages and demographics.

The Inclusive Play Spaces Implementation Plan (Implementation Plan) provides a current state analysis as well as recommendations for proposed future plans. It explores multi-age and multi-ability play opportunities with a goal of providing more inclusive play options in parks. Going beyond accessible playgrounds, the Implementation Plan considers all ages, abilities and demographics.

Inclusive Play Spaces

The term ‘inclusive play spaces’ is used to indicate play space which accommodate all users, challenging them at their own developmental level, on age appropriate play equipment. The term also refers to adults accompanying children, in the capacity of a parent or care-giver, who have limited mobility and/or abilities.

Definitions and key considerations related to inclusive play are as follows:

Definitions

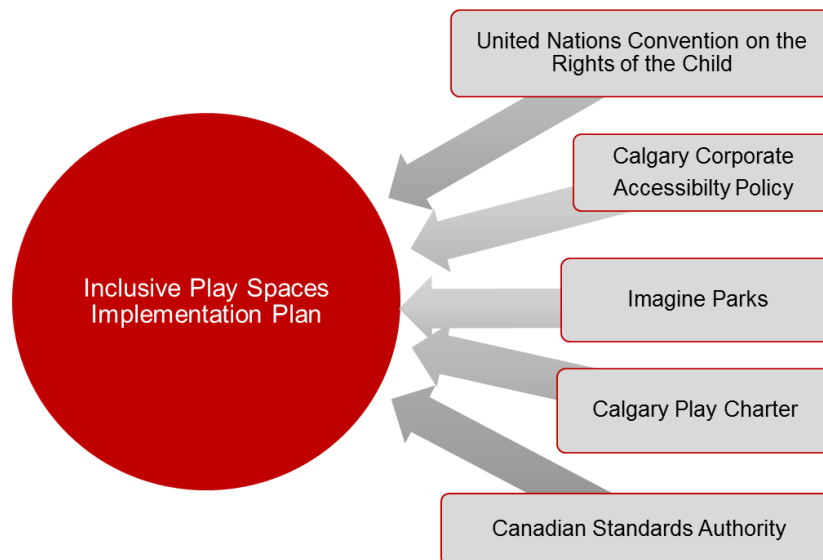
Accessibility	Accessibility refers to the ability to be reached or entered so that individuals may participate. Playgrounds shall be reached in a smooth, uninterrupted manner through the provision of suitable surfaces for purpose of engaging in ‘play’.
Inclusive	Inclusive is not to exclude any section of society or any party involved in something. An ‘Inclusive Play Space’ indicates playgrounds which accommodate all users, challenging them at their own development level on age appropriate play equipment. The term also includes adults accompanying children, in the capacity of a parent or care-giver, who have limited mobility and/or abilities.
Universal Design	Universal Design is meant to produce environments that are inherently accessible and inclusive. It is the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.
People with Disabilities	The United Nations uses the term ‘people with disabilities’ to apply to all people with disabilities including those who have long-term physical, mental, intellectual or sensory impairments which, in interaction with various attitudinal and environmental barriers, hinders their full and effective participation in society on an equal basis with others.” (United Nations, 2007)

Strategic Alignment

City of Calgary	
Calgary Corporate Accessibility Policy	The purpose of the Calgary Corporate Accessibility Policy (CSPS003) is to ensure the greatest level of access, which is the right or opportunity to reach, use or participate for people with physical, sensory and cognitive disabilities.
Imagine Parks	<p>Goal 1.1 Responsive to Citizens Parks enables and responds to changing citizen needs with diverse and equitable programs, events and amenities</p> <p>Goal 1.2 Individual and Community Well-being Parks and programs support healthy lifestyle choices</p>
City of Calgary Action Plan	<p>Inclusive play spaces aligns with Action Plan Goals:</p> <ul style="list-style-type: none"> • A City of Inspiring Neighbourhoods • A Healthy and Green City
Calgary Recreation Master Plan	Inclusive play spaces promote recreation which strengthens social connections. Participating in recreation activities creates opportunities to connect families, neighbours and individuals with shared interests. Developing stronger social connections builds a sense of belonging, understanding, respect and trust.

Play in Calgary	
Calgary Play Charter	This Charter commits The City of Calgary and partners to promoting play, providing play opportunities, and educating all Calgarians of the importance of play to our community.

Canadian Standards Authority (CSA)	
Children's Playspaces and Equipment Guidelines	CSA guidelines govern the development of play spaces and represent 'best-practice' in terms of health and safety in play space environments. Annex 'H' [5] of this document specifically addresses the issue of 'accessible playgrounds and provides recommendations for the minimum requirements that are best applied to new play spaces.



United Nations

The Inclusive Play Spaces Implementation Plan allows Calgary to strive for the following Conventions, of which Canada is a signatory’:

United Nations Convention on the Rights of the Child: Article 31	<p>Parties recognize the right of the child to rest and leisure, to engage in play and recreational activities appropriate to the age of the child and to participate freely in cultural life and the arts.</p> <p>Parties shall respect and promote the right of the child to participate fully in cultural and artistic life and shall encourage the provision of appropriate and equal opportunities for cultural, artistic, recreational and leisure activity.</p>
Convention on the Rights of Persons with Disabilities	<p>The purpose of the present Convention is to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity. Persons with disabilities include those who have long-term physical, mental, intellectual and sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.</p>

Inclusive Play Considerations

Inclusive Play Spaces

The term 'Inclusive Play Spaces' is used to indicate play spaces that accommodate all users, challenging them at their own developmental level on age appropriate play equipment. The term also refers to adults, and adults accompanying children, in the capacity of a parent or care-giver, who have limited mobility and/or abilities.

