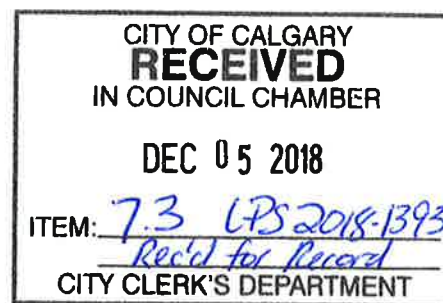




December 5, 2018

**Presentation to SPC on Community and Protective Services  
Community Representation Framework**



I am Terry Koch, President of the Federation of Calgary Communities Board of Directors here to speak on behalf of the Board.

First of all, thank you for this opportunity to address Council's Committee. I also want to thank the Administration's Leadership team – Katie, Mattais and David - for engaging our Board and several Federation members and volunteers at our office over the past year. We are obviously a key stakeholder group and we appreciate the special outreach on such an important matter. And our members were actively engaged in the workshops and online opportunities. Your engagement team received a multitude of feedback regarding opportunities and concerns about the CRF.

As a 35 year + public participation practitioner myself, I can appreciate the work that goes into designing an engagement process of this magnitude. And as a former City of Calgary employee working in the trenches, I always appreciated supervisory support to design and deliver quality public engagement processes. Engaging with citizens effectively is an evolving art and science but there are cornerstones of effective engagement processes like engaging early and often, building trust and being transparent and responsive. I applaud The City for its past and ongoing support of training and other membership benefits delivered by professional associations like the International Association for Public Participation (IAP2) <sup>that</sup> strive to grow the practice. I myself have been a member of IAP2 for 26 years now.

As you might recall, the Federation's Board sent Council a letter in May 2018 outlining our concerns about the CRF, primarily the lack of appropriate engagement especially short timelines, and our perceived lack of transparency of the process. Following that, we did meet with Katie and Matthais to discuss our concerns face to face. In addition, our Executive Director was chastised at the next Task Force meeting for the letter, that we wrote. That said, we stand behind our letter and believe it was necessary and critical to moving this work forward in a constructive manner.

The CRF report was published on the committee portal this past Friday afternoon. Our Board has had some time, albeit quite limited, to vet the report over email. And today our view is that the Framework adequately reflects the feedback from community groups captured in the What We Heard report.

The positive elements of the Framework include:

- It was developed largely based on "feedback" from community engagement sessions.
- It is process focused, not structurally based.

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- It rightly places community associations at the centre of community building.
- It positions supports for community associations as one of five priority areas.

Our constructive feedback, which does not include our members input as there hasn't been time to solicit that appropriately, includes:

- The original request for this work (which was generated from Calgary Planning Commission to sort out MR lands and community association/resident association access to those lands) has not been addressed. How does CRF benefit "new community" designs?
- There is a weak and vague implementation plan. It is unclear how the processes will be built collaboratively and how projects will be selected.
- We would hope that there are opportunities for feedback, measurement and checking in with all stakeholders. This should be a consultative process not a top down implementation.
- We are concerned around intent and purpose - a change in City staff could alter the "intent" of this work.
- Trust is so important. As we learn together, what steps are going to be taken to build trust and commitment to valuing the community association movement?
- There are no funding mechanisms identified to support the "Priorities and Results", and apparently dollars have been added to the City's budget. We have no understanding as to the actual dollar figure for those "improvements", to see if it is even feasible to implement such a huge learning and support initiative.

This brings me to our final concern. The Federation, as a valued partner, is expected to step up and assist in many of these priority areas. Yet we have not been offered any additional funding. For example, we understand that we might need to assist communities in pilot projects to help robustly capture learnings. We also see our existing work deeply imbedded in Priority #5. We have been stretched to the limit. We have cut all we can. We have fewer actual dollars in City funding today than we received in 2009, and yet our expenses have increased by more than 40%.

We want to re-establish ourselves as a Civic Partner to assist building on this framework – we believe we bring a great deal of value and have demonstrated time and time again that we have impact. Our community associations have reported year after year, that they are more effective and better at their volunteers' roles because of us. At the Federation we are leading to create vibrant engaged communities by strengthening community organizations and the people that make their communities great. We want to be the best partner we can be, but we can only continue to do it if we are treated like a valued Civic Partner. Thank you for your time.

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