



## AGENDA

### SPC ON COMMUNITY AND PROTECTIVE SERVICES

February 7, 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, 2018 January 17
5. CONSENT AGENDA
  - 5.1 Calgary Tree Disaster - Recovery and Restoration Final Update, CPS2018-0105
6. POSTPONED REPORTS  
*(including related/supplemental reports)*  
(None)
7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
  - 7.1 Community Representation Framework Program Update, CPS2018-0118

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  
(None)

10.2 URGENT BUSINESS

11. ADJOURNMENT



## MINUTES

### SPC ON COMMUNITY AND PROTECTIVE SERVICES

**January 17, 2018, 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

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

1. **CALL TO ORDER**

Councillor Colley-Urquhart called the meeting to order at 9:30 a.m.

2. **OPENING REMARKS**

Councillor Colley-Urquhart welcomed everyone to the SPC on Community and Protective Services Meeting and advised that the Committee will recess for approximately 30 minutes in order to attend the International Olympic Committee Meeting.

**Moved by** Councillor Chu

That the SPC on Community and Protective Services recess at 9:32 a.m. to reconvene at the call of the Chair.

**MOTION CARRIED**

The SPC on Community and Protective Services reconvened at 9:58 a.m. with Councillor Colley-Urquhart in the Chair

3. **CONFIRMATION OF AGENDA**

**Moved by** Councillor Woolley

That the Agenda for the 2018 January 17 Regular Meeting of the SPC on Community and Protective Services be confirmed.

**MOTION CARRIED**

4. CONFIRMATION OF MINUTES

- 4.1 Minutes of the Regular Meeting of the SPC on Community and Protective Services, 2017 December 06

**Moved by** Councillor Jones

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

**MOTION CARRIED**

5. CONSENT AGENDA

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1 Inclusive Play Spaces Implementation Plan, CPS2018-0051

Distribution with respect to Report CPS2018-0051

Copies of a Powerpoint presentation entitled "Inclusive Play Spaces Implementation Plan", dated 2018 January 16.

**Moved by** Councillor Farrell

That with respect to Administration Recommendation 1,2 and 4, contained in Report CPS2018-0051, the following be approved:

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; 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.

**MOTION CARRIED**

**Moved by** Councillor Farrell

That with respect to Administration Recommendation 3 contained in Report CPS2018-0051, the following be approved:

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

3.Support Administration in their efforts to pilot an adult mobile fitness program in the summer of 2018 with appropriate evaluation.

Opposed: S. Chu, J. Farkas

**MOTION CARRIED**

7.2 Community Services Prevention Investment Framework, CPS2018-0061

Distribution with respect to Report CPS2018-0061

Copies of a Powerpoint presentation entitled "Community Services Prevention Investment Framework", dated 2018 January 17.

**Moved by** Councillor Farrell

That with respect to Report CPS2018-0061, the following be approved, **after amendment**:

That the SPC on Community and Protective Services recommend that Council approve the Community Services Prevention Investment Framework Terms of Reference (**Attachment 1**) to guide the investment decisions for \$3M in one-time funding (allocated to Community Services during the 2018 Budget Deliberation and Adjustment Process).

**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 URGENT BUSINESS

None

11. ADJOURNMENT

**Moved by** Councillor Carra

That this meeting adjourn at 10:55 a.m.

**MOTION CARRIED**

**Amendment:**

The following items have been forwarded to the 2018 January 29 Regular Meeting of Council:

**CONSENT:**

7.1 Inclusive Play Spaces Implementation Plan, CPS2018-0051

7.2 Community Services Prevention Investment Framework, CPS2018-0061

The next Regular Meeting of the SPC on Community and Protective Services is scheduled to be held on 2018 February 07.

CONFIRMED BY COMMITTEE 2018 FEBRUARY 07.

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CHAIR

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ACTING CITY CLERK

UNCONFIRMED

## **CALGARY TREE DISASTER – RECOVERY AND RESTORATION FINAL UPDATE**

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### **EXECUTIVE SUMMARY**

The 2014 September snow event damaged over 50 per cent of Calgary's urban forest. The Calgary Tree Disaster 2014 Recovery Framework (the Framework) presented to Council on 2014 November 17, provided a recovery plan with principles and key result areas that guided the recovery of the city's urban forest. On 2014 November 24, Council approved this comprehensive recovery plan that acknowledged the value and benefits of a safe and resilient urban forest. At that time, Council approved \$35.5 million for the recovery program, and Calgary Parks redirected Urban Forestry operational and capital funds to further supplement the restoration and resiliency work.

The ReTree program has been well-received; leading to significant increases in public trees planted, accelerated tree pruning schedules, as well as opportunities for public education and collaboration with local neighbourhoods and industry partners. This final report provides key learnings and a program overview (Attachment 1), and a summary of the 2015-2017 ReTree program budget as well as the 2018 workplan (Attachment 2).

The formal program is now complete; however based on key learnings, some funding will be carried forward into 2018 and directed towards supplemental watering and pruning of new trees planted during the course of the program.

### **ADMINISTRATION RECOMMENDATION**

That the SPC on Community and Protective Services recommend that Council receive for information the Calgary Tree Disaster – Recovery and Restoration Final Update.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2017 February 13 Council received report CPS2017-0102 (Calgary Tree Disaster – Recovery and Restoration Annual Update) for information and directed Administration to report back to Council through the SPC on Community Services and Protective Services no later than 2018 Q1 on the Recovery and Restoration progress.

On 2016 March 14, Council received report CPS2016-0202 (Calgary Tree Disaster – Recovery and Restoration Annual Update) for information and directed Administration to report back to Council through the SPC on Community Services and Protective Services no later than 2017 Q2 on the Recovery and Restoration phase.

On 2015 May 25, Council received report CPS2015-0418 (Calgary Tree Disaster 2014 – Response and Recovery Update) for information and directed Administration to report back to Council, through the SPC on Community Services and Protective Services no later than 2016 Q1 on the Recovery phase.

On 2014 November 24 with respect to Recommendation 1 contained in Report C2014-0863, the Community Services & Protective Services Department: Parks Business Unit 2015-2018 Operating Budget Program 445, Net Amounts, contained on Page 346 of Attachment 1, be adopted as amended by Council as follows: *In Program 445, Calgary Tree Disaster 2014, by the addition of one-time funding of \$35.5 million over 3 years, \$11.9 million in 2015, \$11.8 million in 2016 and \$11.8 million in 2017,*

## **CALGARY TREE DISASTER – RECOVERY AND RESTORATION FINAL UPDATE**

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*from the Fiscal Stability Reserve and further, that Report C2014-0888 and Attachment 3 be received for information.*

On 2014 November 17, the Administration Recommendations contained in Report C2014-0888 were adopted by Council, after amendment, as follows:

1. File Administration Recommendation 1 and receive the PowerPoint presentation and Report C2014-0888 for information; and
2. Refer Report C2014-0888 and the distributed PowerPoint presentation to the November Council budget deliberations of the 2015-2018 Action Plan.

At the 2014 November 17 Council meeting, Motion Arising, moved by Councillor Colley-Urquhart that with respect to Report C2014-0888, the following was adopted by Council: Direct Administration to report back no later than 2015 Q2 on the Recovery, Resilience and Restoration framework.

On 2014 October 6 with respect to Verbal Report VR2014-0069, the following was adopted by Council:

1. Receive this verbal update for information;
2. Direct Administration to continue with the Response plan, at an estimated incremental cost of up to \$12 million in 2014;
3. Direct Administration to advance discussions with the Province regarding assistance through the Disaster Recovery Program or other eligible funds; and
4. Direct Administration to report back to Council 2014 November 17 with a progress update on response actions, recovery plan and budget recommendations for consideration at 2015-2018 Action Plan.