Accessible	The playground shall be reached in a smooth, uninterrupted manner through the provision of suitable surfaces for purpose of engaging in 'play'.
Inclusive	The playground shall, wherever reasonably possible, provide opportunities for play that promotes integration of everyone with varying age and abilities.
Usable	The equipment shall be 'usable' in terms of engaging in 'play'

Play Spaces for Children

Playgrounds that are purpose-designed and built for children act as a venue to engage in physical and social activities, develop motor skills and problem solving skills, challenge themselves, learn social norms and explore their environment. Play can and should happen beyond the confines of a playground and extend into a variety of open spaces.

Play Spaces for Adults

Adult play can include leisure and recreation, hobbies and pastimes, and even digital gaming. Individuals with varying degrees of disability must also be accommodated wherever reasonably possible. The Inclusive Playground Implementation Plan addresses leisure and recreational adult play, typically located in public parks. This could include outdoor fitness equipment, gaming tables (eg. chess), sports courts (eg. tennis), seating, and shelters. A challenge in adult play equipment, particularly outdoor fitness equipment, is that it lacks guidelines from the Canadian Standards Authority which only encompasses Children's Play Spaces and Equipment.

People with Disabilities

Although "people with disabilities" sometimes refers to a single population, this is actually a diverse group of people with a wide range of needs. Two people with the same type of disability can be affected in very different ways. Some disabilities may be hidden or not easy to see.

-Centre for Disease Control

According to the World Health Organization, disability has three dimensions including:

1. **Impairment** (for example: loss of a limb or memory loss)
2. **Activity limitation** (for example: difficulty seeing or walking)
3. **Participation restrictions** (for example: location or parking challenges)

Typical Barriers to Access and Inclusion

Physical and social barriers can hinder many people with disabilities including children, adults wanting to participate in their child's play experience, and adults using outdoor fitness equipment. Examples of such barriers are:

Physical Environment	<ul style="list-style-type: none"> • Inaccessible route or inappropriate fall surfaces • Lack of ramps; ground level equipment has limited play value • Undesirable location including insufficient space, difficult to get to, or high vehicle and/or pedestrian traffic • Absence of signage that illustrates ways the equipment can be used • Cost of equipment inhibits inclusive play elements • Lack of enabling infrastructure including parking shade, washrooms, seating, shelter
Social Environment	<ul style="list-style-type: none"> • Poor design with a tendency to segregate accessible play elements, resulting in social exclusion • Play equipment is accessible but has poor play value • Play equipment caters only to physical disabilities • Parental concern for injury prevention results in decreased play value • Fear that children with disabilities will be teased may prevent play • Parents do not understand the value of play, or that inclusive opportunities exist • Community is not inclusive resulting in segregated play • Insufficient accessibility and inclusion standards create a perception that inclusive playgrounds are not a priority

Universal Design

Universal design has seven principles that ensure play spaces are usable for everyone:

1. **Equitable:** The design accommodates people with diverse abilities
2. **Flexibility:** The design accommodates a wide range of individual preferences
3. **Simple and Intuitive Use:** Use of play space is easy to understand
4. **Perceptible Information:** Accommodates diverse sensory abilities or conditions
5. **Tolerance for Error:** The play space minimizes hazards
6. **Low Physical Effort:** The play space is efficient and comfortable
7. **Size and Space:** Appropriate size and space exists regardless of user

Current State

Calgary has over 1,100 playgrounds, the majority of which are well used and enjoyed by all. Of these there are some sites that have specific accessibility elements:

- 30 have at least one piece of accessible equipment including ramps that enable access to higher levels of a multi-play structure and/or ground level play panels. Of these 30 playgrounds, 14 also have accessible rubber safety surface (called 'pour in place')
- There are an additional 56 playgrounds with rubber safety surface only.

