



# Community Association Futures Framework

Report Back to External Stakeholders: What We Heard

February 2017

## Project overview

Calgary Neighbourhoods is creating a framework to outline how The City aligns its resources to support community associations to:

- Be healthy, vibrant organizations
- Provide relevant programs and services to residents
- Work effectively in partnership with neighbourhood stakeholders and other community associations

The project seeks to address:

1. **Practices:** Define best practices and regulatory requirements for community associations (related to citizen involvement, relevant programs and services, governance, financial and infrastructure)
2. **Processes:** Formally align internal City business processes to coordinate interaction with community associations.
3. **Participation:** Identify needed resources and tools to support community associations to increase community involvement, relevance and sustainability.

Calgary Neighbourhoods is responsible to address the Action Plan strategy to “revitalize the role and ability of community associations, and use of community facilities.” We do this in support of the Council priority that seeks to see Calgary as a city of inspiring neighbourhoods where every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.

## Engagement overview

In collaboration with the Federation of Calgary Communities, The City provided external stakeholders with engagement opportunities in November 2016. Two sessions were made available for members of the Federation, as well as other interested community groups, on November 23 and November 29.

A total of 62 participants took part in these engagement sessions. Representatives from a total of 43 organizations were in attendance. This included 42 community associations, and one social recreation group.



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This work complements the information collected from The City's 2016 annual satisfaction survey with community associations and social recreation groups. The report on the findings of that survey can be found in Appendix 2.

## What we asked

### 1. What do you do to be an effective and healthy community association?

Categories suggested for consideration:

- Collaboration
- Communications
- Community involvement / engagement
- Community needs
- Finance/Funding
- Governance
- Infrastructure/Facility
- Policy (Human Resources, Operational, Financial, etc.)
- Programs
- Volunteers

### 2. What is working well that The City should continue to do and why?

Participants were asked to identify things that are working well, be that policy, processes, programming, relationships, etc.

### 3. What do you need from The City to improve (Five Areas of Exploration):

- i. Two way communication with City and community association
- ii. Relationship with The City (trust and respect)
- iii. Knowledge and access to City of Calgary programs, services and supports
- iv. Understanding of City of Calgary processes and requirements
- v. City of Calgary grants and funding support



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## We Also Heard

We welcomed participants to provide additional input which they felt did not fit into one of the three key questions. We gathered this input under the title of “We Also Heard”.

### Question 1 - Summary of Input

1. What do you do to be an effective and healthy community association?

Input was received for each of the 10 categories that were suggested for consideration.

Samples of input received (in descending order by total pieces of input received):

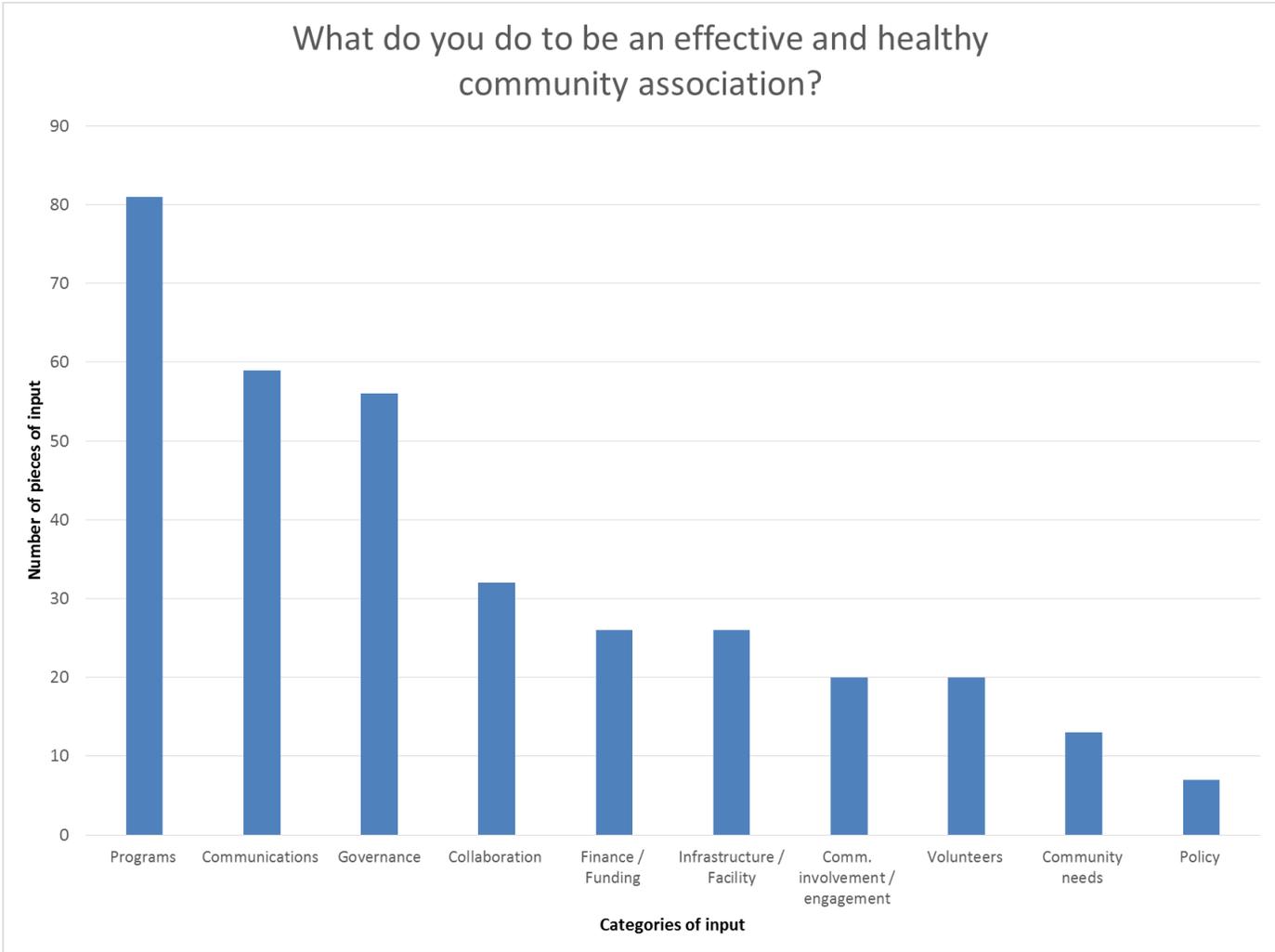
Category for consideration	Sample of input
Programs	Diverse programming for people of all ages.
Communications	Use of diverse tools and tactics.
Governance	Strategic approach, bylaws, policies, role of board.
Collaboration	Diversity of opportunities for collaboration.
Finance/Funding	Grants, casinos, controls, auditor, expert assistance.
Infrastructure/Facility	Financial considerations, maintenance, use of space.
Community involvement/engagement	Collaboration, inclusion, membership, seniors.
Volunteers	Recruitment, retention, management.
Community needs	Safety, beautification, diversity.
Policy (Human Resources, Operational, Financial, etc.)	Enforcement, updates, flexibility.



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## Question 2 - Summary of Input

### 2. What is working well that The City should continue to do and why?

The analysis of the input revealed interest in or appreciation of, various City departments, business units, services or job categories. As well, input about non-City actions, organizations and community associations was received. Multiple pieces of input provided only the name of a City business unit, without any details. Ten pieces of input cited a need for improvement on the part of The City. In descending order by total number of pieces of input received per category:

- Neighbourhood partnership coordinators
- Communication
- Community Services
- Councillor / Councillor's Office
- Other
- Parks
- Customer Service & Communications
- Calgary Police Service
- Grants / funding
- Transportation
- Knowledge sharing
- Needs improvement
- Planning & Development
- Waste & Recycling Services
- Collaboration
- Community associations
- Calgary Fire Department
- Water Resources