### **BACKGROUND**

The unprecedented 2014 September snow event required a coordinated emergency response to manage public safety risks and city-wide damage to trees in all communities. This phase is commonly referred to as the Response phase. The City transitioned from the Emergency Operations Centre (EOC) after nine days to a Tactical Operations Centre (TOC). The Parks TOC was established to complete the Response phase and to resource and facilitate the Recovery phase.

The City and the Province coordinated resources during the 2014 September snowstorm. The 3-1-1 call system received over 10,000 tree emergency service requests from citizens from the start of the storm on 2014 September 8 up to the end of the Response phase on 2015 January 31. This far exceeds the 2,000 emergency requests 3-1-1 receives in a typical year. Due to the joint efforts of numerous City business units as well as many partners including: Canada Taskforce 2, crews from The City of Edmonton, private contractors, and wildfire crews from Alberta Environment and Sustainable Resources Development we successfully responded to the event. Administration completed the Response phase on time on 2015 January 31, having completed an initial debris removal process from all communities and addressing over 14,000 high risk trees.

As laid out in the Calgary Tree Disaster 2014 Recovery Framework (the Framework), the subsequent Recovery and Restoration phases were undertaken from early 2015 until the end of 2017 and the formal ReTree program is now complete. Based on key learnings, Administration will use remaining budget towards 2018 establishment watering and pruning of the newly planted trees from the program.

## **CALGARY TREE DISASTER – RECOVERY AND RESTORATION FINAL UPDATE**

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### **INVESTIGATION: ALTERNATIVE AND ANALYSIS**

The ReTree program has accomplished the goals of the Calgary Tree Disaster 2014 Recovery Framework (the Framework) as a result of the additional funding. Moving forward, Calgary Parks will work to balance priorities in order to continue building the resiliency of the urban forest. Key learnings from the ReTree Program will guide this work. Key learnings and program highlights organized according to the sections of the Framework are included below:

#### Recovery, Restoration and Resiliency

#### **Key Learning #1: *Strategic tree pruning, planting, and watering are all required to strengthen the resiliency of our urban forest.***

- Accelerated, prescriptive pruning during the ReTree program led to healthier trees and fewer emergency incidents even through storm events
- Improved watering methods and schedules ensure establishment and long-term health of new trees through drought and other environmental stresses

#### **Key Learning #2: *Pre-ReTree budgets cannot sustain both the maintenance of existing trees and the growth of the urban canopy (as per Municipal Development Plan goals).***

- Pre-ReTree operating budget is only sufficient for the care of existing trees
- A capital business case for the planting and watering of new trees has been submitted for 2019-2022 budget cycle
- Alternate funding partnerships will continue to be explored

#### **Program Highlights:**

- ReTree tree work was performed with public safety and tree health at the forefront and in accordance with industry standards. The program assessed and carried out pruning on over 356,000 trees city-wide
- The goal of the planting program was to increase the urban canopy and encourage Calgarians to become involved in tree stewardship. A total of over 24,000 trees were planted in 79 communities

#### Develop public urban forestry stewardship

#### **Key Learning #3: *Calgarians care about trees.***

- Positive uptake of three online learning modules and community planting outreach; 23,000 views on ReTree website between January 2015 and December 2017

#### **Key Learning #4: *Increased citizen outreach and education leads to a healthier urban forest.***

- Public education contributes to the health of the urban forest as private trees make up three quarters of the urban canopy in Calgary
- Urban Forestry will strive to engage another 20-25 communities each year

## **CALGARY TREE DISASTER – RECOVERY AND RESTORATION FINAL UPDATE**

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### **Program Highlights:**

- ReTree program staff attended public events, hosted educational forums, and worked with industry partners to ensure easy access to information regarding tree care and build a tree-care culture
- Three eLearning modules were developed to promote tree health care (Right Tree Right Location; Your Tree, Year Round; and Storm Damage, Tree Pests)
- Developed an online map that is now the standard platform to inform citizens about planned tree work in their communities

### Build organizational capacity

#### **Key learning #5: *Continue to build cross-corporate resiliency.***

- Trees are a valued asset that Urban Forestry will manage and advise on as a corporate and community responsibility
- Identified opportunities for new tree plantings on City-owned land beyond parks and boulevards
- Urban forestry-specific emergency response plans in place and are reviewed regularly
- New small aerial trucks now provide extra response capabilities during storm events across the city as required

### **Program Highlights:**

- In 2016, an Urban Forestry emergency response plan was developed and a table top exercise was conducted to test the plan, call out and standby processes were reviewed, and staff trained

### Improve internal processes and program management

#### **Key learning #6: *Technology is a value-added tool in the management of our urban forest.***

- Mobile applications and their targeted use improve accuracy of tree inventory and data, and allow for efficient water truck routing and tracking of water allocation
- Using tree canopy cover data, a planting matrix can be developed that highlights areas of need and opportunities for species diversification
- Communities have appreciated online workplans and tree information in a map-based format

### **Program Highlights:**

- Continuous improvements have been made on the inventory and data collection system used to track existing tree care and plan for future tree planting
- Baseline data has been improved for tracking urban canopy coverage

### **Stakeholder Engagement, Research and Communication**

The ReTree program team hosted or attended 237 events and spoke with over 25,000 Calgarians in-person about tree care. The Tree Tuesday social media campaign reached over 2.32 million citizens and covered 44 topics on trees and care of trees. In 2018, Administration will continue to engage and communicate with Calgarians and City employees to inform them of program progress and planned work.

## **CALGARY TREE DISASTER – RECOVERY AND RESTORATION FINAL UPDATE**

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### **Strategic Alignment**

The Calgary Tree Disaster 2014 Framework supported existing objectives and policies related to the many benefits that the urban forest provides within The City's long-range planning and policy documents. The Framework aligns with the following documents: Municipal Development Plan (2009); The 2020 Sustainability Direction; Municipal Emergency Plan; Biodiversity Strategic Plan (2015); Parks Urban Forest Strategic Plan (2007); and Action Plan 2015-2018.

### **Financial Capacity**

#### **Current and Future Operating Budget:**

Council approved one-time operating budget from Program 445 of \$35.5 million over 3 years (2015 - \$11.9 million, 2016 - \$11.8 million, 2017 - \$11.8 million) from the Fiscal Stability Reserve (FSR) during the 2014 November budget deliberations (Action Plan 2015-2018). The remaining budget of \$1.89 million will be focused on watering and pruning trees that were planted during the course of the ReTree program. A budget summary for 2015-2017 and a summary of planned 2018 budget allocations can be found in Attachment 2.

#### **Current and Future Capital Budget:**

In light of key learnings of the ReTree program, Administration has developed capital business cases for new tree planting and establishment watering for consideration in the 2019-2022 budget. This will ensure a balance between the growth of the urban canopy and maintenance of existing trees.

### **Risk Assessment**

The Calgary Tree Disaster 2014 Framework provided the direction for recovery, restoration and building resiliency into The City's urban forest and programs. Without this comprehensive approach The City and the urban forest would not be as prepared for future storm events and may not have met long term policies and goals. An Urban Forestry emergency response plan has been developed and training is ongoing.

#### **REASON(S) FOR RECOMMENDATION(S):**

The Calgary ReTree Program is now substantially complete with only watering newly planted trees remaining in 2018. Through the program many key lessons were learned and applied as documented in this report. The program enhanced the resiliency of Calgary's urban forest and improved many internal practices. This report summarises the program's successes over three years and provides a final update of the program to Council.