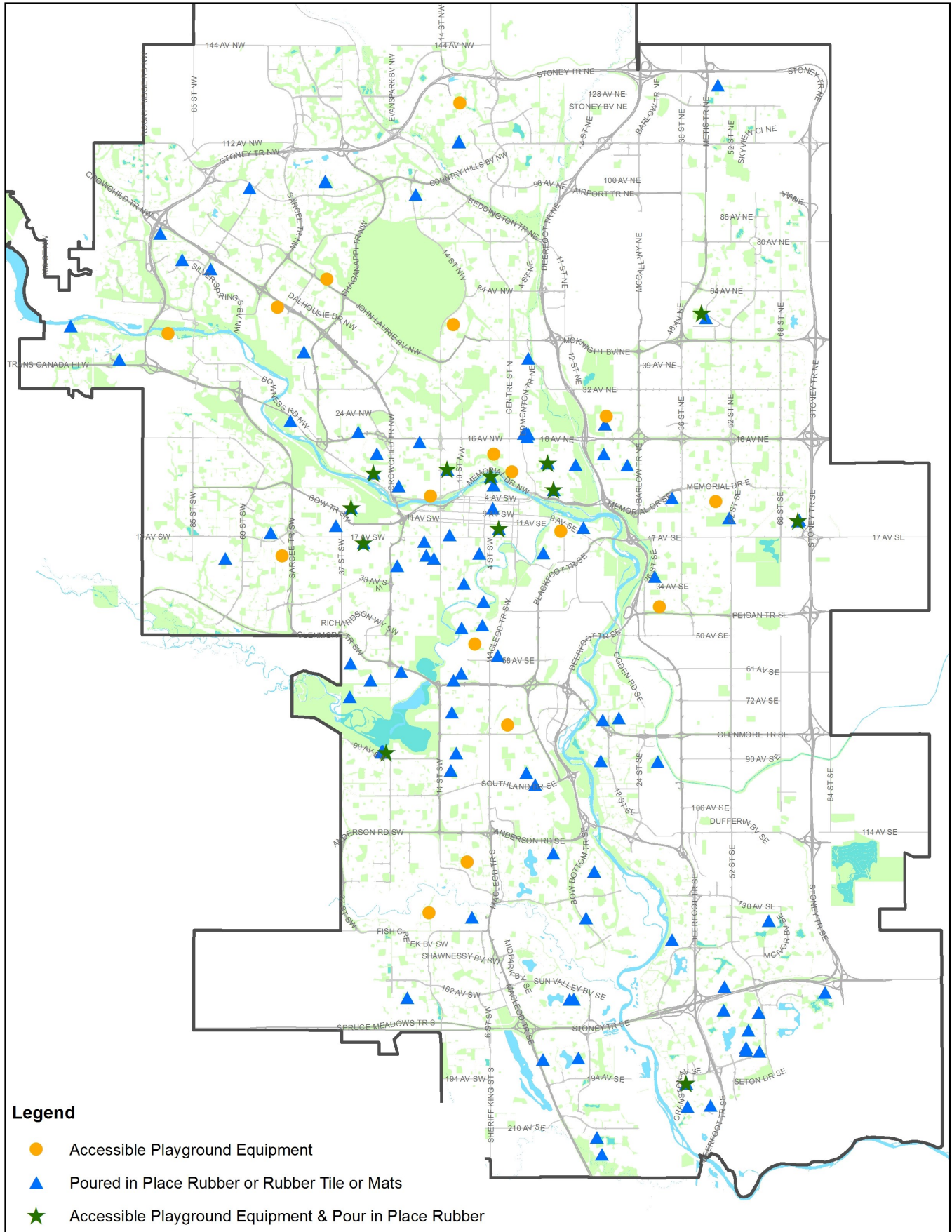
In addition, recent Calgary Parks initiatives such as mobile adventure playgrounds, and provision of wheelchairs at spray parks, have made playgrounds and play spaces more inclusive.

Currently, the provision of accessible equipment is ad hoc, however new and lifecycled playgrounds are incorporating some of the following universal design features:

- Accessible playground surfaces, such as 'pour in place' rubber and 'Engineered Wood Fibre' (EWf) safety surfaces are being introduced in new playgrounds by developers
- Playgrounds due for lifecycle replacement are incorporating accessible elements in partnership with Calgary Parks, Calgary Parks Foundation and the relevant community associations
- Access ramps from ground level to higher platforms, typically on multi-play structures, allow for connectivity between two play components
- Transfer stations facilitate access to some sections of a multi-play structure
- Ground level activities allow for universal access to play components, providing an appropriate fall surface is in place
- Swings equipped with harnesses have been installed at some locations
- Nature-inspired playgrounds that offer sensory activities, such as auditory, olfactory, visual and tactile experiences
- Loose parts play such as adventure playground and community loose parts bins, has been piloted over the past two years and proven to provide social, creative and sensory benefits

Going forward this Implementation Plan aims to set out a comprehensive approach to building inclusive playgrounds either as existing playgrounds are lifecycled or as new play spaces are built.





Proposed Future Plans (2019-2022)

Play Spaces with Inclusive Elements

In addition to the existing playgrounds with accessible elements and surfaces, Calgary Parks identified sixteen potential locations based on the following criteria:

- Existing playground on site allows for easier development
- Site is large enough and appropriate to accommodate a large playground footprint
- Adjacent to a parking lot, or major transit route, and route to site is accessible
- Proximity to a publicly accessible building with appropriate services (eg washrooms)
- New or future regional park locations with good catchment

Potential new locations are mapped with a 5km radius catchment area, as shown on the next page. It is important to note that this list is preliminary and will need to be refined after consultation with relevant stakeholders including community associations, interested non-profit groups, schools, foundations, and others. The anticipated costs of these proposed playgrounds is potentially high, therefore the installation of these playgrounds will extend beyond the initial 2019-2022 budget cycle.