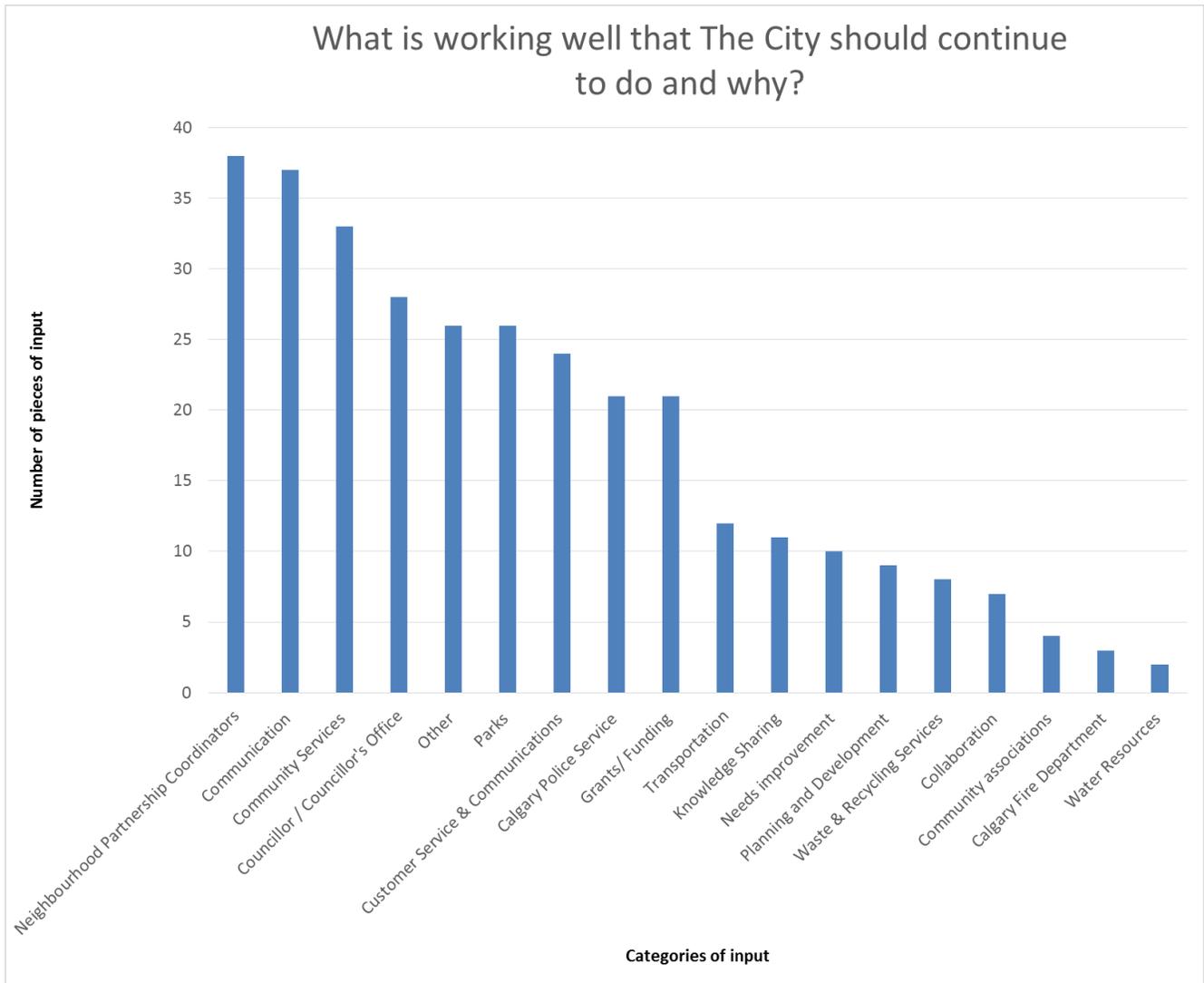


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Category	Samples of input
Neighbourhood partnership coordinators	Attendance at meetings Knowledge sharing
Communication	Direct contact Local communications
Community Services	Community social workers Programming
Councillor / Councillor's Office	Attendance at meetings Knowledge sharing Very helpful
Other	211 Calgary Public Library Federation of Calgary Communities Member - Legislative Assembly of Alberta City support
Parks	Communication Programming
Customer Service & Communications	City website 311
Calgary Police Service	Attendance at meetings Knowledge sharing
Grants / funding	Monies Knowledge sharing
Transportation	311 Engagement
Knowledge Sharing	City staff Ward offices
Needs improvement	311 Communications / communications processes Grant applications Staff turnover
Planning & Development	Community workshops Engagement
Waste & Recycling Services	Community clean-up
Collaboration	Councillor Engagement
Community associations	Board Engaged membership
Calgary Fire Department	Attendance at community events
Water Resources	Engagement





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## Question 3 - Summary of Input

### 3. What do you need from The City to improve (Five Areas of Exploration)

#### Areas:

- i. Two-way communication with City and community association
- ii. Relationship with The City (trust and respect)
- iii. Knowledge and access to City of Calgary programs, services and supports
- iv. Understanding of City of Calgary processes and requirements
- v. City of Calgary grants and funding support

Participants were asked to identify the relevant City business unit, and to indicate whether the need should be addressed now, later, or another possibility. Overall, participants either did not answer the question of when needs should be addressed, or stated that it should be addressed “now.”

Many pieces of input did not include information about which business unit the stakeholder was referencing. In those cases, the input is categorized based on the project teams’ knowledge of City business and the corresponding responsible department.

In cases where the engagement participant identified a business unit, work group or department, that name of the business unit, etc., has been included and sorted accordingly.

In cases where the input is expected to be of interest to multiple departments, business units or work teams, the input has been placed in the category of each relevant department. This is why some pieces of input appear in multiple categories

- i. Two-way communication with City and community association.

Examples of types of input received:

- Information that is clear and consistent
- Improved timeliness of information
- Improvements to City website
- Do a better job of listening to citizens
- Provide City communications support and expertise to community associations
- Provide contact information for City staff/person responsible for a specific issue or project



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## ii. Relationship with The City (trust and respect).

Examples of types of input received:

- Show as much respect for residents and community associations as is shown for developers
- Provide education about The City to community associations
- Provide consistent information
- Provide sufficient time for community associations and their volunteers to respond and provide input on City matters
- Communities need equal support
- Continuity of service (Neighbourhood partnership coordinators, community social workers, etc.)
- Absence of hidden agendas

## iii. Knowledge and access to City of Calgary programs, services and supports.

Examples of types of input received:

- Provide education about The City to community associations
- More knowledgeable neighbourhood partnership coordinators
- Ability to access City expertise

## iv. Understanding of City of Calgary processes and requirements

Examples of types of input received:

- Ability to access City expertise
- Easy-to-understand, transparent and consistent City processes

## v. City of Calgary grants and funding support

Examples of types of input received:

- City should provide financial assistance to community associations
- Consistent funding that is simple and easy to access



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Stakeholders identified possibilities for improvements to City processes, culture and relationship management. Input about opportunities were identified in the following areas:

- Check consistency of support to community associations
  - City support should be consistent across all community associations
  - Community associations serve large and small communities, and serve across ward boundaries
- City experts provide support to community associations
  - Provide expert advice (marketing, planning, communications, consultation, etc.)
  - Attend community association board meetings
  - Encourage experts from private business to support community associations
- Communications
  - Provide person-to-person communications
  - Make improvements to Calgary.ca
  - Remove old documents/content from Calgary.ca
  - Provide more notice of upcoming events, etc.
  - Use 'save the date' function
  - Ensure there is meaningful consultation
  - Remember that community associations are the voice of residents
- Fees
  - Waive fees for community associations
- Opportunities specific to particular business units
  - Customer Service & Communications
  - Planning & Development
  - Transportation)
- Performance standards
  - Improve response times
  - Provide any response
  - Ensure timely and effective processes
  - Processes should include sufficient time to notify and involve community associations and their volunteers
- Planning
  - Acknowledge receipt of input
  - Listen effectively
  - Improve timelines
  - Give more notice for events and requests for input



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- Reduce referrals to community associations
  - Do not refer people to community association for issues over which the community association has no control
- Rethink funding of community associations
  - Structure
  - Timing
  - Level of funding
  - Funding for grassroots activities
  - Taxes to fund community associations
- Support for Neighbourhood Partnership Coordinators (NPCs)
  - City could better support NPCs
  - Provide education
  - Allow innovation
  - Improve coordination between NPCs
- Surveys
  - Use community association surveys, survey results
  - Reduce scope of surveys – city wide does not reflect community interests
- Take a more holistic view of the city of Calgary
  - City should expand its focus
  - Focus on more than the inner city
  - Focus on sustainable communities
  - Focus on all citizens and not just the interests of developers
- Trust and respect
  - Seize opportunities to demonstrate trust and respect of volunteers, volunteer work, citizen knowledge, community input
  - Demonstrate greater flexibility when dealing with volunteers

A significant amount of input received in the Five Areas of Exploration discussion does not fall into one of the five identified areas, and therefore is categorized as “Other.” The majority of the input in this category echoes input from other categories.

The “Other” category includes the following examples of types of input received:

- 311
- City-led engagement
- City processes



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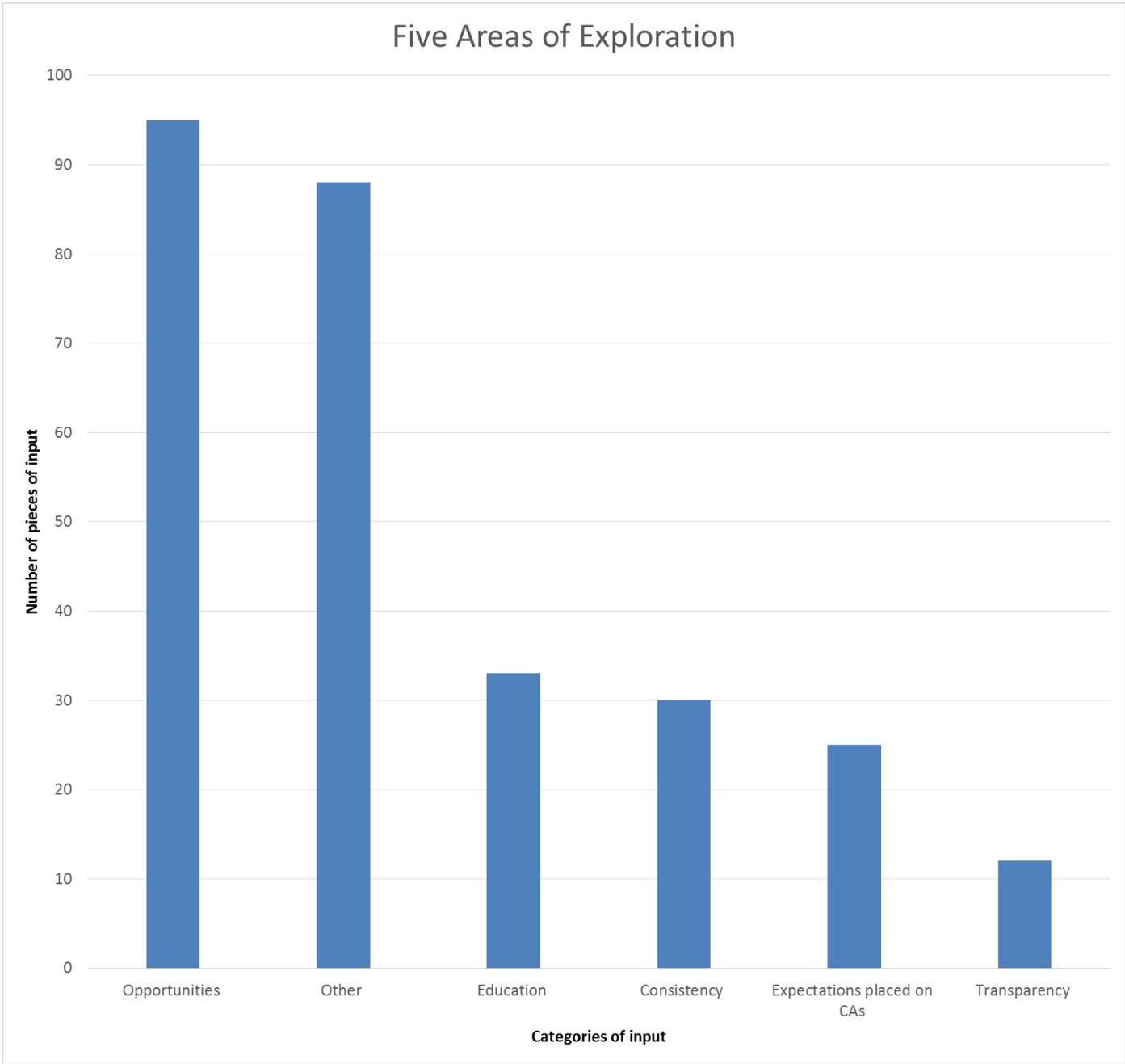
- City staff (relationships, staff workload, experience)
- Communications within community associations
- Council and Mayor
- Concerns about too much focus on inner city development and other issues
- Concerns about a lack of support from The City of Calgary
- Facilities
- Fees
- Issues particular to specific community associations
- Planning issues and actions
- Program support
- Recycling
- Relationships with members of Council
- The City's relationship with the Calgary Board of Education
- Trust



