

**Community Services Report to  
SPC on Community and Protective Services  
2018 July 18**

**ISC: UNRESTRICTED  
CPS2018-0870  
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## **Social Wellbeing Advisory Committee Terms of Reference**

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### **EXECUTIVE SUMMARY**

At the 2018 May 28 Council meeting, Council directed Administration to establish a Social Wellbeing Advisory Committee and return to Community and Protective Services for approval of its terms of reference. The Social Wellbeing Advisory Committee is intended to provide advice to Council and Administration on how to advance the Social Wellbeing Principles of City Services by drawing on the expertise of existing advisory groups, community stakeholders, and their networks. This report proposes terms of reference for this committee and outlines considerations used to inform the development of the roles, responsibilities and membership.

#### **ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Community and Protective Services recommend that Council:

1. Approve Attachment 1 "Social Wellbeing Advisory Committee Terms of Reference"; and
2. Direct Administration to work with the Social Wellbeing Advisory Committee following the appointment of members at the 2018 October Organizational Meeting of Council and return to Standing Policy Committee on Community and Protective Services no later than Q2 2020 with its first annual report.

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

On 2018 May 28, Council directed through CPS2018-0362 that Administration "establish an Advisory Committee on social wellbeing and report to Council through the Standing Policy Committee on Community and Protective Services with terms of reference no later than 2018 July; with positions to be filled at the October 2018 Organizational Meeting of Council."

### **BACKGROUND**

Council's recent approval of the Social Wellbeing Principles provides a foundation for decision-making on how The City can deliver effective and efficient City services while responding to the needs of diverse Calgarians. The Principles state that The City will:

- Strive to provide equitable services. This includes removing barriers to access and inclusion.
- Advance the active and shared process of Truth and Reconciliation in collaboration with the community.
- Seek opportunities to support and grow culture in Calgary.
- Aim to stop social problems before they begin using a prevention approach.

To support this work, Council directed the development of a terms of reference (Attachment 1) for an advisory committee to advance social wellbeing. Administration recommended this approach as it identified gaps in how diverse populations are represented through existing Council and Administration advisory committees, and saw an opportunity to build on its current structure.

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

The vision for the Social Wellbeing Advisory Committee is to collaborate with community experts to inform City decision making that improves services and helps to achieve quality of life results. It acts as a centralized mechanism for Council and Administration to receive community expertise on how The City can best deliver its services in accordance with the Social Wellbeing Principles while meeting the needs of a diverse population. Community involvement, through

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the Social Wellbeing Advisory Committee, will ensure community input and shared accountability with the public regarding how The City advances the Social Wellbeing Principles. See Attachment 2 for a diagram on the structure of the Social Wellbeing Advisory Committee and its links to the Social Wellbeing Principles.

To inform the development of the proposed terms of reference, Administration engaged both internal and external stakeholders. This included reviewing the terms of references of advisory committees that exist at The City of Calgary and similar committees in other municipalities (see Attachment 3), engagement with community stakeholders, and consultation with relevant Administrative staff in Calgary and other jurisdictions. The terms of reference were developed in accordance with the Governance and Appointments of Boards, Commissions and Committee Council Policy, the Guide to Preparing Terms of Reference and with the guidance of City Clerk's staff. The following are two critical components of the terms of reference:

1) **Responsibilities:** To summarize the responsibilities outlined in the proposed terms of reference, the Social Wellbeing Advisory Committee will:

- support Administration in the stewardship of the Principles;
- advise on new or revised City strategies, policies or services in alignment with the Social Wellbeing Principles;
- play a coordinating role with Administration and Council Advisory Committees when necessary;
- identify social needs and trends that impact City service delivery; and
- identify when there are gaps in knowledge on the Social Wellbeing Advisory Committee and seek out further community perspectives.

Community stakeholders have reviewed the responsibilities and consider them to be a valuable use of volunteer's time which is critical to ensuring committee members maintain engagement and participation over the long-term. The responsibilities identified are intended to provide Council and Administration with a mechanism for increased transparency and collaboration with the community. The responsibilities are designed to meet a business need to receive comprehensive feedback on how City services can effectively meet the diverse needs of Calgarians; and allows for detailed subject matter expertise from existing advisories or community networks when needed. In addition, the responsibilities included support Council and Administration to better understand and respond to emerging social issues that may impact the delivery of City services.

2) **Composition:** The review of similar successful advisory committees in other municipalities informed much of the composition of the Social Wellbeing Advisory Committee's terms of reference. All municipalities strived to include a membership that represented the diversity of the community but used different approaches to achieve this goal, which included seeking out members with:

- lived experience as a member of a specific population;
- expertise that reflects the committee's goal or purpose;
- connections to community networks; and
- relationships with major institutions or community advocacy groups.