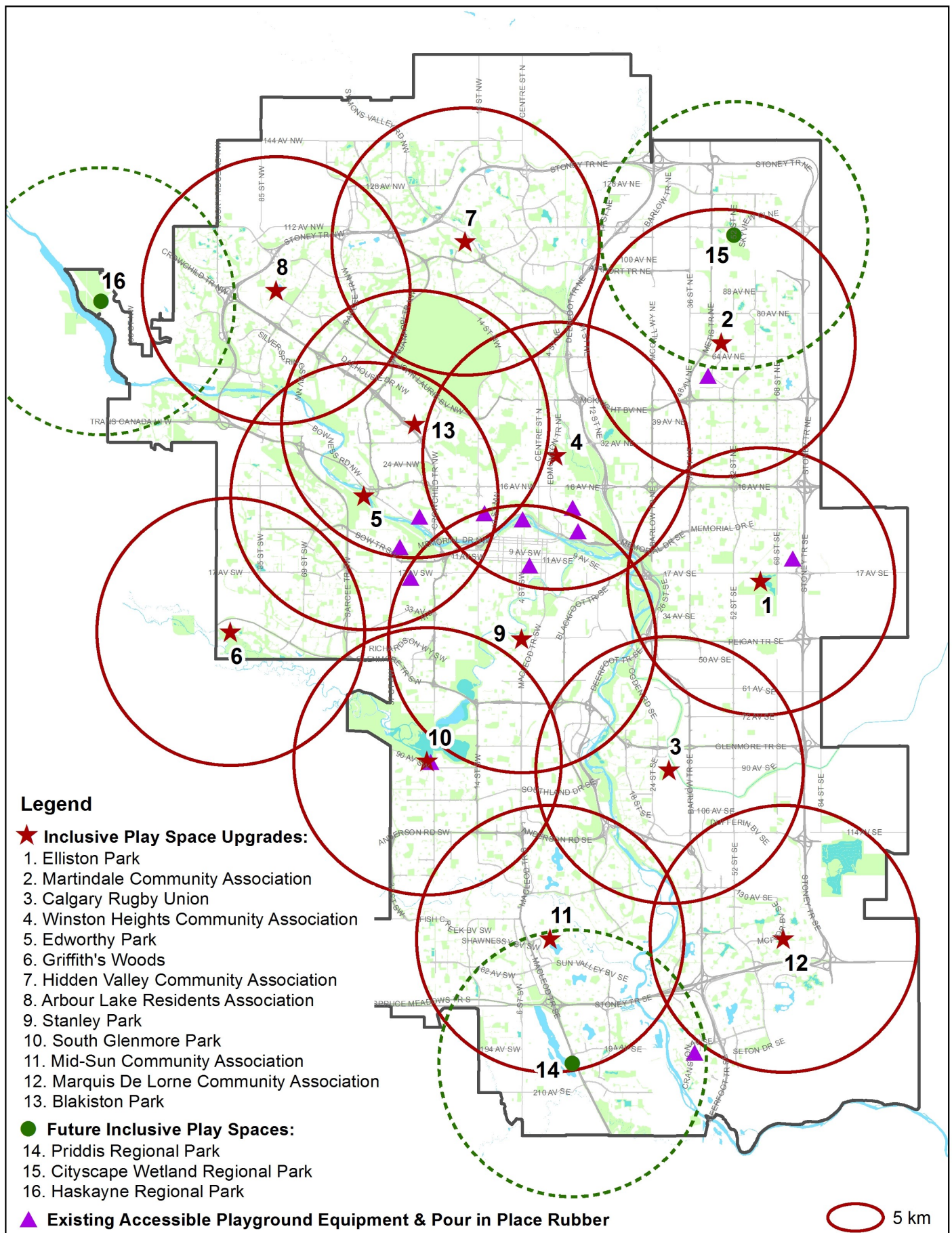
This proposed list of thirteen upgrades gives generally equitable coverage across much of the city, but it is recognized that a 5km radius is not appropriate for local use. More modest play space upgrades will be executed where the opportunity and finance allow.

Inclusive Playground Evaluation Criteria

Whether it be development of a new play space, or retro-fitting a play space due for lifecycle replacement, there are 13 main areas to consider during design. While these areas are considered in all playground design, a special focus on inclusivity is now introduced as indicated below:

Element	Example
Who will the play space serve?	Children with cognitive disabilities
Location	Community support for an inclusive playground
Size and topography of site	Are grades less than 5% for barrier free access?
Design conflicts	Is sufficient capital budget assigned for inclusive elements?
Entrance to the play space	Proximity to transit route or parking
Pathways and sidewalks	Firm surface approaching the site
Play equipment	Elements for physical, sensory and social experiences
Play space surface	Appropriate fall surface
Play space layout	Space for multi-generation elements; opportunity for shade
Complimentary amenities	Benches, signage, washrooms are accessible
Social and natural amenities	Incorporation of natural feature or loose part play
Inspections, maintenance, repairs	Staff are trained to inspect accessible elements
Operational budget	Are additional operating costs required?

As each park is unique, there is no fixed number of inclusive elements to be included in each play space.



Proposed Future Plans (2019-2022)

New Community Development

The development industry is keen to work with Calgary Parks to modify the Calgary Parks Landscape Specification Guidelines to incorporate inclusive play spaces for new local parks, within a net neutral financial framework for both developers and The City. Ideally, a suite of infrastructure options will be developed to encourage a variety of play spaces to allow developers to customize local amenities. This could potentially include adventure playgrounds, gazebos, community gardens, court sports, pickle ball, adult fitness, and more.

Adults and Seniors—Outdoor Fitness Equipment

There are a number of sites that host outdoor fitness equipment throughout the city. These are typically used by adults, but equipment has been installed at Forest Lawn 55+ Society specifically for use by seniors. Initial observation indicates many of the fitness sites across the city are not well-used; however these sites will continue to be evaluated.

Mobile Outdoor Fitness Program

Fitness equipment of any kind, indoor or outdoor, can be intimidating. Having staff on site to demonstrate proper use of equipment and motivate users may encourage greater use. Modelling after the successful mobile skate parks and mobile adventure playgrounds, Calgary Parks, in collaboration with Calgary Recreation, intends to pilot a mobile fitness program to primarily serve adults and seniors. Moving into different areas over the summer months, temporary equipment would be installed and qualified staff would be on hand to demonstrate equipment and assist users through different types of fitness activities. If a mobile fitness park is particularly successful in one community, Calgary Parks could examine more permanent installations in that location.

Multi-Generational Sites

Ideally, Calgary Parks would strive for sites that meet the needs of many generations. While children are enjoying a playground, their adult caregivers are partaking in fitness. Add in plenty of benches, trees, and gazebos and all members of the family can enjoy the park at the same time. Calgary Parks has started to incorporate this vision into sites such as the new Mills Park in Inglewood which hosts both a children's playground as well as adult features such as slack lining poles, adult swings, and seating areas.

Lifecycle Existing Playgrounds

As playgrounds near the end of their lifespan it may not be appropriate to replace them with another playground. Instead a more inclusive play structure can be incorporated that reflects the needs of the community. Depending on the chosen features, this may mean an overall reduction in the number of playgrounds per community. For example in a community with two playgrounds, one may be removed to create a site with a gazebo and community garden. This holistic approach will ensure play spaces that are more relevant, and improve the community as opportunities arise.