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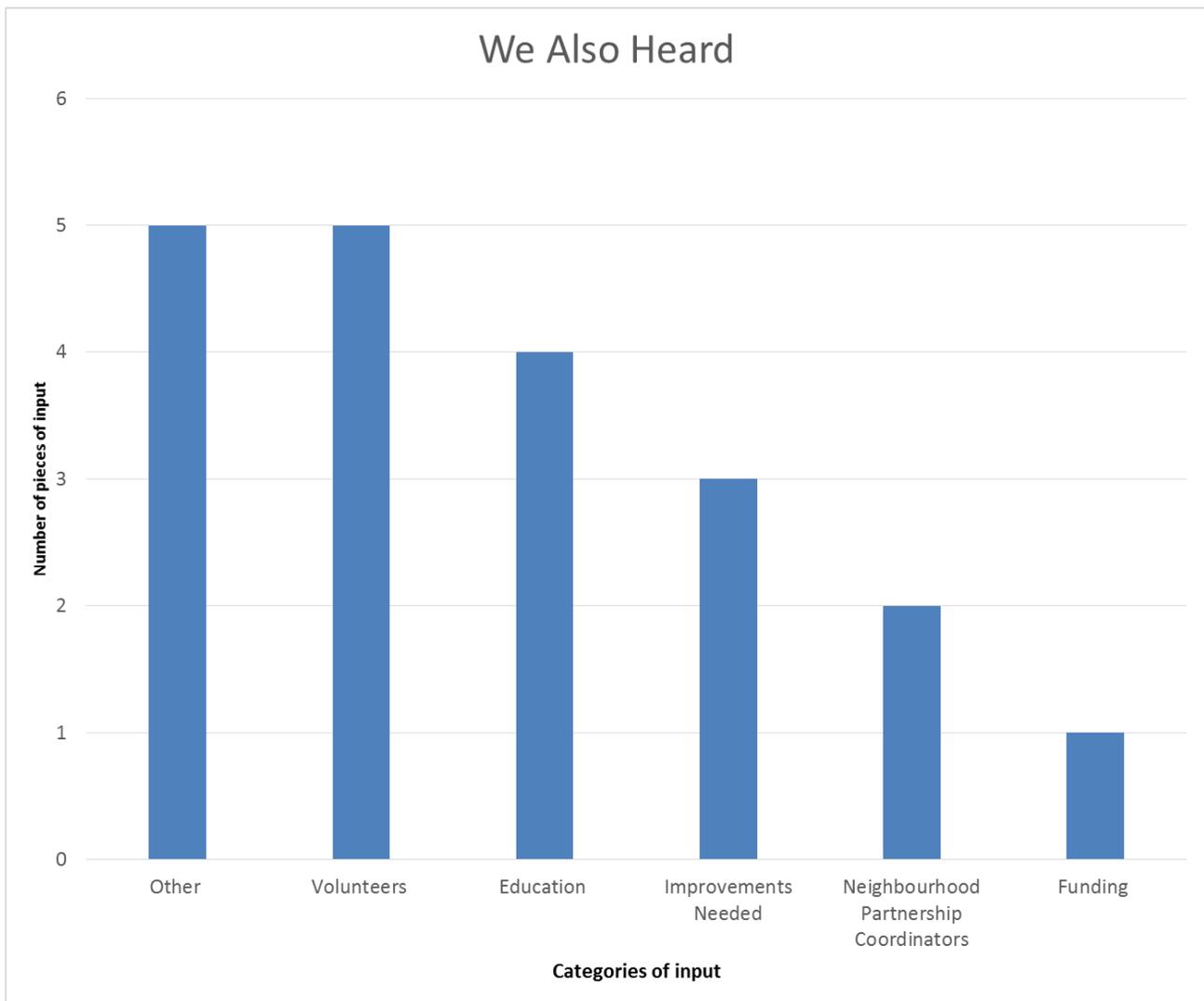
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Some of the input we received in the “Other” category of the “We Also Heard” section focused on the question of the value of community associations. Input referenced the role of a CA, the current relevance of community associations, whether CAs are still needed, effective or wanted.

Other input referenced:

- The Federation of Calgary Communities
- Assistance for community events from the Calgary Attendance Centre
- The potential promise of peer-to-peer education, which would involve Neighbourhood Partnership Coordinators, and members of the community





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## Next Steps

- External engagement of community associations, in collaboration with The Federation of Calgary Communities, will continue in 2017
- Calgary Neighbourhoods will conduct working sessions to identify and implement improvements to processes and practices - 2017
- Calgary Neighbourhoods to share information collected from external stakeholders with relevant City business units, advocating for improvements and supporting change - 2017
- Calgary Neighbourhoods to establish working group with representatives from community associations to identify needed tools and resources relating to best practices for community associations, - February 2017
- Update to stakeholders on actions taken to date - Fall 2017
- Framework finalized – mid-2018
- Resources requiring additional funding will be requested in Action Plan 2019 - 2022



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**Verbatim Comments Section:** The list of all verbatim comments received. A list of acronyms is included at the end of the verbatim comments document.

## Appendix 1: Analysis of the External Partner Survey

Verbatim input includes all written input received. Input is unedited for errors in punctuation, spelling, typing and grammar. Personal identification/information has been removed in accordance with privacy legislation.

<b>November 23, External Stakeholder Session</b>	
<b>Question 1: What do you do to be an effective and healthy community association?</b>	
<ul style="list-style-type: none"> <li>• Partnerships               <ul style="list-style-type: none"> <li>○ School board</li> <li>○ Exercise program</li> </ul> </li> <li>• Business partnerships</li> <li>• “Dream Team” off &amp; bldg mng</li> <li>• Great collaborations (vivo/social supports/Biz)</li> <li>• Good support from our ward councillor</li> <li>• Free rentals to particular groups NON PROFIT</li> <li>• Donate space for other community organizations</li> <li>• Networking – collab w/ others</li> <li>• Attend CA networking events to learn &amp; share ideas</li> <li>• Good communication</li> <li>• Newsletter</li> <li>• Signage on street</li> <li>• Website</li> <li>• Facebook</li> <li>• Twitter</li> <li>• Parent notes</li> <li>• Email dist</li> <li>• Sharing info by email regularly</li> <li>• Monthly newsletter</li> <li>• Face-to-face ask of volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Assess community needs well</li> <li>• Good community programs</li> <li>• Having “Administrative” position w authority</li> <li>• Staff retention</li> <li>• Continuity w staff</li> <li>• Looking to the future rebuilding of CA vision – direction</li> <li>• Looking forward to the future</li> <li>• Not be afraid of rebuilding foundation</li> <li>• Renovated facilities</li> <li>• Updated bylaws</li> <li>• Current bylaws</li> <li>• Monthly brd mtg</li> <li>• Brd skills inventory (Fin/Acct/Igl)</li> <li>• F.C.C. audit</li> <li>• Finance policy</li> <li>• Developed a business plan</li> <li>• Introduced new bylaws – AGLC, CRA</li> <li>• New social media strategy &amp; director</li> <li>• Board continuity</li> <li>• Gradual attrition</li> <li>• Board members committed to a type of vision</li> <li>• Small # of households but full board of 12 active volunteers</li> </ul>