### **ATTACHMENT(S)**

1. CPS2018-0105 Calgary Tree Disaster Recovery and Restoration Final Update – Att 1 Key Learnings + Overview
2. CPS2018-0105 Calgary Tree Disaster - Recovery and Restoration Annual Update - Att 2 Budget



**Calgary**



# **Calgary Tree Disaster: Summary of Key Learnings & ReTree Program Overview**

**February 2018**

# Key Learnings

- Key Learning #1** *Strategic tree pruning, planting, and watering are all required to strengthen the resiliency of our urban forest.*
- Accelerated, prescriptive pruning during the ReTree program led to healthier trees and fewer emergency incidents even through storm events
  - Improved watering methods and schedules ensure establishment and long-term health of new trees through drought and other environmental stresses
- Key Learning #2** *Pre-ReTree budgets cannot sustain both the maintenance of existing trees and the growth of the urban canopy (as per Municipal Development Plan goals).*
- Pre-ReTree operating budget is only sufficient for the care of existing trees
  - A capital business case for the planting and watering of new trees has been submitted for 2019-2022 budget cycle
  - Alternate funding partnerships will continue to be explored
- Key Learning #3** *Calgarians care about trees.*
- Positive uptake of three online learning modules and community planting outreach; 23,000 views on ReTree website between January 2015 and December 2017
- Key Learning #4** *Increased citizen outreach and education leads to a healthier urban forest.*
- Public education contributes to the health of the urban forest as private trees make up three quarters of the urban canopy in Calgary
  - Urban Forestry will strive to engage another 20-25 communities each year
- Key Learning #5** *Continue to build cross-corporate resiliency.*
- Trees are a valued asset that Urban Forestry will manage and advise on as a corporate and community responsibility
  - Identified opportunities for new tree plantings on City-owned land beyond parks and boulevards
  - Urban forestry-specific emergency response plans in place and are reviewed regularly
  - New aerial trucks now provide extra response capabilities during storm events across the city as required
- Key Learning #6** *Technology is a value-added tool in the management of our urban forest.*
- Mobile applications and their targeted use improve accuracy of tree inventory and data, and allow for efficient water truck routing and tracking of water allocation
  - Using tree canopy cover data, a planting matrix can be developed that highlights areas of need and opportunities for species diversification
  - Communities have appreciated online workplans and tree information in a map-based format

# Program Highlights

- ReTree tree work was performed with public safety and tree health at the forefront and in accordance with industry standards. The program assessed and carried out pruning on over 356,000 trees city-wide
- The goal of the planting program was to increase the urban canopy and encourage Calgarians to become involved in tree stewardship. A total of over 24,000 trees were planted in 79 communities
- ReTree program staff attended public events, hosted educational forums, and worked with industry partners to ensure easy access to information regarding tree care and build a tree-care culture
- An Urban Forestry emergency response plan was developed and a table top exercise was conducted to test the plan, call out and standby processes were reviewed, and staff trained
- Continuous improvements have been made on the inventory and data collection system used to track existing tree care and plan for future tree planting
- Baseline data has been improved for tracking urban canopy coverage

## Looking Forward

- Capital business cases for future tree planting and watering have been submitted for consideration in the 2019-2022 budget cycle
- A planting matrix will be implemented to ensure lower canopy areas are being represented
- To sustain the existing tree canopy, 3,500 trees need to be planted annually
- To grow the tree canopy an additional 3,500 trees need to be planted annually

Calgary



## ReTree YYC: Program achievements

### Operational

**357,000**   
trees pruned  
and assessed


 **24,560**  
trees  
planted

484,356 records collected and updated  
in database for all city-owned

tree-assets in  
**YYC**

**25 ReTree**  
Community Tree  
& Landscape  
Vision reports  
(for long-term community  
specialized planting)

### Educational Outreach

 **79**  
ReTree  
communities  
engaged

**ReTree**  
booth attended:

**237** community tree  
education nights,  
events and festivals

 **25,000+**  
citizens met in  
person with  
ReTree Educators and Tree Techs


**3** eLearning  
modules launched  
Endorsed by the ISA Prairie Chapter

Materials translated to  
**5** most common languages in  
Calgary (other than English)

### Citizen Engagement

**2,200,000+**  
impressions  
through social  
media "Tree Tuesday"  
campaign (since  
June 2016).

**29,000**   
likes/  
comments/shares

**40**   
topics covered  
– Heritage Trees  
– Memorial Drive Trees  
– Pests and Diseases  
– Ask A Tree Expert  
– History of YYC Trees  
– eLearning launch  
– Benefits of Trees

### Accolades

**2** Gold Quill  
Awards  
(international  
communications award)

**ESRI**   
Canadian app  
of the month

Geo Alberta award:

**1** Place for  
our interactive  
online map

Featured  
presenter  
at over  
**10** conferences

# Recovery and Restoration Overview

<b>Address immediate impacts of the storm:</b> Ensure public safety through effective asset management:			
	2015	2016	2017
Put in place an assessment and inventory process to lower liability risks and optimize future tree work and planning.	<ul style="list-style-type: none"> <li>Created online map for citizens to track recovery work</li> <li>Assess and inventory trees by community</li> </ul>	<ul style="list-style-type: none"> <li>Begin roll out of mobile technology</li> <li>Assess and inventory trees in 2016 ReTree communities</li> </ul>	<ul style="list-style-type: none"> <li>Refinements to mobile technology</li> <li>Assess and inventory trees in 2017</li> </ul>

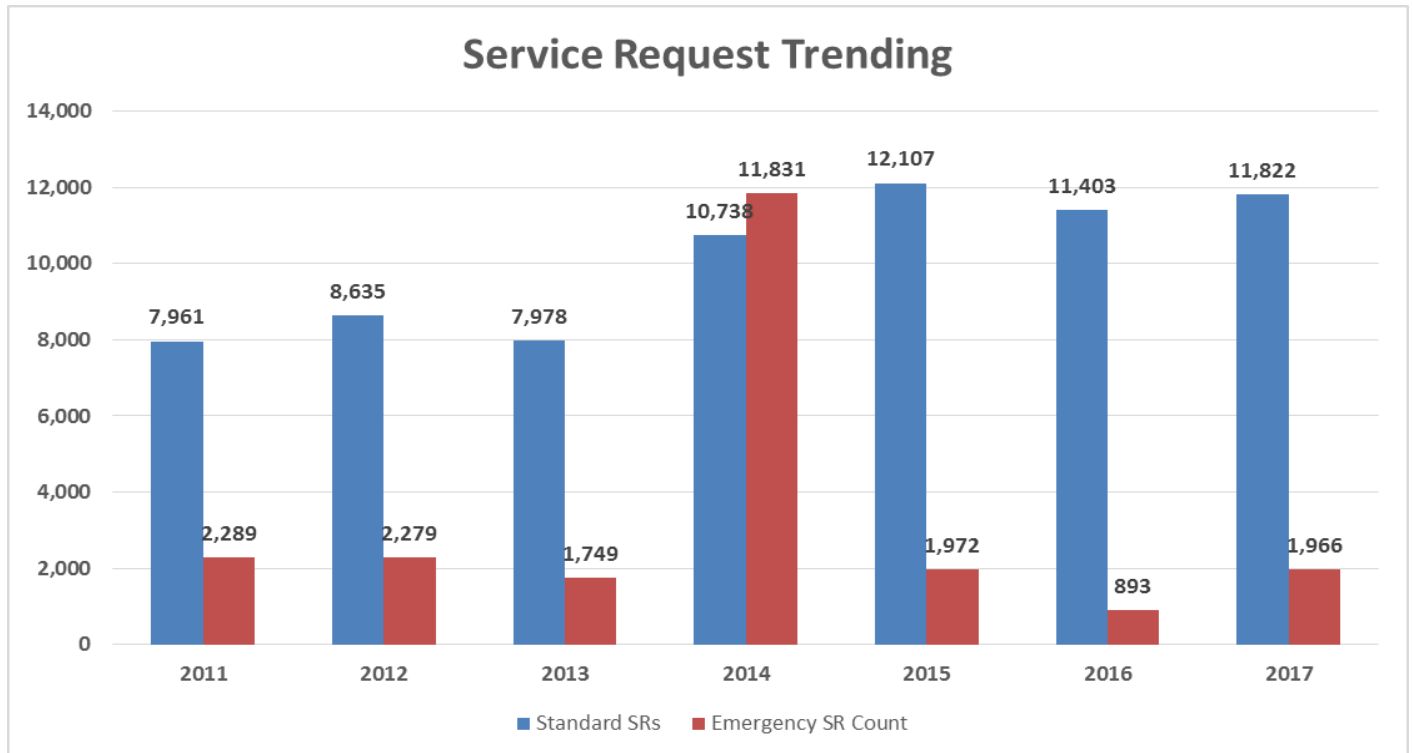
<b>Address remaining storm impacts:</b> Prune and/or remove all impacted public trees from 2014 storm, and replant all public trees which were removed due to the storm event. Plant additional trees in communities to offset canopy cover loss				
	2015	2016	2017	Totals
Trees assessed and pruned	128,000	129,000	100,000	357,000
Trees planted on streets or parks	7,488	9,404	7,668	24,520
ReTree community trees planted	29	25	25	79
ReTree Community Programs and Events	n/a	71	51	122