Overall Recommendations

Play Space Development

- In conjunction with relevant stakeholders, conduct an accessibility audit of the 30 Calgary Parks playgrounds with existing accessibility components to determine the necessary retrofit upgrades to increase inclusivity. Use an accredited auditing tool such as that developed by The Rick Hansen Foundation, or the Accessibility Course through the Canadian Playground Safety Institute (CPSI)
- Work with community partners and developers to further consider preliminary locations for future inclusive playground development, using the Inclusive Playground Evaluation Criteria included in the Implementation Plan
- Ensure appropriate site development is considered (eg pave missing links) and ensure proximity to major transit lines
- Train appropriate City staff on inclusive playground design, inspection and maintenance

Multi-Age Infrastructure

- Continually examine how inclusivity and access can be improved for all park users including fitness equipment, pathways, skate parks, court sports, community gardens and more
- Based on past learnings, investigate new methods to encourage use of outdoor fitness equipment including a mobile fitness program
- Where possible, develop sites with multi-generational components

Policy Development

- In partnership with the development industry, modify the Parks Landscape Specification Guidelines to encourage a broader range of park amenity possibilities for new local parks, within a net neutral financial framework for both developers and The City
- Promote a spectrum of play experiences available for children through to seniors which provide social, creative and sensory benefits

Education and Programming

- Pilot staffing at select play space locations with trained facilitators that can promote integrated play, and evaluate if this staffing reduces barriers
- Educate children, youth, families, adults, communities, and developers about the importance of inclusive outdoor play for all children
- Work with the Calgary Parks Foundation to incorporate inclusive play into the annual Playground Fair
- Explore and foster partnerships with non-profit groups, developers and sponsors to further inclusive play spaces

Operations

- Explore a lifecycling process that ensures diverse, well used play spaces which incorporate multi-generational components. While this may reduce the overall quantity of play spaces, it would ensure the play spaces that exist are well-used and reflect the needs of the community
- Develop a business case for inclusive play for consideration in future capital budget cycles
- Incorporate inclusive play opportunities in the City Shaping layer of the Green Line program

Additional Resources

Rick Hansen Foundation	www.rickhansen.com
Sport for Life	www.physicalliteracy.ca/inclusion
Outside Play	www.outsideplay.ca
Canadian Assoc. Playground Practitioners	www.capp—online.ca
Intl Playground Manufacturers Association	www.ipema.com
Center for Universal Design	www.ncsu.edu/project/design-projects/udi
IDEA Center at Buffalo	www.ap.buffalo.edu/idea
The Play & Playground Encyclopedia	www.pgpedia.com
Accessible Playgrounds Director	www.accessibleplayground.net

Inclusive Play Spaces Implementation Plan 2018

October 23, 2017

City of Calgary

Re: City of Calgary Accessible Playground Implementation Plan

Dear City of Calgary Councillors and Accessibility Advisory Committee Members:

I am writing in support of the draft **Inclusive Playground Implementation Plan/Fall 2017** developed by Matthew Blair, Park Infrastructure Lead for the City of Calgary. As someone who is been working in the field of developing meaningful access for people with disabilities across the built environment for more than 27 years - the last two of which have been as the Vice President of Access and Inclusion for the Rick Hansen Foundation, I was particularly heartened to see the depth of understanding reflected in this review, along with the concrete practical steps for moving forward over the long-term provided. The recognition that playgrounds need be inclusive places - not only for children but also for adults with disabilities, is an important part of developing meaningful access and an area often overlooked in park planning.

Facility planning which accommodates all users – that challenges users at their own developmental level on age appropriate play equipment; planning that includes adults with disabilities accompanying children in the capacity of parent or care-giver, and does it all as part of the core design imperatives of the facility is a critical part of creating recreational properties that built a sense of community and support intergenerational living in a time of rapidly aging populations.

The report identifies the limitations of the existing methodology – in particular the current ‘ad hoc’ approach; a lack of real understand of what ‘accessible’, ‘inclusive’ and ‘usable’ play environments actually mean, and the assumption that simply because play equipment is ‘accessible’, it has play value in terms of interest and/or challenge. This along with identified systemic barriers such as insufficient provincial and/or municipal policies around real accessibility, insufficient standards, and a lack of understanding that disability covers many more facets than just the physical, are common problems cities face as the demographics and the needs of their citizen’s change. To help address this issue nationally, the Rick Hansen Foundation has developed Rick Hansen Foundation Accessibility Certification (RHFAC) ratings – a LEED like, national program that assesses the built environment to determine the level of meaningful access provided at a given site, facility, or building and places it on a national universal scale for accessibility. It is our hope that the City of Calgary will embrace the findings and direction of this report, which if implemented, would likely result in an **RHFAC Gold** rating for Calgary city parks – if the City of Calgary wished to participate in our program.

I believe the report reflects a real understanding of the importance of making play experiences accessible for the whole family as part of the long term planning. Further, while I have not had the opportunity to do a detailed review of all aspects of this report, I also agree with Mr. Blair’s recognition of the current state of affairs and applaud his approach to developing meaningful access over the long term. Access is ensuring everyone can *enter* a park. Inclusion is ensuring that everyone can *use* the park. This report represents a first step toward real inclusion.

Thank you for the opportunity to participate in this discussion. Please let me know if there are ways in which the RHFAC program can help develop this initiative or if we can otherwise support these efforts.