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<ul style="list-style-type: none"> <li>• Newsletter social media</li> <li>• Communication             <ul style="list-style-type: none"> <li>○ E-Newsletter</li> <li>○ Newsletter</li> <li>○ Facebook</li> <li>○ Twitter</li> </ul> </li> <li>• Newsletter → self published control of messaging</li> <li>• Inhouse newsletter</li> <li>• Monthly events list by email</li> <li>• Monthly magazine</li> <li>• Build easy to navigate website with current easy to find info</li> <li>• E-newsletter for members</li> <li>• Great for pop up events</li> <li>• Volunteer call outs</li> <li>• City communication</li> <li>• Community surveys for program &amp; event ideas</li> <li>• Support from City Councillor</li> <li>• Very good relationship with Councillor</li> <li>• Communications             <ul style="list-style-type: none"> <li>○ email</li> <li>○ website</li> <li>○ newsletter... social media</li> </ul> </li> <li>• We have newsletter website mail drop to homes</li> <li>• Communication for City Bus. Units</li> <li>• Communication             <ul style="list-style-type: none"> <li>○ facebook</li> <li>○ Website</li> <li>○ bowest'ner (newsletter)</li> <li>○ e-newsletter</li> <li>○ office</li> </ul> </li> <li>• Advocate for community (small "c")</li> <li>• Conduit conversation with City Hall</li> <li>• Good relationship with City Rep (attends monthly board meetings)</li> <li>• Effective communication:             <ul style="list-style-type: none"> <li>○ Newsletter</li> <li>○ E-newsletter</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Board members meet w/ people from other community boards &amp; staff</li> <li>• Board can rally members on big issues eg MAIN STREET</li> <li>• We have fun &amp; are spontaneous</li> <li>• Free program such as The Calgary Stamp breakfast</li> <li>• Strategic planning</li> <li>• Good financial (great Treasurer) policy</li> <li>• Professional accountant</li> <li>• Lawyer</li> <li>• Other professionals             <ul style="list-style-type: none"> <li>○ Have a balance &amp; all inclusive board of directors</li> <li>○ Strong leadership and board</li> </ul> </li> <li>• Life cycle plan</li> <li>• Utilize grant process</li> <li>• Engage NPC in process</li> <li>• Civic affairs – monitoring city planning changes</li> <li>• Provide space for renters</li> <li>• School use of athletic facilities</li> <li>• Fiscally responsible</li> <li>• Very open &amp; supportive of ethnic communities</li> <li>• Finding resources for vulnerable members (i.e. food bank)</li> <li>• Providing free space for fundraisers &amp; non-profit programs</li> <li>• Maintain facilities w/ very limited resources (i.e. building /ice time)</li> <li>• Staff</li> <li>• Facility mgmt</li> <li>• Risk mitigation support &amp; expertise</li> <li>• OHRS support in developing policies</li> <li>• Capital planning</li> <li>• Grant writing</li> <li>• Maintain at skating rink &amp; operate the outdoor swimming pool</li> <li>• Maintain &amp; improve outdoor rinks</li> </ul>
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<ul style="list-style-type: none"> <li>○ Website</li> <li>○ Community bulletin board</li> <li>● Newsletter that makes a profit! \$15 – 20k (advertising)</li> <li>● Communication             <ul style="list-style-type: none"> <li>○ Website</li> <li>○ Facebook</li> <li>○ Newsletter</li> <li>○ E-mail</li> </ul> </li> <li>● CA empowers residents at/with city</li> <li>● Engaging seniors             <ul style="list-style-type: none"> <li>○ Senior breakfasts</li> <li>○ Engaging with seniors</li> </ul> </li> <li>● Have a good membership plan</li> <li>● Increasing engagement with residents (~10% membership)</li> <li>● Member discount program 5 – 20% off for members</li> <li>● Engaged board – many skills</li> <li>● Community Engagement (programs &amp; Events)</li> <li>● Engagement is an issue!</li> <li>● Sync'ing groups within community</li> <li>● Collective impact</li> <li>● Collaboration             <ul style="list-style-type: none"> <li>○ BCGG</li> <li>○ CBE</li> <li>○ BIA</li> <li>○ Lions</li> <li>○ Legion</li> </ul> </li> <li>● Building a community Hub – ability to provide space for multiple programs, organized et. Something for everyone</li> <li>● Community survey (vital signs)</li> <li>● Adaptive flexible to community needs</li> <li>● Combat “tokenism”</li> <li>● Funding</li> <li>● Apply for all grants</li> <li>● Obtain grants for facilities</li> <li>● Casino every 18mo</li> <li>● Grants director who looks for and applies</li> </ul>	<ul style="list-style-type: none"> <li>● Summer &amp; winter rec use</li> <li>● Outdoor &amp; indoor community hubs gather w/ intent of finding unique needs of residents</li> <li>● Traffic calming ctte/project             <ul style="list-style-type: none"> <li>○ Volunteers</li> <li>○ Engagement</li> <li>○ Safety</li> </ul> </li> <li>● Enforcement of existing policies &amp; procedures</li> <li>● Informality (lack of policy)</li> <li>● Helps us maintain flexibility</li> <li>● Policy in place</li> <li>● Communication</li> <li>● Website</li> <li>● CA run pgm</li> <li>● 3<sup>rd</sup> party pgm</li> <li>● Childcare</li> <li>● Preschool</li> <li>● <u>Childcare</u> / comm. Need</li> <li>● Accreditation</li> <li>● Work w school</li> <li>● Wage subsidy</li> <li>● Variety of programs for all ages Working</li> <li>● Establishing volunteer skills/int.</li> <li>● Building volunteer database</li> <li>● A volunteer coordinator</li> <li>● Starting on creating policies</li> <li>● Volunteer appreciation dinner</li> <li>● Membership → ordered drive on-line</li> <li>● Volunteer Mgmt</li> <li>● Manageable volunteer commitments</li> <li>● Getting volunteers (we had more board volunteers than spots.) HSCA</li> <li>● Volunteering</li> <li>● Volunteer recognition</li> <li>● Orientation</li> <li>● Onboarding policy</li> <li>● Experienced well educated volunteers sitting on the board</li> </ul>
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for Grants • Fiscally responsible	
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## November 23, 2016 - Five Areas of Exploration

In cases where stakeholder input indicates that more than one department may be involved, the input has been included in multiple spots within the table.

### Area 1. Two-way communication with City and Community Associations

Business unit or work area	Need
<b>ALL</b>	
All depts.	Direct communication – intent? Communication - person to person
All	Now. Departments need to all have the same information. LTR Greenline team says one thing, Councillors office another. Greenline Team more accurate
All	Priority. To understand CA newsletter deadlines are hard deadlines. We can't get info out to residents effectively 2 wks before engagement/event /etc.
	The contact person to get a hold of for assistance for a specific need @ community & city level
	City should use save the date for important upcoming meetings 1-2 wks notice is not enough
	Hidden Agendas - How to manage expectations when the process is not transparent & information is purposely limited
All	Less politics and more coordination of land and development between city and CBE/CSSD. Stop letting CBE blame province and have input on schools
All	Ra's, CA's and JDA's are confusing terms for residents and suitable land not available for CA buildings. <u>Smarter</u> development
<b>COMMUNITY SERVICES</b>	
Communications	Full – website – training/set up updating / for little or no cost to CA
	City can use CA surveys that captures residents needs & experiences better than city wide surveys
	City can use CA's more to survey & gather input. Large city surveys don't make you feel like your input matters
	Ensure CA's are using/applying for all they can, even if CA not



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	aware/have no volunteer to do this
	Info overload Establish timeline alert CA's
	Educating the city residents about CA;s and the benefit they can be to residents
	To make a decision on status of the future of A.P.R.H. Community Hall
Fire Safety	Support for a defibulator for our community hall
Bylaws	Teaching and education to residents on how to comply with Bylaws eg. Snowshovelling
	For <u>Hot Button</u> issues have a city expert discuss with CA board – not just one director
	More help & clarification of AGLC use of proceeds *rules*
	City experts at CA board mtg
CNS	Better coordinate NPC when a community is split between 2 wards, so the CA has its needs met
City Parks	1 weeks notification of a fenced in off leash dog park no engagement short notice
Calgary Neighbourhoods	Training! NPCs are great but support for grant writing finance advice
Calgary Neighbourhoods	Performance standards for response times to inquiries priority now
<b>COUNCIL</b>	
	Who does council represent??? Resident→CA → Council. <u>NOT</u> Nenshi → council
	Little respect from Mayor & council. Comments provided & dismissed – usually excluded when they represent serious concerns Not enough info drilled down in councils agenda
<b>CHIEF FINANCIAL OFFICE</b>	
Communication	Terminology on website city <u>vs.</u> Comm.. association - More con
Communication	Website terminology search More specific navigation
3-1-1 Priority	To <u>stop</u> telling residents to call their CA about issues we have no control over
Communications/Marketing	Newsletter “help”
	City can use CA surveys that captures residents needs & experiences better than city wide surveys
	City can use CA's more to survey & gather input. Large city surveys don't make you feel like your input matters



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Communication	Educating the city residents about CA;s and the benefit they can be to residents
Communication	311 is excellent but something that can be related on a community basis
Website	Delete old documents from website
Communications	Full – website – training/set up i[datomg / for little or no cost to CA
Communication	Solid contacts with different City Departments i contact each dep-contact who’s opinion carries authority so CA gets <u>one</u> story – not multiple conflicting opinions. Where it work for SCACA: NPC MLA parks grants WHERE IT DOESN’T WORK: ROADS PLANNING & DEV
<b>PLANNING &amp; DEVELOPMENT</b>	
Planning & Dev	Solid contacts with different City Departments i contact each dep-contact who’s opinion carries authority so CA gets <u>one</u> story – not multiple conflicting opinions. Where it work for SCACA: NPC MLA parks grants WHERE IT DOESN’T WORK: ROADS PLANNING & DEV. Not suggesting you concur. Just please respond and follow up!
Planning/Roads/etc.	Advance notice & <u>Listen</u> to concerns in advance of open houses – this works really well – but city wants to push there agenda and it fails
Development	Listen to Residents!
Planning/policy	City keeps creating policy such as MDP, Go Plan, Complete Streets, Route Ahead, Imagine Calgary and many seem to only recognize inner city needs
Planning	People and CA is frustrated with planning as they don’t listen to feedback
Anderson TOD	Open houses occurred and city planners do not listen to resident feedback. They are not hearing the residents
Anderson TOD	People from city did not show up to AGM when they committed to attend. This was advertised and then a no-show
Planning & Develop.	Communication – when a CA provides comment (Planning, Dev, Roads) often there is no response
Planning Dept	Planning – if there is no rep in CA, or aren’t following up on DPs etc, need to find out why/how to set comments
	No reporting in a timely fashion. Eg. Mainstreets 3 yrs & minimal result still “working” on things, Iniatives sometimes seem like “make work” projects
<b>TRANSPORTATION</b>	
Planning/Roads/etc.	Advance notice & <u>Listen</u> to concerns in advance of open houses – this works really well – but city wants to push there agenda and it



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	fails
Roads	Solid contacts with different City Departments i contact each dep-contact who's opinion carries authority so CA gets <u>one</u> story – not multiple conflicting opinions. Where it work for SCACA: NPC MLA parks grants WHERE IT DOESN'T WORK: ROADS PLANNING & DEV
Roads	Very difficult to get information in a timely manner always a "surprise" poor sign locations
Transit	Transit – note everyone goes downtown. How about asking riders <u>and</u> non-riders where they need to go. Stop duplicating service and instead, supplement service
<b>OTHER</b>	
	Open dialogue between CBE & city. <u>Now</u>
	Communication between board directors. Have directors with same file (traffic, development, etc) meet regulary – city wide)

## Area 2. Relationship with The City (trust and respect).

Business unit or work area	Need
ALL	
	Mistrust
	Feedback
	Timing
	Info comes too late sometimes Save the date would be effective
	Have great ideas on how to support residents – 1 <sup>st</sup> point of contact Finding funds for grassroots program that would be so beneficial
Interdept.	Timing of projects
All	Better timelines – to know when we might get reasonable responses
All	Remember that C.A.'s are volunteers so we need more time to provide feedback than if we did this fulltime
All	To understand CA volunteers are exactly that, but they are also very passionate (and sometimes more knowledgeable) Flexibility
All	Understanding that all communities are not equal but need equal support. Out C.A. is the size of Airdrie but has the same support as Erlton
All & Council	City needs to respect C.A.'s and encourage membership. Tired of hearing we don't represent the whole community because only