<b>Restoration and Resiliency:</b> Restore lost canopy, educate public on tree care, and create a more resilient forest and organization for future events.			
	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Develop public Urban Forestry stewardship:</b> Develop and foster public tree stewardship through activities such as social marketing, educational programming, volunteering, and tree sponsorship opportunities.	<ul style="list-style-type: none"> <li>• Increase from 10 to 29 NeighbourWoods Communities</li> <li>• ReTree Public Events</li> <li>• Create online Educational Resources</li> </ul>	<ul style="list-style-type: none"> <li>• 71 ReTree Community Programs and 52 Events</li> <li>• Development of interactive online education modules</li> <li>• Industry forums for ReTree partners</li> </ul>	<ul style="list-style-type: none"> <li>• 51 ReTree Community Programs and 18 Events</li> <li>• 50 participants at the Industry forum</li> <li>• 3 online interactive eLearning modules</li> </ul>
<b>Improve Calgary Parks services and processes:</b> Organizational structure, tools/equipment, training, create benchmark for canopy cover, and create management plan.	<ul style="list-style-type: none"> <li>• Identify pre Flood 2013 canopy cover, pre September 2014 snow storm and post storm</li> <li>• Realign organization to be more responsive</li> </ul>	<ul style="list-style-type: none"> <li>• Use canopy analysis to focus work</li> <li>• Use mobile technologies to inventory and plan work</li> </ul>	<ul style="list-style-type: none"> <li>• Created a risk based matrix for preventive tree pruning</li> <li>• Planting matrix using canopy cover analysis to drive new planting opportunities</li> </ul>
<b>Build organizational capacity:</b> Increase preparedness for future disaster events, create plan, put in place partnerships and agreements with municipalities and utilities.	<ul style="list-style-type: none"> <li>• Creation of an Urban Forestry Crisis Plan</li> <li>• Purchase of City aerial units to increase response time and preparedness</li> </ul>	<ul style="list-style-type: none"> <li>• Trained staff on emergency response plans</li> <li>• Continue to explore partnerships with industry to respond to future storms</li> </ul>	<ul style="list-style-type: none"> <li>• Updated emergency response plan</li> <li>• Revised the call out process during an emergency</li> </ul>
<b>Program management:</b> Manage and report on program progress ensuring transparency and fiscal responsibility.	<ul style="list-style-type: none"> <li>• Ongoing reports to Council, ALT, Calgary Parks management</li> <li>• Monthly ReTree Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing reports to Council, Calgary Parks management</li> <li>• Quarterly meetings with ReTree Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing reports to Council, Calgary Parks management</li> <li>• Quarterly meetings with ReTree Steering committee</li> </ul>

## Service Request Trending

- Overall service request trending is down overall
- In 2017, there were five major wind events that reflect a 53% increase of the emergency service requests received in 2017 from 2016
- There was an increase in watering inquiries due to the extreme dry summer in 2017



# Communications and Events in 2017

The goal of 2017 communications was to engage, educate, and empower citizens to be aware of, care for and advocate for Calgary's urban forest. This strategy is focused on citizen empowerment; Calgarians learning tree-care tips and skills through the use of City learning and reference materials. The IPSOS-REID survey results from 2015 and 2016 were used as a baseline, as well as past ReTree metrics. The current economic climate of Calgary was also included in developing the approach. A number of project objectives supported these goals:

- Create a culture of tree pride in Calgarians
- Enable Calgarians to care for the urban forest
- Provide opportunities to create a sustainable urban forest

Audience	Objectives
Property Owners	Increase awareness tree benefits Inspire residents to assess trees for damage and health Encourage tree care knowledge to ensure future well-being of trees on private property
Renters/Condo/Apt. Dwellers/Citizens in general	Increase awareness of the benefits that trees provide Inspire all citizens to care for and prevent damage to public trees Become advocates for a well-treed city
25 ReTree Communities	Increase awareness of tree benefits Inspire residents to assess trees for damage and health Encourage tree care knowledge to ensure future well-being of trees on private property Become advocates for a well-treed city
Industry partners	Establish relationships with industry experts to leverage their knowledge and credibility and expand our message reach
Mayor and Council	Maintain support for project through ongoing updates and conversations
City Employees	Equip employees with ReTree messages to share with neighbours, friends and family

## Communications Tactics

- Tree Tuesday social media campaign: One of the most successful tactics from 2016 continued into 2017, with streamlined programming:
  - \* ReTree posts on relevant seasonal topics (diseases and pests, holiday lights, pruning etc)
  - \* Canada 150 - 12 "Showcase Tree Species" to support planting diversity within Calgary (posted in both English and French)
- Micro targeted marketing in ReTree 2017 Communities for Education Night programming allowed us to spend less, accomplish more, and respond quickly based on need. Bold-signs, community newsletters and social media targeting create awareness as needed
- General ReTree 2017 marketing for engagement, education and empowerment of citizens; highlights include: Transit, Reports to Calgarians and Tim Horton's TV. All tactics were cost-effective, measurable and have high success rates of engagement/impressions
- ReTree booth attended 110 events throughout the City in 2017 including:
  - \* Calgary Home and Garden Show, March 2, 2017
  - \* Calgary Horticultural Society Garden Show, April 29, 2017
  - \* International Migratory Bird Day
  - Lilac Festival
  - Parks Fest
  - Inglewood Sunfest



# **Calgary Tree Disaster Recovery and Restoration Final Update February 2018**

CALGARY TREE DISASTER

SUMMARY OF RETREE PROGRAM BUDGET & 2018 WORKPLAN

(As of 2018 January 13)

	2015	2016	2017	2018	
	Program Actuals	Program Actuals	Program Actuals	Program Budget	Description
	2015 Actuals (000's)	2016 Actuals (000's)	2017 Actuals (000's)	2018 Budget (000's)	
Recovery					
TOC Office and Administration	624	150	150		Administration, general office expenses
Resiliency Pruning	11,517	10,735	8,244		Contractual Services and City Resources
Asset Management and Inventory	498	1,065	1,289		
Aerial Trucks		700			
2018 One-time Carry Forward for Tree Establishment				1,890	Establishment watering and pruning of trees planted during Retree Program
Recovery Total	12,639	12,650	9,683	1,890	
Citizen Outreach					
Communications and Education	1,245	890	723		Educational sessions, Resource Days, Online, TV, Print
ReTree Community Planting		1,100	1,100		ReTree new plantings
Tree Removals, Stumping and Plantings		1,457	1,223		Planting Programs, Watering, and Stump Removal
Citizen Outreach Total	1,245	3,447	3,046	0	
TOTAL	13,884	16,097	12,729	1,890	
One Time	11,084	12,597	9,929	1,890	Funding Source Totals
Parks Redirected Operating Funds	2,800	2,800	2,800		
Parks Redirected Capital Funds		700			
Total	13,884	16,097	12,729	1,890	



## **Community Representation Framework Program Update**

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### **EXECUTIVE SUMMARY**

This update report provides an overview of the progress of the Community Representation Framework program. The work is intended to optimize the effectiveness of organized community groups in representing the diverse interests and perspectives within their communities and to work more effectively with The City when addressing community-building matters like planning and development processes or community-driven initiatives.