Sincerely,



Brad McCannell, Vice President, Access & Inclusion



Community Services Prevention Investment Framework

EXECUTIVE SUMMARY

On 2017 November 30, Council approved a one-time allocation of \$3M from the Fiscal Stability Reserve to safe communities, youth and low income programs and crime prevention. Council directed Administration to develop a strategy for the use of these funds for Council's consideration by Q1 2018. Council's direction recognizes that investment in prevention results in significant social returns and reduces more costly interventions in the future.

This report presents the Community Services Prevention Investment Framework as the strategic framework for the allocation of the \$3M in one-time funding. The Framework integrates existing prevention strategies and approaches, with an intent to leverage partnerships and resources to increase protective factors and reduce risk factors by expanding prevention programs and services. The Terms of Reference included as Attachment 1 will be used to guide investment decisions, bridging the continuum of prevention work across Community Services and the Calgary Police Service.

ADMINISTRATION RECOMMENDATION:

That the SPC on Community and Protective Services recommend that Council approve the Community Services Prevention Investment Framework Terms of Reference to guide the investment decisions for \$3M in one-time funding (allocated to Community Services during the 2018 Budget Deliberation and Adjustment Process).

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 November 30, through C2017-1123, Recommendation 2, Council allocated \$3M in one-time funding from the Fiscal Stability Reserve to safe communities, youth and low income programs and crime prevention. Council directed Administration to report back to the SPC on Community and Protective Services, no later than Q1 2018, with a strategy for the use of these funds.

BACKGROUND

Despite the economic downturn, Calgary is still a growing city and in a recent survey, Calgarians reported their feelings of safety had declined due to the lack of police resources. In response to these concerns and increasing challenges to public safety, including the opioid crisis, domestic violence and child abuse, Council increased the millrate allocation to the 2018 operating budget of the Calgary Police Service by \$14.3M. During the budget presentation, the Calgary Police Service reinforced that reducing harm and crime is achieved through prevention; this includes using evidence-based crime prevention models and strategies in developing and maintaining relationships with youth and within communities.

In the same 2018 Budget Deliberation and Adjustment Process, Council also approved an allocation of \$3M in one-time funding from the Fiscal Stability Reserve to safe communities, youth and low income programs and crime prevention. Council recognizes investment in prevention yields significant social return and reduces the need for more expensive interventions in the future. It has been consistently documented that the return on investment of \$1.00 in prevention yields \$7.00 to \$13.00 in diverted costs.

Community Services Prevention Investment Framework

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Community Services Prevention Investment Framework will guide decision-making for investments in preventive programs and services for this one-time funding of \$3M. The Framework is built on a solid foundation of prevention strategies and principles that are proven to increase protective factors and reduce risk factors and will act as a bridge to link the prevention work across Community Services and the Calgary Police Service.

The Framework's Terms of Reference (Attachment 1) outline the purpose of investment, evaluation criteria, principles and governance structure for decision-making. In developing the proposed Terms of Reference, Administration reviewed current prevention-focused strategies that provide a strong foundation for use of the one-time funds, including the:

1. Calgary Police Service Crime Prevention and Reduction Continuum
2. Crime Prevention through Environmental Design principles
3. Crime Prevention through Social Development approach, which informs the Crime Prevention Investment Plan
4. Social Sustainability Framework, which guides the Family and Community Support Services investments
5. Canadian Municipal Network on Crime Prevention

The Framework will coordinate and leverage existing networks of preventive programs and services delivered by Community Services business units and non-profit organizations. The emphasis will be on programs that increase protective factors and reduce risk factors to Calgarians by expanding resources to high impact programs, addressing gaps in preventive programs and services and investing in community spaces. The Community Services Prevention Investment Framework will advance four long-term outcomes:

1. Enhancing social wellbeing of Calgarians
2. Making communities safer
3. Reducing crime
4. Reducing harm

Funding allocations will be determined through a two-step, internal review process. First, Community Services Strategic Services Managers will convene as a review panel to consider business cases for funding from across the department. The funding recommendations will be presented to Community Services Directors and Chiefs collectively for final decisions. Examples of work that may be in scope or out of scope for investment are included as Attachment 2.

Although the Framework has been developed for this one-time allocation of funds, it is anticipated that lessons learned from the implementation of the Community Services Prevention Investment Framework will inform future department-wide prevention work, as well as partnerships with the Calgary Police Service and community partners.

Stakeholder Engagement, Research and Communication

Representatives from across Community Services were engaged to inform the development of the Community Services Prevention Investment Framework. The Calgary Police Service was also engaged to ensure alignment with its crime prevention and reduction continuum. The engagement, led by Calgary Neighbourhoods, guided the development of the proposed Community Services Prevention Investment Terms of Reference.

Community Services Prevention Investment Framework

Engagement and communication will continue throughout implementation of the Framework to ensure alignment and decision-making on one-time funding for prevention investments achieves the outcomes Council is seeking.

Strategic Alignment

This report's recommendation aligns with, and contributes to, the following Council Priorities from *ActionPlan* 2015-2018:

- A prosperous city
- City of inspiring neighbourhoods
- A healthy and green city
- A well-run city

This report also aligns with Calgary Police Service Crime Prevention and Reduction Continuum, the Social Sustainability Framework that guides Family and Community Support Services investments and the Crime Prevention Investment Plan.

Looking ahead to One Calgary, this report aligns with, and contributes to, the following Quality of Life Results for The City:

- Calgary is a city of safe and vibrant neighbourhoods
- Calgary is a healthy and equitable city

Social, Environmental, Economic (External)

The Community Services Prevention Investment Framework will support expanded preventive programs and services to enhance the social wellbeing of Calgarians. It will support safer communities and enable Calgarians to live in safe and strong communities. A coordinated approach to investments in prevention will yield significant social returns and reduce more costly interventions that involve policing and the justice system. Research shows that \$1.00 investment in prevention yields a \$7.00 to \$13.00 return in diverted costs in the future.