# Community Association Futures Framework

Report Back to External Stakeholders: What We Heard

February 2017

	10% are members
	Way for CA's to learn about city units & departments - what they do - how you can access - what resources they have
<b>CHIEF FINANCIAL OFFICE</b>	
	A call to 311 has accountability do CA boards use 311 or do we have other access
Ipsos Ward specific survey	Info is not applicable to their CA. Northern Hills encompasses 2 wards not enough people asked. Should've done it for their community
311	Stop sending residents to CA for all their complaints ie. dog poop in a green field
<b>COMMUNITY SERVICES</b>	
	Have great ideas on how to support residents – 1 <sup>st</sup> point of contact Finding funds for grassroots program that would be so beneficial
Parks, Planning, CN	Land made available for a CA was not in the best place to represent their residents Northern Hills
NPC – various departments	Hold courses/seminars on common CA issues. We all face similar problems and discussion could improve situation
Facilities	Risk Recognition of the CA's as a partner and equal partner @ the table with facility issues as the liability is technically with the CA
Neighbourhood Services	Neighbourhood Services Social Worker. By the time you build relationship with the current social worker. Person get changed. New person comes in
	NPC. Keep moving/replacing It takes time to build good relationship. When you have that person moves to another place
	Flexibility required for city personnel to meet w/ community volunteers. Ward assistance and Parks are awesome!
	City of Calgary Council. NPC's. There seems to be a hidden agenda
	NPC has too many CAs to support. Outs has 3 mtgs to attend on the same evening as our Board meeting, so cannot attend many of our meetings
	NPC. Stop "passing the buck"
	Ipsos Ward specific survey. Info is not applicable to their CA. Northern Hills encompasses 2 wards not enough people asked. Should've done it for their community
<b>COUNCIL</b>	
All & Council	City needs to respect C.A.'s and encourage membership. Tired of



# Community Association Futures Framework

Report Back to External Stakeholders: What We Heard

February 2017

	hearing we don't represent the whole community because only 10% are members
City Councillor & staff	Respect and acknowledge of the City Councillor to represent the community <u>RESPECT</u>
Council/Planning	City needs to be thoughtful with growth and adjust policy to build sustainable communities in line with policy rather than develop, develop, develop
	Councillors should do what constituents want not what is politically wise for themselves
Council	Some Councillors seem to want certain developments no matter what the CA/residents want
City of Calgary Council, NPC's	There seems to be a hidden agenda
Council	Needs to be reminded that CA's are the <u>VOICE</u> of the residents!
Council	Doesn't represent the voices of CA;s or residents
Planning/Council	Stop building a great downtown and start building great communities by understanding where people live, how they commute, why they commute
	Flexibility required for city personnel to meet w/ community volunteers. Ward assistance and Parks are awesome!
<b>PLANNING &amp; DEVELOPMENT</b>	
Planning	City employees work for all of us, not just developers so resources should be equally allocated, otherwise the process is scewed
Planning & Devel.	Lack of Trust & Respect Response to CA comments is a sign of <u>respect!</u> Not suggesting you concur, just please respond and followup!
Planning	Main Streets. No reporting in a timely manner Main Streets – 3 yrs & no actual info just cause huge anxiety among residents No feedback loop
	Consultation with CA's on development affecting them prior to decisions
Parks, Planning, CN	Land made available for a CA was not in the best place to represent their residents Northern Hills
Planning & Development	Respect the views of residents rather than those of the builders & developers
Planning Commercial development	Respect of CA timing for feedback only a week to review plans unrealistic
Planning	Messag is confusing To have a consistent message/info Really frustrating to be told different things by diff people <u>on the same team!</u>
Development Depts	Require 15 sets of plans – 6+ weeks processing



# Community Association Futures Framework

Report Back to External Stakeholders: What We Heard

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Planning/Council	Stop building a great downtown and start building great communities by understanding where people live, how they commute, why they commute
Planning	Respect a C.A. we live and play here so when good people oppose development, it should carry some weight, city should offer support on D.P.S.
Planning/Parks	Front-of Queue service re: Master planning of facility
Planning, infrastructure (transportation/Roads)	Community volunteers has the knowledge about the neighbourhood. City should recognize this. Contextual knowledge that city staff don't
	3 wk comment period on DD & land use apps doesn't work in summer & to solicit full board comments
Development Dept.	Community Assn's should not pay permit fees
<b>TRANSPORTATION</b>	
BRT	Fiasco lack of info after 5 yr start
Roads	Residents know traffic concerns better than City
	Better relationship w transportation
Planning/Parks	Front-of Queue service re: Master planning of facility
Planning, infrastructure (transportation/Roads)	Community volunteers has the knowledge about the neighbourhood. City should recognize this. Contextual knowledge that city staff don't
<b>OTHER</b>	
	CA's losing voice. Advocate for funding & appreciation for the <u>UNPAID</u> contribution of residents
	Trust. Senior volunteers doing a "good idea" should be better respected & trusted that it is a good idea. Experienced volunteers are not generally inclined to waste their time with "not-good" ideas - TALK & LISTEN

### Area 3. Knowledge and access to City of Calgary programs, services and supports.

Business unit or work area	Need
<b>ALL</b>	
	Support from city for administration
All departments	- Clarity on terms – what each dept. Does - video on how City depts.. can work w/CA's - video – what's an NPC role?
<b>COMMUNITY SERVICES</b>	
CNS	Consistent NPC, when the NPC changes, we need to start over.



# Community Association Futures Framework

Report Back to External Stakeholders: What We Heard

February 2017

	With 58000 residents and limited volunteers that is a big task
	Hard for CA's to know city terminology, departments role of NPC, need video and constant reminder & update
All departments	<ul style="list-style-type: none"> <li>- Clarity on terms – what each dept. Does</li> <li>- video on how City depts.. can work w/CA's</li> <li>- video – what's an NPC role?</li> </ul>
	What city programs are occurring? The NPC should know about all city initiatives & programs eg. Missing links NPC's should be sharing w each other new and creative solutions
	Penbrooke. Consistent NPC that suits needs of CA & Community
	NPC's need to learn about city programs and share between themselves
	CA's want to know about programs & services City needs to promote & tell stories
NPC	We expect NPC's to know all & they don't (they are willing but they need more cred w/in city!
	We hear about high level & big city projects need to hear more about CA & grassroots projects and successes
Communication	We don't get any communication/services/ supports etc that city offers for the CA's (we never know what is happening)
Neighbourhoods NPC's	Greater focus pm staffing & training a higher standard of NPC's It is not a newbie position
CN – NPC	City needs to value NPC position, more training for NPC would show city values NPC
Engineering/Facilities (NPC/Capital)	Timely response to questions
CNS	To make sure CAs have an NPC that suits the needs of the CA; also <u>consistent</u> NPC. Every time they change we have to start again
All NPC to be able to recognize and access City Departments	Access to City of Calgary expertise in a variety of areas depending on where the CA is: Example: OH&S, RFP Process, Capital Planning, legal contracts, Risk management
CNS	It is clear the CNS does different tasks for different communities at our table. Why is there not consistency ie. Grants, newsletter
	City videos on programs would educate & tell stories. Councillors play bigger role in this too
	Support from city for administration
	NPC intro & terms of reference read out & emphasized at board meetings. They are our #1 city access and most don't know their power
Engage/CNS	Support on communication strategy



# Community Association Futures Framework

Report Back to External Stakeholders: What We Heard

February 2017

<b>COUNCIL</b>	
	City videos on programs would educate & tell stories. Councillors play bigger role in this too
<b>CHIEF FINANCIAL OFFICE</b>	
311? Or Engagment	Some long executive summary resources program Some CA;s more exposed to what Engage has to offer
All departments	- Clarity on terms – what each dept. Does - video on how City depts.. can work w/CA's - video – what's an NPC role?
Services support	Community facility & programs survey support (HSCA)
Engage/CNS	Support on communication strategy
Marketing?	Support in promoting the benefits and work of CA;s to encourage membership and engagement in City issues @ a community level
Communication	We don't get any communication/services/ supports etc that city offers for the CA's (we never know what is happening)
	City videos on programs would educate & tell stories. Councillors play bigger role in this too
Neighbourhoods	Searchable community resource database
Website	Better way to search
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>	
Infrastructure – sewers/water etc	Info about long term plan - how doc these work? - cost for upgrading - seems to be adhoc for fixing storm drainage - ete impact on community overview

## Area 4. Understanding of City of Calgary processes and requirements.

Business unit or work area	Need
<b>ALL</b>	
Land Development	Land amendment changes
Traffic/Transportation	City needs to consult CA on traffic and community needs rather than adding/changing traffic signals/stop signs/speed limits/traffic calming based on a couple of 311 complaints
<b>CHIEF FINANCIAL OFFICE</b>	
Communication	Can city communicate with whole board instead of just one person. Sometimes the person who is suppose to share it with the whole board doesn't do that



# Community Association Futures Framework

Report Back to External Stakeholders: What We Heard

February 2017

	How/who do CA's / residents connect and determine what's allowed with traffic/road cut-outs eg. If we are going to engage residents we need to know what can be done
<b>COMMUNITY SERVICES</b>	
By-Law	Better oversight after they grant a building permit i.e. is the home owner doing what they said eg they said they're adding a garage & the create secondary suites – new entrances - suggest owner be required to send regular updates to city dept.
	Land amendment chages City Parks
Parks/planning	Representation for community re: development permits on CA property
CNS/Planning	To help CAs to go through, understand & respond to large developments...especially as CAs are usually untrained volunteers
	How/who do CA's / residents connect and determine what's allowed with traffic/road cut-outs eg. If we are going to engage residents we need to know what can be done
CN's	Require the CA to provide a business plan and come out each year to ensure it's done
CCG – Capital Development	"Facility Resource Officer" – person with knowledgable of area CA facilities to be able to coordinate projects (renos) for timing & funding
Communication	Can city communicate with whole board instead of just one person. Sometimes the person who is suppose to share it with the whole board doesn't do that
<b>PLANNING &amp; DEVELOPMENT</b>	
Planning:	Hit or miss on comments on DPs etc if no CA Rep
	Land amendment chages City Parks
	Provide / offer more wksp. For to teach/educate board regarding processes & requirements
Capital Development	Free/waived DP fees
Planning	For each DP provide CA's with supporting data or where to find it. E.g secondary suites – let the CA know what feedback they've had from the neighbours –how many sec. Suites would they allow in 1 area (1 in 5 houses, 1 in 20 houses?) - All the DATA they can provide for any request would help the CA give an informed response
Planning	Different classification for CA's re: permitting
Capital development	Specific to CA information maybe a tool kit (DP, etc)