The proposed composition in the terms of reference reflect practices used in other municipalities while building upon the existing structure of current Council and Administration advisory committees in Calgary. Stakeholders identified the importance of including members with a mix of perspectives and knowledge of specific populations and expertise related to the overarching concepts of the Social Wellbeing Principles. The

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proposed terms of reference balances membership between non-binding members from existing advisories and Council appointed members. Committee size follows the Governance and Appointments of Boards, Commissions and Committee Council Policy recommendations to ensure a manageable number of members for decision making and completing required tasks. The composition also provides opportunity to fill gaps in perspectives and populations that are not the primary focus of existing City advisory groups. The terms of reference allow for additional perspectives through opportunities to revise the terms of reference if needed.

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

The recommendations were developed through the following:

- Review of relevant existing City of Calgary Council and administration advisory committees;
- Review of similar Council Committees terms of reference and the practices of other Canadian municipalities with similar intent;
- Engagement with community stakeholders including: the Social Policy Collaborative, the FCSS Forum, the Centre for Sexuality (former Calgary Sexual Health Centre), the Women's Centre, Equal Voice, Ask Her, and Vibrant Communities Calgary.
- Engagement and confirmed interest from chairs of existing Council and Administration advisory committees named in the Social Wellbeing Advisory Committee terms of reference.
- Internal engagement with representatives from across departments.

### **Strategic Alignment**

Approving the report recommendations aligns with the following priorities, strategies and results:

- Council Priorities: a prosperous city; a city of inspiring neighbourhoods; a healthy and green city, and; a well-run city.
- Quality of Life Results: Calgary is an inclusive city; Calgary is a city of safe and vibrant neighbourhoods; Calgary is a healthy and equitable city.

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

- Social: Improved understanding of community needs and communication with diverse populations result in better services for Calgarians. Ultimately, this committee will support The City to advance the Social Wellbeing Principles, contributing to the achievement of the Quality of Life Results through effective City services.
- Environment: This advisory committee can act as a group to inform The City's approach to environmental wellbeing. Environmental policies and initiatives have different impacts based on the diverse needs of the community. This committee can play a role in supporting City environmental initiatives to be successful.
- Economic: The Social Wellbeing Advisory Committee will be an efficient way for City staff to seek diverse perspectives on City services, saving staff time and associated costs. In addition, a focus on prevention of social issues through City service delivery can result in savings in issue response such as emergency services.

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### **Financial Capacity**

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

The administrative costs of this initiative will be funded by the existing Calgary Neighbourhoods operating budget. No other budgetary needs are anticipated.

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

There is no anticipated impact on current capital budgets from undertaking the proposed recommendations.

### **Risk Assessment**

By advancing the recommendations, The City may face the following risks:

- Social Wellbeing Advisory Committee overextension of volunteers
  - Mitigation efforts included consulting with participating non-binding Council and Administration advisory committees on their perspective of this issue, allowing for these committees to send designates as needed, and learning from other municipalities with similar committees on how to best address this concern.
- Social Wellbeing Advisory Committee does not have the right composition of members and committee responsibilities in the terms of reference.
  - Mitigation efforts include the ability for the Social Wellbeing Advisory Committee to revise the terms of reference annually.
- The Social Wellbeing Advisory Committee, Council, or Administration does not feel the Committee has meaningful impact, or the Committee's feedback is not being used by Administration.
  - Mitigation efforts include Administration's support in the development of evaluation tools to measure the perceptions of the Social Wellbeing Advisory Committee's impact, allowing for course correction as needed. Administration will work with the Committee to develop appropriate processes to ensure Committee views are understood in relevant reporting, even if Administration and Council choose an alternative decision.

<b>REASON(S) FOR RECOMMENDATION(S):</b>
<p>Recommendation to approve Attachment 1 <i>Social Wellbeing Advisory Committee Terms of Reference</i> will enable The City to advance the Social Wellbeing Principles. The Social Wellbeing Advisory Committee will leverage diverse community perspectives and expertise on concepts such as equity and inclusion. This supports The City to provide effective and efficient delivery of services and contributes to the realization of Citizen Priorities and The City's Quality of Life Results.</p> <p>Approval of the recommendation to return in Q2 2020 allows Administration and the Social Wellbeing Advisory Committee to have a developmental year before its first report to Community and Protective Services. During the Social Wellbeing Advisory Committee's first year, it will support the development of: processes and mechanisms to advance the Social Wellbeing Policy; a process for reporting to the Standing Policy Committee on Community and Protective Services about its annual accomplishments and future work plan; and for its governance structure to mature.</p>

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**ATTACHMENT(S)**

1. Attachment 1 – Social Wellbeing Advisory Committee Terms of Reference
2. Attachment 2 – Social Wellbeing Advisory Committee Structure
3. Attachment 3 – Scan of Similar Council Advisory Committees in Other Municipalities  
Advancing Equity, Inclusion or Diversity