Financial Capacity

Current and Future Operating Budget:

Council approved a \$3M one-time operating budget from the Fiscal Stability Reserve for 2018.

Current and Future Capital Budget:

There are no capital budget implications associated with this report.

Risk Assessment

While there are no significant risks associated with the development of the Community Services Prevention Investment Framework, two implementation-related risks have been identified and considered.

1. One-time funding can raise stakeholder expectations that additional resources will follow. Terms of Reference with guiding principles, governance and consistent processes for guiding decision-making on prevention investments will help to mitigate

Community Services Prevention Investment Framework

this risk. In addition, a long term view of this Framework will be considered as part of the One Calgary business plan and budget process.

2. The Framework's four long-term outcomes are difficult to track and measure with one-time funding. To mitigate this risk, Administration has developed a strategy to measure short- and mid-term outcomes, which, over time, contribute to long-term outcomes.

REASON(S) FOR RECOMMENDATION(S):

Council's direction recognizes that investment in prevention yields significant social returns and over time reduces more costly interventions. The Community Services Prevention Investment Framework will guide decision-making for one-time funding recommendations of preventive programs and services for Calgary's vulnerable populations. It will link the prevention-focused strategies and work across Community Services and the Calgary Police Service. Through evidence-based prevention investments, the Framework will focus on advancing the four long-term outcomes of enhancing the social wellbeing of Calgarians, making communities safer, reducing crime and reducing harm.

ATTACHMENT(S)

1. Community Services Prevention Investment Framework - Terms of Reference
2. Community Services Prevention Investment Framework - Examples of In- and Out-of-Scope Investments



Community Services Prevention Investment Framework Terms of Reference

Background

In 2017 November, City Council directed Administration to develop a strategy for the use of "...\$3 million in one-time funding from the Fiscal Stability Reserve to safe communities, youth and low-income programs and crime prevention...". Council's direction recognizes that investment in prevention yields significant social returns and reduces the need for more costly programs in the future.

The Community Services Prevention Investment Framework intentionally links the prevention work across Community Services and Calgary Police Service. It is built on a solid foundation of the following nationally recognized prevention-focused strategies:

The Calgary Police Service Crime Prevention and Reduction Continuum, a set of strategies to address education, prevention, early intervention, treatment and enforcement;

The Crime Prevention through Environmental Design principles and strategies used to create safer communities and improve quality of life;

The Crime Prevention through Social Development approach which guides the investments made through The City's *Crime Prevention Investment Plan* by focusing on the early identification and mitigation of the root causes of crime;

The Social Sustainability Framework and supporting research briefs that guide the prevention investments made through *Family and Community Support Services* (FCSS) to prevent social isolation and neighbourhood decline, two precursors to a wide-range of social issues;

The Canadian Municipal Network on Crime Prevention, a community of practice which aims to increase investment in effective, evidence-based and collaborative crime prevention strategies in municipalities.

Purpose

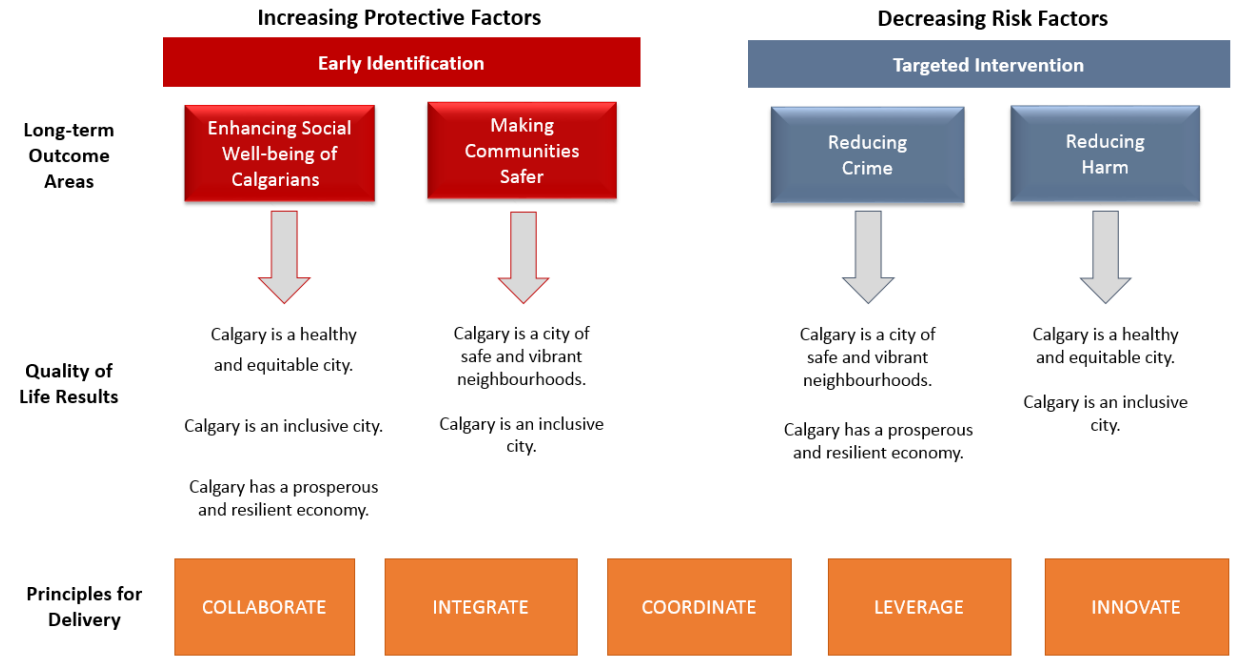
The purpose of the Community Services Prevention Investment Framework is to guide decision-making for investments into preventive programs and services. The Framework builds on the existing network of preventive programs and services that increase protective factors and reduce risk factors for Calgarians who, due to a variety of circumstances, find themselves at-risk of harm. It aims to (1) enhance resources to high-impact programs to optimize their reach, (2) address gaps in preventive programs and services and (3) invest in spaces to maximize the value of community to support the Framework's outcomes.