# Community Association Futures Framework

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CNS/Planning	To help CAs to go through, understand & respond to large developments...especially as CAs are usually untrained volunteers
Development	Clarity on role of CA's in comments on developments
Parks/planning	Representation for community re: development permits on CA property
Capital Development	- getting a DP or BP is a nightmare - need a resource to help climb the learning curve
<b>TRANSPORTATION</b>	
Traffic Safety	* A <u>transparent</u> process for how the city responds to traffic safety issues (speeding, illegal turns, u-turns) * A standardized process for all C.A. traffic reps. A way for city/community Assoc to vet "real" concerns v.s. smaller irritants * A city person that sheperds requests & reports back regularly * A creative effort to solve really tough road/infrastructure/signal problems that have been a problem for <u>years</u> .
Trans Planning	Justification of road designation vs. Residential safety
	How/who do CA's / residents connect and determine what's allowed with traffic/road cut-outs eg. If we are going to engage residents we need to know what can be done
Roads	Street cleaning seems to be random!
Traffic (safety?)	Do traffic counts in a clearly comparative way: - same place - same kind of day (workday) - similar time of year - yearly Chose busy locations that residents will <u>always</u> be asking about
	Traffic reporting tool kit
<b>OTHER</b>	
Board members	New board members –where to go for right now process/req info rather than training course in 3 months??



# Community Association Futures Framework

Report Back to External Stakeholders: What We Heard

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## Area 5. City of Calgary grants and funding support.

Business unit or work area	Need
<b>ALL</b>	
CFEP	CFEP (worst) ut red tape CN grants, CCG, ward funding → no timelines Less process & Quicker answers regarding funding Too long & involved Turnaround time @ the city is lengthy
<b>CHIEF FINANCIAL OFFICE</b>	
CN/Engage!	Funding to support community engagement (ie. Surveys, online, in person)
<b>COMMUNITY SERVICES</b>	
	Grant support for upgrades, Improvements. Now!
Grants	For child care programs – wages , etc near future
	Fundign for operations program staff. FCSS does not cund community! It funds vulnerable only (or so it appears)
Funding	All the expenses CA's have to bear ex – fire inspection, maintence business licenses etc. should be taken care of by city (or given discount)
Funding expenses	To allow for improved access and bldg usage including rentals to get \$'s to deliver programs
CN/Engage!	Funding to support community engagement (ie. Surveys, online, in person)
NPC	Timelines on grants clearer
FCC/NCP	Marketing & business development courses by proven professionals - ad agencies PR branding blue & _____ (granting ideas etc)
CNS	To help CAs that don't have buildings access grants – not as many available!
	CCG support s/b revenue based (FS attached to applications)
CN	Grant support for grant appl preparation – now- <u>Cash flow</u> project deposits upfront – now -
Funding	Consider funding stream for CA's like a BRZ from tax base. Create revenue certainty Base on population & also programs run!
Funding	Replace some grants w/funding tied to desirable benchmarks Example, 1) match membership fees & private sponsorship



# Community Association Futures Framework

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Funding / exp	CA's are volunteer run organizations. Volunteers work hard to help community. City should appreciate that help them financially
	CFEP pays upfront – CCG after project completion – difficulty bridging financing
	Redoing playgrounds is important & builds community but cumbersome & huge learning curves for volunteers
Operating grants	Utilities Staff Based on financial need ditto
Funding/grant	Community facility surety funding (HSCA)
CN	<u>IDEA:</u> Give CA's funding up front each year according to pop ~ instead of grants – allow them to use appropriately? * * with guidelines (c.f. AGLC) – to save <u>lots</u> time/effort on grant writing
	CA;s have unique & knowledgeable perspective on what programs events & services their residents want & need but comes down to funding to implement. Grant application & reporting is cumbersome & a burden for volunteers
Funding expenses	Some CA's are struggling to even survive (financially) why cant city offers discounted utilities (ex. 50% off)
CN	FAIR process for all CAs – some seem to be able to access \$ outside of normal grants?
	Need programs & event grants that are simple & easy to access. Look at awesome foundation pitch nights as a tangible idea
Development/grants	Coordinate between departments! Grants expire before project approval
Neighborhoods	Consistent, stable funding model: - annual budget - city prioritization
	Cedarbrae CA (CN/CCG) - aging population - barrier access - <u>elevator</u> required - 400 500k not reality for CA - we are now a minority - the City does own the building Funding upgrades
Cn/Fcc	Partnership need w financial institutions re booking & accounting help for CA



# Community Association Futures Framework

Report Back to External Stakeholders: What We Heard

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CFEP (worst)	Cut red tape CN grants, CCG, ward funding → no timelines Less process & Quicker answers regarding funding Too long & involved Turnaround time @ the city is lengthy
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>	
Waste & Recycling	Grant support for recycling program – now -
Recycling	Grant support for program
Recycling	- 3 part bins (indoor) Please! They are <u>very</u> costly → people will recycle if they don't have to search for the proper bin <u>Now</u>
Funding expenses	Some CA's are struggling to even survive (financially) why cant city offers discounted utilities (ex. 50% off)
<b>OTHER</b>	
Gaming Funds	Should be able to use for operation expenses Now

## We also heard.....

- Volunteerism
  - Once upon a time in (problem) here's how we fixed it....
- “Newbie” – history
  - What a CA does for
  - Visual
  - Relationship w city/CA
- (Immigrants) how to connect to “new volunteers”
  - Why get involved
  - Why comm is important
  
- NPC's and Peer-to-Peer best practices
  - The NPC's contact & touch every CA in Calgary. They are privy to a lot of volunteer knowledge and no doubt garner info on what works, what doesn't AND, most importantly WHO DOES IT WELL.
  - All CA's are trying to build the same wheel or wheels – because there are so many pieces with each CA.
  - The City needs CA success. One of the best ways to encourage success is to circulate the knowledge of those who have been successful.



# Community Association Futures Framework

Report Back to External Stakeholders: What We Heard

February 2017

- A “Best Of” speaker or sharing series would be invaluable to those who are not yet the Best Of.
- Best of – grant writing, cash collection, social media, accounting procedures, Board succession, membership solicitation – the list is endless.
- The key is the collective group of NPC’s. They get a chance to see all & hear all.
- The Best Of series would be to provide a periodic forum for Best Of people to share their knowledge and stories. The attendees automatically get a very large leap up their particular learning curve.
- The higher & the quicker the volunteer community ascends the learning curves, the better for everyone – CITY, STAFF, CA’s AND CITIZENS.
- The speakers would undoubtedly be proud and passionate about their topic.
- I’m sure you get the idea.

## November 29, External Stakeholder Session

### Question 1: What do you do to be an effective and healthy community association?

#### Collaboration

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>● Maintain effective relationships with city staff &amp; the councillor’s office</li> <li>● Collaboration             <ul style="list-style-type: none"> <li>○ Working with other groups to build community                 <ul style="list-style-type: none"> <li>▪ ARCH</li> <li>▪ Almadina Charter</li> </ul> </li> </ul> </li> <li>● Collaboration with other neighbourhood groups</li> <li>● City of Calgary</li> <li>● Youth council re-launch in January</li> <li>● Connection with Councillor</li> <li>● Collaborate MLA</li> <li>● Strong affiliates Hockey; arena relationships</li> <li>● We:             <ul style="list-style-type: none"> <li>○ Stay on budget</li> <li>○ We run casinos</li> <li>○ Trying to build a PERKS pgm with local business</li> </ul> </li> <li>● Community coalition:             <ul style="list-style-type: none"> <li>○ CA, RA, AHS, all schools, CPS,</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>● <u>Community Involvement</u> Outreach to all the businesses in the community</li> <li>● Door-to-Door membership drives             <ul style="list-style-type: none"> <li>○ Multifamily bldgs a problem</li> </ul> </li> <li>● Development redevelopment planning comments</li> <li>● Comment on <u>new</u> development nearby.</li> <li>● Ming with Roads</li> <li>● Bylaw enforcement             <ul style="list-style-type: none"> <li>○ Personal touch</li> </ul> </li> <li>● Safety education</li> <li>● Budgetting &amp; financial reporting (set budget; report actual monthly)</li> <li>● Apply for many grants – have been quite successful</li> <li>● Maintain strong financial position             <ul style="list-style-type: none"> <li>○ Budget @ monthly mtg.</li> </ul> </li> <li>● Obtaining funding for facilities and infrastructure for use of community             <ul style="list-style-type: none"> <li>○ Grants</li> <li>○ Fundraising, 50/50 auction</li> <li>○ Events, memberships</li> </ul> </li> <li>● Low cost operations</li> </ul> |
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### CFD, City

- Grant relationships with community Liaison & officers
- with area stakeholders (UofC, foothills, ACH Market Mall)
- Work with adjoining communities
- Collaborate with CA's
- Collaborate with neighbour CAs:
  - Tuscany
  - Scenic Acres
  - RRRDCA
- Traffic & safety committee & city depts ☺
- South Shag area strategic planning cte
- Collaborate with neighbouring CA's
- Established community with ongoing restructuring and expanded input of Valleyview Regional Park over 20 years – a community gem
- w/ Centre St. Church, other churches & Fresh start Recovery to put on events like Clothing Giveaway, Community Cleanup, Seniors Lunches
- Working together with other community groups
- Getting CA and RA working together
- Collaboration with nearby Community Associations
- Increased collaboration with multi-ethnic groups/service agencies in community
- NPC & Cllr Assistance
- Evan Wooley – very helpful
  - Attends events
  - Talks to members
- NPC available to us but they need to serve less communities to meet the demands
- We have an excellent CSW (caring, active, helpful) and are part of the Strong Neighbourhood Initiative
- The knowledge and understanding that the N.P.C. brings to the C.A.