Since 2016 December, Administration has worked with the Community Representation Framework Task Force (the task force) to develop the foundations of a framework. Through investigation and facilitated discussions, the task force has identified three areas of focus for a community representation framework:

- *Representation structure* – a system by which organized community groups and individuals collaborate with City staff on community-building issues.
- *Community involvement* – clear roles, responsibilities and expectations of different stakeholders in community-building, with significant focus on the processes and practices of The City with respect to community involvement.
- *Supports and resources* – human resources, funding and programs required to build the capacity of individuals and organized community groups so they can effectively contribute to community-building processes.

The primary focus of the task force at this point is on *representation structure*. Through a discussion paper that explored the systems used in a selection of North American cities and facilitated conversations, the task force has expressed a preference for an approach by which organized community groups and individuals collaborate through a ‘forum’ on community-building issues (Attachment 1). In the winter and spring of 2018, Administration will engage with community and the development industry to review this preferred *representation structure* and key elements related to all three areas of focus.

A cross-corporate team of City staff is collaborating to ensure alignment of current and future work that will contribute to a successfully implemented framework. This group is also working to ensure projects and initiatives are included in the business planning of the One Calgary process, wherever possible.

Given the substantial work still required, including public and industry engagement and review, completion and delivery to Council of the final report on the framework is anticipated by the end of 2018 Q4.

### **ADMINISTRATION RECOMMENDATIONS:**

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

1. Continue work to establish a new approach to community representation based on the direction of the Community Representation Framework Task Force by engaging with community stakeholders, and
2. Return to Council with a final report on the Community Representation Framework no later than the end of 2018 Q4.

## **Community Representation Framework Program Update**

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2016 June 1 (CPS2016-0393), the Standing Policy Committee on Community and Protective Services proposed the following recommendations to Council:

1. Approve the formation of the Community Representation Framework Task Force, and
2. Adopt the Community Representation Framework Task Force Terms of Reference.

On 2016 February 22 (CPS2016-0107), Council directed Administration to report back to the Standing Policy Committee on Community and Protective Services, by no later than 2016 June 01, with a Terms of Reference for a steering committee, an engagement plan, and any implications for the work plan and timeline, with consideration given to the discussion and input provided at the 2016 February 03 meeting of the Standing Policy Committee on Community and Protective Services.

On 2015 November 09 (CPC2015-182), Council referred a Motion Arising from Calgary Planning Commission (CPC):

REFER, Moved by Councillor Stevenson, Seconded by Councillor Keating, that Calgary Planning Commission Recommendation 3 contained in Report CPC2015-182, as follows, be referred to the Administration to develop a scoping study on these matters and to return to the SPC on Community and Protective Services no later than 2016 February 03:

3. Create a working group or similar entity that examines the evolution of community associations and resident's associations over time in an effort to identify appropriate roles as they apply to community building. For example, do both entities deserve an official voice when weighing in on community plans, land use plans or development permits? To be inclusive, this working group should involve representation from City Administration, industry, Federation of Calgary Communities, existing Resident's Associations and perhaps a post-secondary institution to act in a research capacity. There is potential to run such an initiative under the Urban Alliance memorandum of understanding between The City and the University of Calgary.

### **BACKGROUND**

The Community Representation Framework Task Force began meeting in 2016 December (Attachment 2). As directed by Council, the task force consists of 15 members representing Council, community, industry and Administration (Attachment 3).

Through meetings and facilitated conversations, the task force has identified three areas of focus for a community representation framework:

- *Representation structure* – a system by which organized community groups and individuals collaborate with City staff on community-building issues.
- *Community involvement*– clear roles, responsibilities and expectations of different stakeholders in community-building, with significant focus on the processes and practices of The City with respect to community involvement.
- *Supports and resources* – human resources, funding and programs required to build the capacity of individuals and organized community groups so they can effectively contribute to community-building processes.

## **Community Representation Framework Program Update**

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The task force has focused its efforts on defining components of a *representation structure* with the expectation that elements *community involvement* and *supports and resources* will be aligned to ensure successful implementation and sustainment of the framework.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

#### **Stakeholder Engagement, Research and Communication**

The Community Representation Framework staff team reviewed approaches to representation used in ten North American cities (Attachment 1) to generate a set of options for the task force to consider. In the Canadian context, Calgary's system of community associations is very well-organized. However, several cities in the United States provide examples of *representation structures*, *community involvement* and *supports and resources* that are worth considering.

Some cities have established more formalized representation structures, developed civic processes that improve community involvement and committed staff and funding to enhance the capacity of communities to participate in such processes more effectively. For example, cities like Los Angeles California and St. Paul Minnesota have established terms of reference that clarify the roles and responsibilities of community groups and the municipality with respect to the operation and support of their respective *representation structures*. These terms of reference are formalized through policy and / or city ordinance.

Seattle Washington and Portland Oregon have recognized that not all members of a neighbourhood are members of community-based groups, but instead participate in cultural or faith-based groups (to name just a few) that span communities. These cities have shifted more resources and staff to ensure the voices of these identity-based groups are also being heard through engagement efforts.

And finally, cities like Atlanta Georgia and Dayton Ohio dedicate annual funding and staff to support the operation of the *representation structure*. In addition, several cities support programs and training opportunities like community leadership programs and planning process orientations to build the capacity of individuals and their communities.

After considering the research provided, the task force expressed a preference for a *representation structure* based on a community or district 'forum' (Attachment 1). The forum is envisioned as a means for organized community groups and individuals to share information, debate alternative approaches and collaborate with one another and with City staff on community-building issues.

Questions remain about the geographic scale these forums should encompass (community-based or district-based) the scope of issues the forum should address, who can best convene the forum (community associations, City staff or a mix of representatives) and what policies and rules would be established to guide the operation of the forum (e.g. conflict of interest policy, inclusion/non-discrimination, transparency and record keeping, etc.). Administration will engage with community and industry stakeholders to review a proposed *representation structure* and help answer these questions. Engagement will be targeted toward organized community groups like community associations, resident's associations and business improvement area groups, as well as individuals from populations that are often under-represented within those groups. Members of BILD Calgary Region, including the Established Areas Working Group, will contribute their expertise and perspectives to our investigation as well.

## **Community Representation Framework Program Update**

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In addition, a cross-corporate internal working group of City staff is in the process of reviewing current and future work and developing a business plan to ensure successful implementation of the framework. For example, a new *representation structure* will require clearly defined rules about its governance, operations and scope – this will likely lead to a project to develop a terms of reference for the forum. As aspects of the overall framework develop, resources required to achieve desired outcomes will be identified and aligned through the One Calgary service plans and budget for 2019 – 2022. These will either be introduced as part of One Calgary plans presented to Council in 2018 or as mid-cycle updates, depending on the timing of a final report of the framework and on the progress of an iterative implementation process.

### **Strategic Alignment**

This report's recommendations align with and contribute to the following of Council's key strategic objectives in Action Plan 2015-2018:

- **City of Inspiring Neighbourhoods:** Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.
  - Strategic Actions:
    - N4 Revitalize the role and ability of community associations, and use of community facilities
    - N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.
    - N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality

This program also aligns with:

- **Engage initiatives:** The Engage Resource Unit has initiated a review of its practices and processes with the objective of expanding the accessibility of engagement opportunities to a broader range of citizens and ensuring consistent engagement related to planning and development reviews.
- **Investing in Local Area Planning:** an approach intended to bring a more consistent manner of determining the geographic scope and depth of future local area plans, and a method for prioritizing their completion.

### **Social, Environmental, Economic (External)**

Social, economic and environmental objectives are best identified and achieved when the community is actively engaged in decisions, and empowered to carry out some of the actions needed to affect change. The framework is intended to create an inclusive structure where persons and groups from varied social, cultural or economic backgrounds can become involved in community-building activities that promote safe, livable, complete communities, with convenient access to transit, employment, services, parks, open space and other amenities.

