Community Representation Framework Task Force
Terms of Reference
May 2016

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1. **Overview**
   A Task Force is a group of interdisciplinary subject matter experts working together for a determined timeframe to achieve a specified goal. This Task Force has a shared commitment to common goals and aims to work together to clarify issues, formulate strategies and inform decision-makers. Membership should include representation from all primary perspectives and relevant organizations and should reflect the diversity of stakeholders with an interest in the project.

2. **Mandate**
   The mandate of the Community Representation Framework (CRF) Task Force is to:

   > *Offer strategic advice on the development of a framework for inputs into decision-making that have traditionally been provided by organized community groups on matters related to community-building. The framework will clarify the role of organized community groups and maximize relevant and sustainable public benefit through all stages of a community's evolution to ensure complete communities.*

   The purpose of the Task Force is to explore and provide guidance on how organized community groups can best represent community and provide input into decision-making on matters related to building community. The Task Force provides a forum for discussion between members of Council, delegates from identified stakeholder groups and members of Administration who are focused on the future of community-building.

3. **Roles and responsibilities**
   Members are expected to contribute their knowledge and insight to provide sound recommendations on the inputs into the decision-making framework that will support and clarify roles of organized groups in building community and maximize relevant public benefit.
   - Create and adopt guiding principles for work
   - Attend meetings, to be held no less than bi-monthly
   - Represent interested community stakeholders
   - Consider and advise on current state of community-building for both new and established communities
   - Provide information on evolution of organized community groups, such as community associations, resident associations and business revitalization zones.
   - Provide insight and expertise into the advancement of coordinated and consultative relationship models in building community that are citizen-centric

4. **Principles**
   - **Community-focused** – It is assumed that Task Force members will operate in the interest of the greater community. It is recognized that each member represents a constituent group and contributes based on the interests of that group but the primary intent is to serve the best interests of the community as a whole.

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- **Transparent** – All discussions will be transparent and open to sharing with the broader community. Contributions from all Task Force members are valued and respected and will be communicated in a transparent and respectful manner.

- **Optimism** – The Task Force believes that through this process we are all working toward the best solution for the greater community.

- **Consideration of all perspectives** – The Task Force members believe that all opinions are important and should be taken into consideration.

- **Participation** – We are committed to ensure the success of the Task Force in achieving the stated objectives. This requires our regular attendance and contribution.

5. Reports to:

The Community Representation Framework Task Force will report to Council through the Standing Policy Committee on Community and Protective Services. The Task Force staff will report to the Chair of the CRF Task Force and be accountable to the Task Force.

In addition, the Task Force will provide regular updates to members of Council by memo at intervals as determined by the Task Force.

6. Membership
6.1 Members
The CRF Task Force will include 13 members made up of:
- CRF Program Manager
- One (1) representative from the Community Services department of City Administration.
- One (1) representative from the Planning and Development department of City Administration.
- One (1) representative from the Federation of Calgary Communities nominated to Council by the Federation of Calgary Communities.
- Two (2) representatives from community associations who must be members of a community association board, nominated to Council by the Federation of Calgary Communities.
- One (1) representative from resident associations, who have membership to Federation of Calgary Communities, nominated to Council by the Federation of Calgary Communities.
- One (1) representative from the University of Calgary nominated to Council through the University of Calgary's representative(s) responsible for the Urban Alliance.
- Two (2) representatives from Council, one (1) sits on Standing Policy Committee of Community and Protective Services and one (1) sits on Standing Policy Committee of Planning and Urban Development, nominated to Council at the annual Organizational Meeting of Council.
- One (1) representative who is a member of Urban Land Institute – Alberta District Council nominated to Council by the Urban Land Institute – Alberta District Council.

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- One (1) representative from the CHBA-UDI Calgary Region Association nominated to Council by the CHBA-UDI Calgary Region Association.
- Two (2) representatives for developers who are members of the CHBA-UDI Calgary Region Association nominated to Council by CHBA-UDI Calgary Region Association.

6.2 Chair
The process for selecting the CRF Chair is CRF Task Force member nomination.

6.3 Membership Appointment
- Members from Administration will be appointed by Community Services and Planning & Development. Selection will be based on subject matter expertise and relevancy.
- Members of Council will be appointed to the Task Force at the annual Organizational Meeting of Council in 2016 October.
- Delegates from identified stakeholder groups will be appointed by Council through non-binding nomination at the annual Organizational Meeting of Council in 2016 October.

6.4 Quorum
Although the Task Force is advisory in nature, a minimum of 50% +1 member of which a minimum of three members representing City of Calgary is required to conduct meetings.

6.5 Term
- Members of Council will be appointed until the mandate of Task Force is complete, approximately two (2) years following first meeting. Members of Council can remain on the Task Force as long as they are an elected official. In the case of a mid-term Council member vacancy, the City Clerk's Office will canvass all Councillors for interest in Task Force and bring a report forward for Council to make an appointment.
- Delegates from identified stakeholder groups will be appointed until the mandate of Task Force is complete, approximately two (2) years following first meeting.
- Subject matter experts or special guests will be asked to participate on an as-needed basis depending on topic of discussion.
- Upon completion of Task Force mandate, the Task Force will be dissolved.

6.6 Decision-Making
The Task Force is advisory in nature and does not have decision-making authority for the Community Representation Framework.

6.7 Procedures
Minutes will be prepared by City Administration staff.

The CRF Task Force will follow the Procedure Bylaw and may establish its own policies and procedures. The CRF Task Force must pass a resolution to establish policies and procedures, and the resolution must be documented in minutes.

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6.8 Frequency of Meetings

The Task Force will meet not less than bi-monthly as per an agreed schedule, with ad hoc meetings being held as required. A meeting may be called or cancelled at the call of the Chair and notice provided by email.

6.9 Proxies to Meetings

If a Task Force member is not able to attend a meeting, an alternate may be appointed. Alternates are responsible to keep the permanent Task Force member informed.

7. Code of Conduct

Any issues deemed confidential must be declared; otherwise it is assumed that discussions of the Task Force are not confidential.   Unless otherwise declared, members of the Task Force are free to publicly discuss and share the content of the Task Force meetings as long as there is no personal attribution of remarks.