- Grant writing
- Grants:
  - We have successfully applied for many grants
- Auditor via Foundation
- Auditor in place
- Strong financial position
- Good control of finances operations
- Finance
  - We hired a P/T bookkeeper to assist treasurer
- Financial oversight
- Employ an accounting firm
- Revenue Generation
- Estimates before purchasing
- Long term arrangement for hall rentals i.e Bing
- Grants and casinos
- Casino money
- Finance/Funding
  - Bingos
  - Casinos rental revenue
    - Ice, rooms etc
  - Grants
- Improved financial procedures, & getting registered for payroll, GST
- Grant applications
- Easily navigated & provide needed funding support for building upkeep
- CCG grants are critical (along with CFEP)
- Misc. Grants such as community Event grants, grants to support community clean ups
- Easier to navigate grant applications
  - Visible deadlines
- Governance:
  - Recently refreshed our bylaws
- New blaws integrated terms of reference
- Committees for specific roles/mandates
- Directors each with portfolios



# Community Association Futures Framework

Report Back to External Stakeholders: What We Heard

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<ul style="list-style-type: none"> <li>• Gave us (<i>name removed</i>) N.P.C.             <ul style="list-style-type: none"> <li>○ Rapport</li> <li>○ Communication</li> <li>○ Attend bd mtgs</li> <li>○ Present to the city on our behalf</li> </ul> </li> <li>• Councillor or representative attends monthly meetings. Two way feedback</li> <li>• Like that our NPC Heather can navigate the system</li> <li>• NPC very helpful w EVERYTHING (<i>name removed</i>)</li> <li>• NPC can help CA navigate the city admin (more experience the better)</li> <li>• Councillor assistants very helpful &amp; attempt to get answers ASAP</li> <li>• Main streets</li> <li>• Collaboration with CA's             <ul style="list-style-type: none"> <li>○ Engagement</li> <li>○ 16 Ave beautification</li> <li>○ Main Streets</li> </ul> </li> <li>• The Crowchild thing</li> <li>• More public art in community gather spaces</li> <li>• NW Rec Centre</li> <li>• NW Rec Centre!</li> <li>• Our old ARP</li> <li>• Our new ARP</li> <li>• Social Media</li> <li>• Transit Planning &amp; Ops             <ul style="list-style-type: none"> <li>○ Customer</li> <li>○ Focus proactive</li> </ul> </li> <li>• Transit service</li> <li>• CCG</li> <li>• Lifecycle reports</li> <li>• Project manager funding</li> <li>• Kingsland ARP (community – driven)</li> <li>• City councillor info sessions</li> <li>• \$10 building lease with city</li> <li>• NPC</li> <li>• Neighbourhood Partnership Coordinators</li> </ul>	<ul style="list-style-type: none"> <li>• Creating policy manual review process</li> <li>• Accounting policy</li> <li>• Policy manual</li> <li>• Strong board recruitment screening</li> <li>• BOD ✓             <ul style="list-style-type: none"> <li>• We have good board meetings very productive</li> <li>• Results driven GM</li> <li>• No facility, but creative meeting places</li> </ul> </li> <li>• Board – strong             <ul style="list-style-type: none"> <li>○ Working board w/ specific knowledge &amp; skills</li> <li>○ Good communication between Board members</li> </ul> </li> <li>• HR policies</li> <li>• Governance             <ul style="list-style-type: none"> <li>○ Review of Bylaws using FCC personnel as a resource</li> <li>○ Formed a <u>committee</u> to do this</li> </ul> </li> <li>• Annual review of Bylaws – have to ensure changes ok w/ AGLC too</li> <li>• By-law review</li> <li>• Policy handbook being revised</li> <li>• Monthly board meetings</li> <li>• <u>Volunteers</u> <ul style="list-style-type: none"> <li>○ Picture/position name of all Board Members posted in our entrance of building</li> </ul> </li> <li>• Responsible Financial management</li> <li>• Help preparing a budget</li> <li>• Expertise in Finance</li> <li>• Board skill sets succession planning</li> <li>• Governance             <ul style="list-style-type: none"> <li>○ Policies in place oper mgr runs building, finance etc</li> </ul> </li> <li>• Updating policies/bylaws to meet needs</li> <li>• Policies</li> <li>• Lifecycle reports</li> <li>• Physical building</li> </ul>
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| <ul style="list-style-type: none"> <li>• Continue working with NPC             <ul style="list-style-type: none"> <li>○ Valuable resource liason with city</li> </ul> </li> <li>• NPC – advises us of regulations avail grant \$\$\$ etc</li> <li>• Involment with City on planning</li> <li>• City planning coordination with our community</li> <li>• Community clean up</li> <li>• Have neighbourhood partnership coordinator             <ul style="list-style-type: none"> <li>○ help with building &amp; grants</li> <li>○ Help with governance (Angela)</li> </ul> </li> <li>• All NPC's have different strengths 😊</li> <li>• (names removed) are amazing</li> <li>• *Long term sustainability</li> <li>• NPC             <ul style="list-style-type: none"> <li>○ Grant help</li> <li>○ Programs</li> <li>○ Support, resources</li> </ul> </li> <li>• Community Neighbourhood Partnership Coordinator</li> <li>• Helpful staff in the ward office</li> <li>• Communication/councillor office             <ul style="list-style-type: none"> <li>○ Through Councillor Liaison communication is really good way to get access &amp; answers</li> <li>○ Newsletter provides good input</li> </ul> </li> <li>• Councillor's offices</li> <li>• Councillor advocacy new develop issues with residents</li> <li>• Councillor Liaison staff (<i>name removed</i>)</li> <li>• Councillor grant</li> <li>• Councillor office</li> <li>• Community grants</li> <li>• Great newsletter</li> <li>• Comm. website facebook twitter</li> <li>• Social media &amp; website</li> <li>• Monthly newsletter</li> <li>• New expanded website</li> <li>• Social media use measurement</li> </ul> | <ul style="list-style-type: none"> <li>• Infrast. Life cycle plan upgrades/repairs planned – funded by Casino, Bingo, Grant \$\$\$</li> <li>• \$, maintenance</li> <li>• Follow up on lifecycle study items</li> <li>• Lifecycle director to specifically renew</li> <li>• Got a new bldg             <ul style="list-style-type: none"> <li>○ Share it with lawn bowlers</li> </ul> </li> <li>• Lifecycle plan up to date</li> <li>• Upgrades to facility and more upgrades to come</li> <li>• Improved regular maintence – repairs to the facility</li> <li>• Infrastructure always a concern in aging buildings try to keep on top of it, despite financial challenges</li> <li>• Got a new bldg. Share with Lawn Bowlers</li> <li>• Look to the future of our community needs in developing a new facility add on</li> <li>• Keep a clean update hall</li> <li>• Leverage grants for life cycle work</li> <li>• We <u>try</u> to maintain old facilities get new volunteers unsuccessful struggle to get grants</li> <li>• Building             <ul style="list-style-type: none"> <li>○ Maintaining</li> <li>○ Updates</li> </ul> </li> <li>• Rink</li> <li>• Relev programs &amp; services</li> <li>• Variety of Comm. Events for various age groups</li> <li>• Operate family resource centre             <ul style="list-style-type: none"> <li>○ Paid staff</li> <li>○ United Way, Calgary Family Services</li> <li>○ Computer skills</li> <li>○ Clothing, food hampers</li> </ul> </li> <li>• Free space for five ESL classes ongoing</li> <li>• Expanding programs</li> <li>• Free programs fo children &amp; special</li> </ul> |
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| <ul style="list-style-type: none"> <li>• Community newsletter             <ul style="list-style-type: none"> <li>○ Produced &amp; Delivered by Comm Assoc</li> </ul> </li> <li>• through social media</li> <li>• <u>Language to inform</u> – inform – what we can do for you</li> <li>• Communications             <ul style="list-style-type: none"> <li>○ Newsletter</li> <li>○ Website</li> <li>○ Social media</li> </ul> </li> <li>• Better web site</li> <li>• Transparent</li> <li>• Communication among board members</li> <li>• Community resident engagement</li> <li>• Great FB page – large reach/interaction</li> <li>• New technologies for programs and communication</li> <li>• Monthly newsletters; website; Facebook to help inform residents</li> <li>• <u>Communications</u> insuring all residents know about the association and feel welcome</li> <li>• Newsletter</li> <li>• Effective communicates &amp; resident building</li> <li>• Communications             <ul style="list-style-type: none"> <li>○ HelloAcadia – monthly</li> <li>○ Website</li> <li>○ Signage – street</li> <li>○ Electronic sign board</li> </ul> </li> <li>• Recognition note cards to residents who maintain their yards</li> <li>• Give out community service awards</li> <li>• Federation and PIP courses</li> <li>• Information sharing via media &amp; ppl w departments</li> <li>• Info available on the website eg. Community cleanups, maps of DP's Green Line</li> <li>• By-law services helpful/informative but understaffed</li> </ul> | <ul style="list-style-type: none"> <li>events             <ul style="list-style-type: none"> <li>○ In an effort to include large immigrant/low income population</li> </ul> </li> <li>• Move to add Arts programs to our extensive sports programs</li> <li>• 5 social events and expanding</li> <li>• Offer free space regularly to non-profits/charities ethnic groups</li> <li>• Many new programs             <ul style="list-style-type: none"> <li>○ Exercises of different types</li> <li>○ Bridge</li> <li>○ Art</li> <li>○ Jam sessions</li> <li>○ Band</li> <li>○ Choir</li> </ul> </li> <li>• Social events             <ul style="list-style-type: none"> <li>○ Weekly lunch program –</li> </ul> </li> <li>• Programs</li> <li>• Events             <ul style="list-style-type: none"> <li>○ Easter</li> <li>○ Xmas</li> </ul> </li> <li>• Family Events</li> <li>• Resident Engagement</li> <li>• Programs</li> <li>• Safety Advocacy traffic</li> <li>• Area Development review &amp; advocacy</li> <li>• Beautification</li> <li>• Building a new hockey rink for the neighbourhood</li> <li>• Playground refurbish plan done well</li> <li>• Strong leaf program environment</li> <li>• Soccer</li> <li>• Programs &amp; fitness education personal develop.</li> <li>• Seniors social</li> <li>• Soccer (kids to U8) &amp; adult slo-pitch</li> <li>• Kids art on construction fence</li> <li>• Traditional events             <ul style="list-style-type: none"> <li>○ Stampede brkfst, move in park etc</li> </ul> </li> <li>• Awesome soccer program!</li> <li>• Variety of programs thru com. Centre</li> </ul> |
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| <ul style="list-style-type: none"> <li>• City website hard to navigate but helpful</li> <li>• 311 very helpful, info that we need &amp; timing</li> <li>• Communications events &amp; town halls</li> <li>• The City uses C.A. to share information and gather feedback! Eg. B.R.T.             <ul style="list-style-type: none"> <li>○ Via NPC &amp; Planning &amp; Transportation</li> </ul> </li> <li>• Have had several mtgs with the Community re – development of the area             <ul style="list-style-type: none"> <li>○ Speakers</li> <li>○ Maps</li> <li>○ Response to questions</li> </ul> </li> <li>• 311</li> <li>• Calgary Transit             <ul style="list-style-type: none"> <li>○ Engaged officers</li> </ul> </li> <li>• CRO (<i>name removed</i>)!</li> <li>• CRO</li> <li>• NPC ✓</li> <li>• MPCs add lots of value</li> <li>• Unplug &amp; play</li> <li>• Alderman's offices</li> <li>• CPL Book Truck</li> <li>• Police             <ul style="list-style-type: none"> <li>○ Responsive</li> </ul> </li> <li>• Fire Dept at events</li> <li>• Parks Comm. Clean-ups</li> <li>• MLA</li> <li>• Having Comm Leasson attend monthly meetings (NPC</li> <li>• C.C.G. program</li> <li>• Informing the CA about CoC initiatives that will impact community             <ul style="list-style-type: none"> <li>○ Emails about BRT → city emailed board to set up engagement</li> </ul> </li> <li>• Pro active communication RE: infrastructure projects (city)</li> <li>• Traffic service requests &amp; 311 &amp; Apps</li> <li>• Main streets</li> <li>• <u>Reasoned</u> responses to enquiries that is...not just “yes” or “no” but <u>why!</u></li> </ul> | <ul style="list-style-type: none"> <li>• Childrens play group</li> <li>• Annual fall festival</li> <li>• Lots of community events!</li> <li>• Seniors breakfast</li> <li>• Jelly bean dance</li> <li>• Programs for the less fortunate</li> <li>• Skating rink</li> <li>• Community garden</li> <li>• Community celebrations</li> <li>• Events for the community</li> <li>• “Free” events</li> <li>• The “This is my Neighbourhood Project” worked well &amp; should be continued</li> <li>• <u>Well</u> greater density by rapit transit <u>why</u> they plan to expand library and community facility</li> <li>• Community cleanups are excellent services</li> <li>• City sponsored workshops on planning issues are helpful to get info &amp; provide input</li> <li>• City Recreation ties very hard to come up with interesting/engaging programs</li> <li>• Board members develop community plan</li> <li>• Needs &amp; preferences studies</li> <li>• Programs &amp; services</li> <li>• Highly engaged membership</li> <li>• All ages / different ages events to pull membership into CA</li> <li>• Tree program</li> <li>• Off-leash parks &amp; education</li> <li>• Pathways</li> <li>• Parks</li> <li>• Regional pathway</li> <li>• Local pathway network</li> <li>• Reginal parks &amp; pathways</li> <li>• Off leash area</li> <li>• Neighbourwoods</li> <li>• Parks – tree pruning &amp; public parks</li> <li>• <u>Love</u> the parks , public trees – everything</li> </ul> |
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| <ul style="list-style-type: none"> <li>• City hall 101</li> <li>• Keep up with NCD, CPS, Councillor sessions as it works well</li> <li>• Community/Police liason is working &amp; very helpful</li> <li>• CPS keeps us informed of crime stats in neighbourhood</li> <li>• Police representative to association</li> <li>• Community Liaison Officers (title?) as a conduit to appropriate City staff</li> <li>• Calgary Police Service representative             <ul style="list-style-type: none"> <li>○ Attendance at meetings</li> </ul> </li> <li>• Urban forestry</li> <li>• City support from Parks Calgary for our events</li> <li>• Parks upkeep Communications events &amp; town halls</li> <li>• The City uses C.A. to share information and gather feedback! Eg. B.R.T.             <ul style="list-style-type: none"> <li>○ Via NPC &amp; Planning &amp; Transportation</li> </ul> </li> <li>• Have had several mtgs with the Community re – development of the area             <ul style="list-style-type: none"> <li>○ Speakers</li> <li>○ Maps</li> <li>○ Response to questions</li> </ul> </li> <li>• 311</li> <li>• Inclusiveness</li> </ul> | <ul style="list-style-type: none"> <li>• TIMN ☺</li> <li>• “This is my neighbourhood”</li> <li>• Park &amp; Play</li> <li>• Stay &amp; Play</li> <li>• Event day activities ie. Skis</li> <li>• Neighbour Day min grants. <u>Very</u> successful!</li> <li>• Neighbourhoods Youth Special events leaders</li> <li>• I love all 15,000 people, hug my garbage man &amp; pay my taxes with a smile love teh blue ring because people were engaged with public art</li> <li>• <u>NENSH!</u> ☺</li> <li>• Volunteers</li> <li>• Strong base of volunteers</li> <li>• Relative strong membership base</li> <li>• Volunteers ~ <u>Zoo</u></li> <li>• Community garden</li> <li>• Solid community garden with dedicated group of volunteers &amp; our rink volunteers</li> <li>• Great garden group</li> <li>• Community garden ✨</li> <li>• Volunteer commitment</li> <li>• Many volunteers</li> <li>• Comm. Needs a core group of volunteers aging population is giving us challenges to get enough volunteer</li> </ul> |
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# Community Association Futures Framework