## **Community Representation Framework Program Update**

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### **Financial Capacity**

#### ***Current and Future Operating Budget:***

The Community Representation Framework program is funded through the Council Innovation Fund and the current operating budgets of Calgary Neighbourhoods and Community Planning. Future operating budget for implementation of the framework (once approved by Council) will be aligned through the One Calgary process, either as part of plans presented later in 2018 or as mid-cycle adjustments.

#### ***Current and Future Capital Budget:***

There is no anticipated impact on capital budgets from undertaking the Community Representation Framework program.

### **Risk Assessment**

1. Stakeholders have expressed a wide range of expectations about the scope of the Community Representation Framework; some stakeholders may be disappointed that the scope is limited to aspects of community representation. The engagement work proposed in this report will provide an opportunity to 'level-set' with stakeholders and articulate the scope of our work in greater detail.
2. Communities in Calgary vary in many respects including size, demographics, area, development patterns, mix of organizations and experience with redevelopment. To mitigate this risk and ensure the outcomes of this program serve the needs of communities across the city, the framework must allow for flexible approaches to implementation.
3. Organized community groups are largely independent of the City and will not be required to participate in a *representation structure*. Hence, the framework must provide community stakeholders with clear benefits to participation.

#### **REASON(S) FOR RECOMMENDATION(S):**

These recommendations are intended to gain Council support for the direction provided by the Community Representation Framework Task Force. Administration also wants to secure adequate time to carry out an engagement plan and for the task force to deliberate on the feedback received through that process.

Approval of these recommendations will allow Administration, in partnership with the task force, to complete a framework that meets the needs of a broad and diverse range of stakeholders and an implementation schedule that will help us align future work through the One Calgary service plans and budgets process for 2019 - 2022.

#### **ATTACHMENT(S)**

1. Attachment 1 – Summary of the discussion paper on approaches to community representation in North American cities, prepared for the Community Representation Framework Task Force
2. Attachment 2 – Community Representation Framework Task Force Meetings Summary
3. Attachment 3 – Community Representation Framework Task Force Membership



**CPS2018-0118**  
**ATTACHMENT 1**

**Summary of the discussion paper on approaches to community representation in North American cities, prepared for the Community Representation Framework Task Force**

The Community Representation Framework Task Force requested the staff team to investigate the approaches of other North American cities to encourage the representation of community views and perspectives. The investigation centered on three areas of focus identified by the task force:

- *Representation structure* – a system by which organized community groups and individuals collaborate with City staff on community-building issues.
- *Community Involvement* – clear roles, responsibilities and expectations of different stakeholders in community-building with significant focus on the processes and practices of The City with respect to community involvement.
- *Supports and resources* – human resources, funding and programs required to build the capacity of individuals and organized community groups so they can effectively contribute to community-building processes.

The subsequent discussion and proposal of the task force has centered on establishing a preferred *representation structure*. That is the focus of this summary.

The Community Representation Framework staff team researched several North American cities, but focused primarily on the following:

- Atlanta, Georgia
- Los Angeles, California
- Victoria, British Columbia
- Dayton, Ohio
- Portland, Oregon
- Washington D.C.
- Denver, Colorado
- Seattle, Washington
- Edmonton, Alberta
- Saint Paul, Minnesota

**Key Findings of Investigation**

There are two main variations of *representative structure*: In some cities, local interests are represented at the neighbourhood or community scale, while in other cities neighbourhoods or communities were aggregated into larger areas or “districts” to provide representation. Also, the *representation structure* in some cities facilitates collaboration between groups like business associations, resident’s associations and local institutions while in other cities, these groups act independently from one another.

Another, difference between cities in the study is how Administration acknowledges and works with community groups. Some cities focus their engagement efforts on organizations based on a geographic area (like a community or district organization) while other cities focus more (or most) efforts to engage with groups based on a specific characteristic or cause (identity-based groups). Often, they indicate, these sorts of groups are under-represented by geographically-based organizations.

And finally, the amount of funding and the dedication of resources for community groups varies as well (summarized below). Some groups are funded and/or staffed, at least in part by the municipality, while others are run by volunteers and raise their own funds. Likewise, some municipalities offer a range of training and education for individuals and community groups. These include courses on municipal processes, community leadership development and instruction on how to run a community group successfully.

**Summary of the discussion paper on approaches to community representation in North American cities, prepared for the Community Representation Framework Task Force**

City	Community association 'equivalent'	District structures	Funding	City staff dedication
<b>CALGARY</b> (pop 1,246,337)	151 Community Associations	x	\$6M annually Capital Conservation Grant (infrastructure only)	24 FTE Neighbourhood Partnership Coordinators (\$3.7M for total program)
<b>ATLANTA</b> (pop 472,522)	242 Neighbourhood/ Civic Associations	25 Neighbourhood Planning Units	\$100,000 annually Neighbourhood Planning Units (operations) Neighbourhood grant program (beautification)	Neighbourhood Planning Units program: 2 FTE (assistant director, coordinator) 26 planners assigned to support Neighbourhood Planning Units
<b>DAYTON</b> (pop 140,489)	60 Neighbourhood Associations	5 Priority Land Use Boards	Community Engagement Grant program \$99,161 annually for Mini-grants program (community and organizational capacity)	Priority Land Use Boards: 21 FTE professional staff (3 per board) and 7 FTE clerical staff (one per board)
<b>DENVER</b> (pop 682,545)	78 Registered Neighbourhood Organizations	19 Ad Hoc Neighbourhood Planning Units	\$0	Administration of Registered Neighbourhood Organizations program
<b>EDMONTON</b> (pop 899,447)	157 Community Leagues	x	Community League Grants (infrastructure, operating and establishment) Neighbourhood Engagement Grants	32 FTE Community Recreation Coordinators
<b>LOS ANGELES</b> (pop 4,041,707)	x	97 Neighbourhood Councils	\$3.59M annually \$37,000 / Neighborhood Council (administration, outreach and projects)	26 FTE Neighbourhood Empowerment staff
<b>PORTLAND</b> (pop 693,863)	95 Neighbourhood Associations	7 Neighbourhood Coalitions (Support organizations)	\$5M annually on community and neighbourhood involvement (\$3.6 M focused on inclusion)	14 FTE Community and Neighbourhood Involvement Centre staff & 7 planners assigned to support neighbourhood coalitions
<b>ST PAUL</b> (pop 302,389)	232 Neighbourhoods	17 District Councils	\$1.1M annually \$65,000 / District Council	1 FTE Community Engagement Coordinator
<b>SEATTLE</b> (pop 704,352)	127 Neighbourhood Councils	13 District Councils (pre-2017)	\$6500 annually \$500 / per District Council (pre-2017)	Removed 2017
<b>VICTORIA</b> (pop 85,792)	14 Community/ Neighbourhood Associations	x	Civic grants	12 FTE Neighbourhood Coordinators
<b>WASHINGTON</b> (pop 681,170)	x	40 Advisory Neighbourhood Commissions	\$680,000 annually \$17,000 / District Commission	Administration of the Office of Advisory Neighbourhood Commissions