The diagrams below indicate the desired short- to long-term outcomes, sample projects/initiatives that will contribute to these outcomes and the principles that will guide the overall implementation of Prevention Investment Framework.

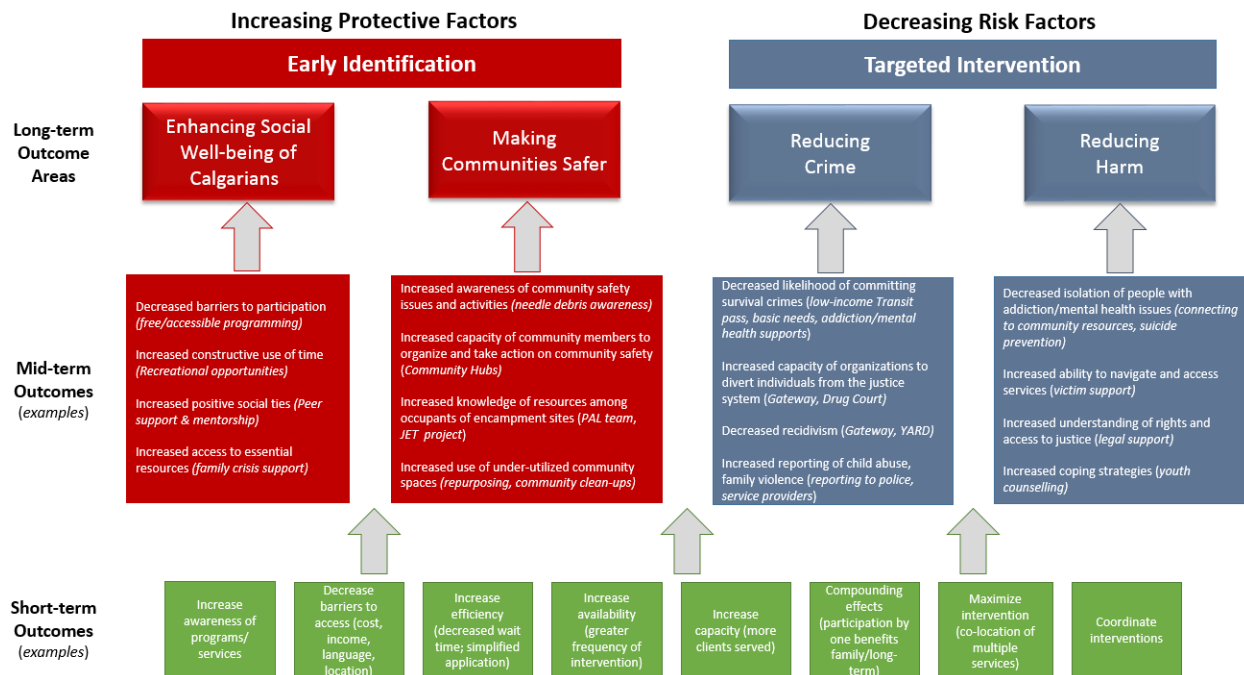


Community Services Prevention Investment Framework Terms of Reference

Community Services Prevention Investment Framework



Community Services Prevention Investment Evaluation





Community Services Prevention Investment Framework Terms of Reference

Guiding Principles for Delivery

The Community Services Prevention Investment Framework will be guided by the following action-oriented principles:

- **Collaborate** across business units, the Corporation and community
- **Integrate** service delivery for the greatest impact
- **Coordinate** for maximum effectiveness and efficiency
- **Leverage** existing partnerships, services and resources
- **Innovate** to achieve what has not been achieved to date

Eligibility Requirements

Funds may be accessed by all business units within Community Services for projects that advance one or more of the four long-term outcomes. Business cases must demonstrate how projects will achieve:

- Enhancing social wellbeing of Calgarians
- Making Communities Safer
- Reducing Crime
- Reducing Harm

The outcomes contribute to efforts to turn the curve on quality of life results for Calgarians.

Governance & Investment Decisions

Community Services Strategic Services Managers will form an evaluation panel and will review business cases for funding from across the department. This panel will conduct a peer review of all business cases using a collaborative assessment process. The panel will make investment recommendations to the Community Services Directors and Chiefs for final approval.

Business cases submitted will indicate which outcomes the proposed project aims to achieve, and an overall funding request. Each investment will be evaluated as part of regular Corporate performance reporting in the context of the Community Services Prevention Investment Evaluation above.



Community Services Prevention Investment Framework Examples of In- and Out-of-Scope Investments

The following are examples of pilot projects or program expansions that are aligned with the intent of the Community Services Prevention Investment Framework, and those that are out-of-scope. These are provided as samples only, and are not exhaustive.

In-Scope	Out-of-Scope
<ul style="list-style-type: none">• Pilot projects addressing gaps in preventive service delivery• New and expanded regional programming• Sportsfield repurposing• Increased Crime Prevention Investment Plan funding to support non-profit partners• Programs to address the opioid crisis• Subsidized City services and programs	<ul style="list-style-type: none">• Long term strategy development• Capital investments in infrastructure such as buildings and technology• Process improvement work not related to outcomes