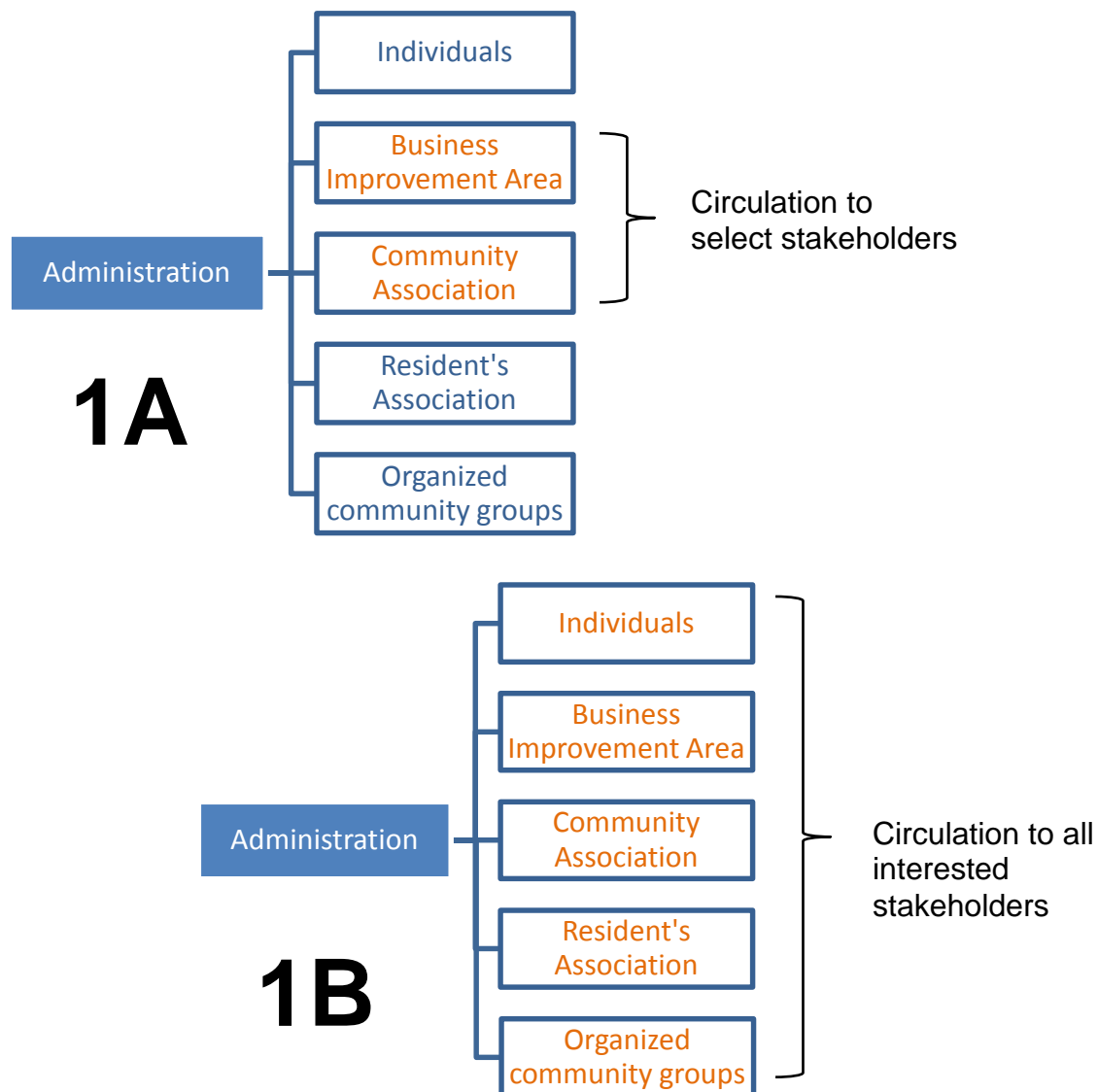
## Summary of the discussion paper on approaches to community representation in North American cities, prepared for the Community Representation Framework Task Force

The Community Representation Framework team identified five different models of *representation structure* for consideration by the task force.

### Models of *representation structure*

Models 1A and 1B

In the first two models, organized groups in the community are consulted independently on civic matters. Using planning applications as an example, information is circulated to these groups independently and responses are likewise independent. The difference between these models is that with the first, circulation is limited to specific organizations, much as occurs in Calgary currently. In the second model, all interested parties (that meet basic criteria) can receive information on an application.

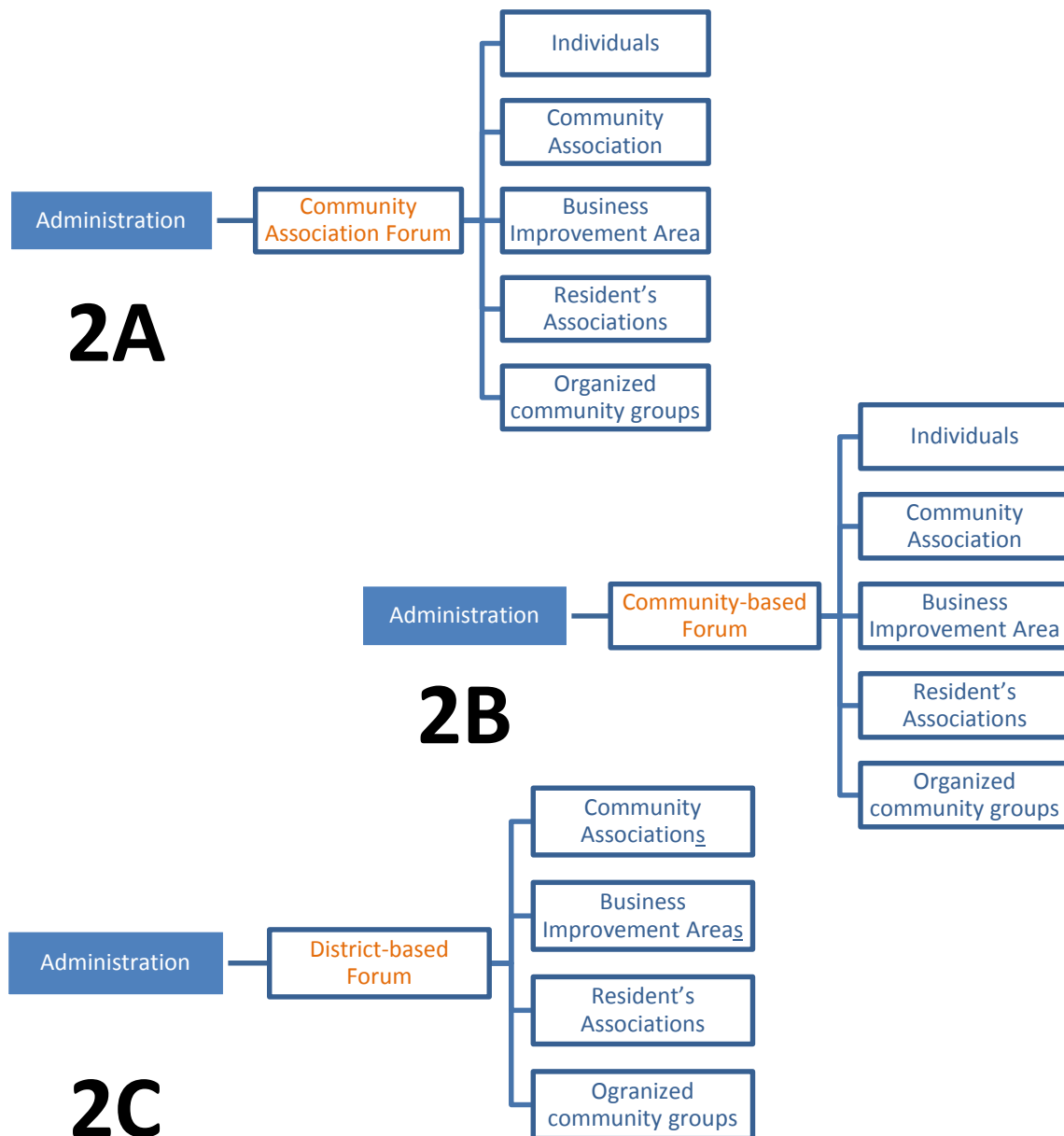


## Summary of the discussion paper on approaches to community representation in North American cities, prepared for the Community Representation Framework Task Force

Models 2A, 2B and 2C

The other three models of *representation structure* provide a range of community stakeholders with an opportunity to come together to share information, discuss ideas and build consensus on a range of topics and issues that affect their community(ies).

Any of these “forum-based” models are envisioned to not only provide a common point of contact through which City-led projects can be taken to communities, but also through which community-led projects and initiatives can be posed to The City for support and assistance.



## Summary of the discussion paper on approaches to community representation in North American cities, prepared for the Community Representation Framework Task Force

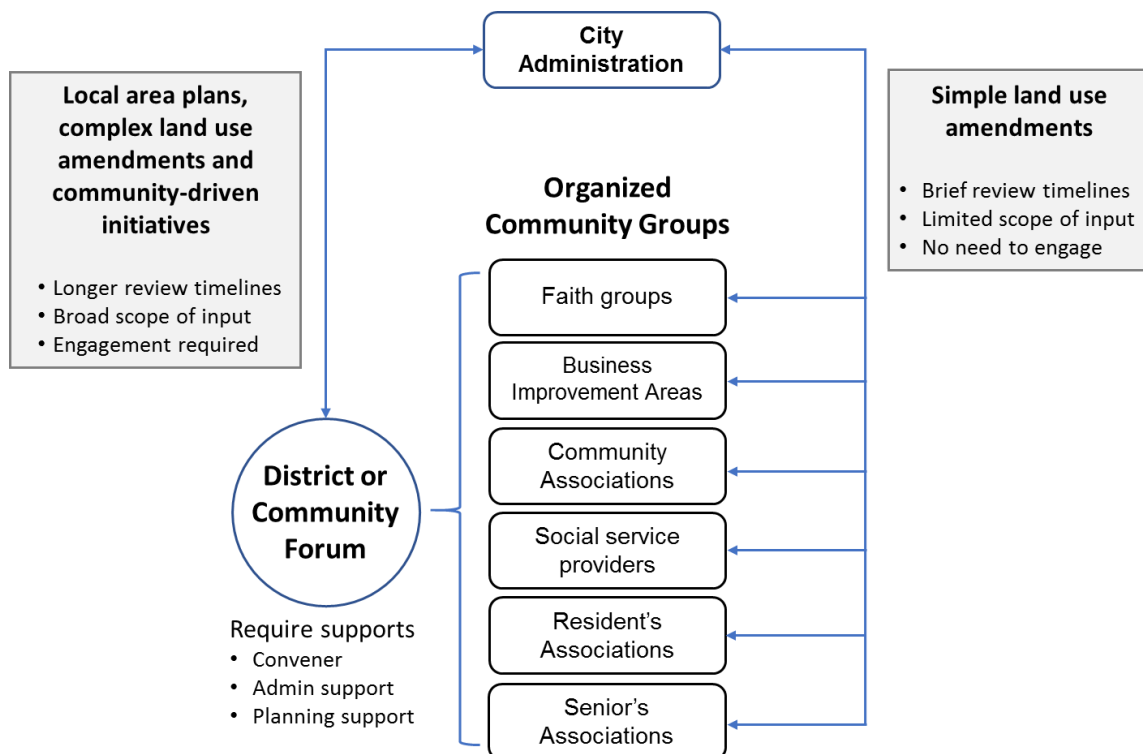
The variables posed by models 2A, 2B and 2C for this 'forum-based' approach include:

- 1) Who is responsible for convening the forum?
  - a. Options - City staff, community associations, other organized community groups or a combination of residents and City staff.
- 2) At what scale should the forum operate?
  - a. Options - community-scale, district-scale
- 3) What are the policies and rules by which the forum operates?
  - a. Options – terms of reference, inclusiveness and diversity policy, code of conduct and conflict of interest policy, to name a few.

### Task Force Preference

Members of the task force expressed preference for a forum-based *representation structure* (see schematic below), suggesting that it will provide better opportunity to effectively facilitate collaborative dialogue between various organized community groups and interests at play in communities across Calgary. Depending on the specific circumstances of communities (or districts) a flexible approach to the composition and administration of the forum is likely to lead to the most successful framework.

### Forum-based representation structure





**Community Representation Framework Task Force Meetings Summary**

2016-12-08

- Terms of reference reviewed: Community Representation Framework Task Force is an advisory group.
- The Director of Calgary Neighbourhoods was elected as chair.
- Discussion around the best way to conduct a stakeholder analysis.
- Establishing operating logistics of the task force: frequency of meetings.
- Best practice research will be conducted however the Community Representation Framework Task Force wants to see a “made in Calgary” solution.

2017-02-08

- Seven Community Representation Framework deliverables were reviewed; Task Force members provided comment.
- Guiding principles were reviewed to inform the decision-making process to be developed.

2017-03-15

- Scope, mandate, communication/messaging, recommendations, and opportunities were discussed.
- Stakeholder engagement (who do we need to talk to, what aspects do we require their input on, how do we best reach these groups, what questions does the Task Force feel needs to be answered, what aspects of community-building do we feel need to be included in the Community Representation Framework).

2017-04-18

- Work streams developed with input from Task Force and internal stakeholders reviewed.
- Task Force members expressed concern that they don’t understand their role in relation to program governance.
- Consensus that the Community Representation Framework Task Force wants to provide more strategic direction before they can be advisory in nature.

2017-05-17 (special Level setting meeting)

- Task Force role in Community Representation Framework project clarified to include:
  - provide vision,
  - provide recommendations,
  - define language and terminology,
  - complete strengths, weaknesses, opportunities, threats analysis (SWOT),
  - clarify scope, and
  - identify issues to be addressed.

## Community Representation Framework Task Force Meetings Summary

2017-05-30

- Background history on community associations, resident associations and business improvement areas and the relationships between them and with the City reviewed.
- Members developed and took away a working vision statement for further consideration “Create a collaborative framework that supports effective representation for community-building.”

2017-06-20

- Facilitated session focused on what should be considered in and out of scope for each of the following stakeholder groups: City Administration, City Council, developers, community associations, other organized community groups, individuals).

2017-07-17

- “In scope” items from June’s meeting reviewed and synergies Identified.
- Consensus on appropriate work streams for Administration to move forward on:
  - Community Governance (Representation structure)
  - Engagement and Relations (Community input)
  - Supports and Resources
- Vision statement from May’s meeting revised: “Create an effective representation framework that enables collaborative community building by establishing governance and organizational structures, guidelines and protocols, and provision of required support and resources.”

2017-09-13

- Update on research by staff team on approaches to community representation and governance in other municipalities and emerging variables across them.
- Principles and criteria identified for rating community governance models for the Calgary context.

2017-11-15

- Changes to Community Representation Framework Task Force membership.
- Review of discussion paper (community representation models used in other municipalities and an analysis of each model in relation to the principles previously agreed upon by the Task Force).
- Discussion and assessment of five different models presented in the paper; these models were further explored on how they could be applied to the Calgary context.

2017-12-07

- Facilitated session to discuss and evaluate community representation models against various community-building scenarios; further variables identified.
- Staff team directed by Task Force to review rules and policies in place that govern the operations of other jurisdictions’ representation structures, and prepare a summary for the next meeting.

**Community Representation Framework Task Force Membership**

As approved by Council, 2016, June 1, the Community Representation Task Force consists of 15 members:

Organization	# of Representatives	Names of Representatives
City of Calgary, Council	4	Councillor Gian Carlo Carra Councillor Peter Demong Councillor Jeromy Farkas Councillor Evan Woolley
City of Calgary, Community Services	1	Katie Black, Director of Calgary Neighbourhoods
City of Calgary, Planning and Development	1	Matthias Tita, Director of Calgary Growth Strategies
The Federation of Calgary Communities	1	Leslie Evans, Executive Director
Community associations	2	Sander Jansen, Cliff Bungalow-Mission Community Association Kelli Taylor, Tuscany Community Association
Resident associations	1	Malik Amery, McKenzie Towne Council
University of Calgary	1	Byron Miller, Professor of Urban Studies
Urban Land Institute Alberta District Council	1	Vacant
BILD Calgary Region Association	1	Beverly Jarvis, Director of Policy
Developers (members of BILD Calgary Region Association)	2	Catherine Agar, WestCreek Developments Kathy Oberg, B&A Planning Group
Former Councillor	1	Jim Stevenson