Report Back to External Stakeholders: What We Heard

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## November 29, 2016 - Five Areas of Exploration

In cases where stakeholder input indicates more than one department may be involved, the input has been included in multiple areas within the table.

### Area 1. Two-way communication with City and Community Associations.

Business unit or work area	Need
<b>ALL</b>	
All	Improved communication needed b/w/among City departments - timely communication - too long for specific dep'ts to provide answer to NPC/community
Communication (2)?	Lack of respect for community knowledge in following through on engagement
All	Proactive communication for topics
All	One-sided "engagement" Not authentic No follow-up or does not feel like there is follow up Do not take resident input into account
All	Unified voice from all City departments (&within same departments) (Planning different from Roads)
City departments	Turnover frequent staff so no continuity
City depts.	Frequent staff turnover so communication disjointed/repetitive
	One voice. Experience suggests we still have a way to go before we hear "one voice" from The City
#3	Better communication & liaising between areas that overlap
	Communications. Lack of respect for community knowledge in following through on engagement
All	What is going on in the city. More information
All	Projects are choppy, within the neighbourhood - minimal communication within & among city departments - "not within study area" but doesn't show connectivity
All	Process communication between city departments one does not know what the other is doing
<b>Community Services</b>	
Parks	Parks <u>vs</u> urban forestry <u>vs</u> pathways <u>vs</u> irrigation etc. Who does what & how do we know who to contact?



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Chief Financial Office	
311/communications	Website → filter departments based on issue/topic (more detailed 311) → more knowledgeable 311
Communication	Lack of respect for community knowledge in following through on engagement
Comms/IT	Website → too confusing / can't navigate
311 (CSC)	Service requests for Community Associations to use via Neighbourhoods
Planning & Development	
Planning	Very poor response on new develop.

## Area 2. What do you need from The City to improve your Relationship with The City (trust and respect).

Business unit or work area	Need
<b>ALL</b>	
All departments	Please remember we are volunteers who do not have your training and expertise. Be patient & don't assume we know things
	Listen to us. If you ask for input, take it, don't come out w pre-determined answers. Ask & listen to our input
All City BUs	Give us the timelines for all programs. Let us know 1 yr in advance <u>BUT</u> give us the correct info & don't change it once communicated i.e. Doc recall training advertised for months in Falconridge. 1 day before program location changed to Auburn Bay. It lessens our trust. We need accurate info out long enuf to advertise & it can't get changed last min.
Planning & Development	
1) Planning Dept/Corporate Applications Group 2) Green Line Team	Planning judge DP's on basis of conformance to pre-established "rules". This tends to override community feedback, concerns eg. Highland Plaza Highland Green - sometimes a lack of communication to community
Calg Neighbourhood & Cllr Office	Definition of what their role of CA is. What does City offering rec. want us to be? Programs? Planning? Let CAs know what residents are asking Cllrs about so CAs can address it – we want to be relevant <u>BUT</u> need help & advertising ie. More communication
Planning	Inconsistent application of land use bylaw
Planning	Adversarial approach, condescending
Planning	Technical focus limited holistic assessment
Planning	BE consistent. If CAs give comment on DPs – we should be weighted & listened to – at least a little; need a new City council bylaw weighting us. CAs should be able to give input regarding what developments will



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	shape our community i.e development strip mall w 1 way in & 1 way out approved <u>BUT</u> ppl are going to cut through the back alley when going the other way to get to the businesses. This impacts <u>residents</u> & our quality of life. We said “no” they didn’t listen
Council → Don’t think of Eau Calir as a community	Need to promote residential development; ie apartments → Council is in favor of office development – we are not downtown West or Beltline. We need to be a community & treated as one
<b>Council</b>	
City Council	Needs to accept that they do not need to make every decision. Set the direction then get out of the way & allow subject experts (staff ) to do their work
Calg Neighbourhood & Cllr Office	Definition of what their role of CA is. What does City offering rec. want us to be? Programs? Planning? Let CAs know what residents are asking Cllrs about so CAs can address it – we want to be relevant <u>BUT</u> need help & advertising ie. More communication
	Community doing more engagement w Cllrs other than their own * Clearer articulation of council vision downtown
Council → Don’t think of Eau Calir as a community	Need to promote residential development; ie apartments → Council is in favor of office development – we are not downtown West or Beltline. We need to be a community & treated as one
<b>Transportation</b>	
1) Planning Dept/Corporate Applications Group 2) Green Line Team	Planning judge DP’s on basis of conformance to pre-established “rules”. This tends to override community feedback, concerns eg. Highland Plaza Highland Green - sometimes a lack of communication to community
<b>Community Services</b>	
Education districts → need similar for CA districts	To better access & comm. w residents group 5 or more of CAs that are grouped, shared by area. We need a rep for district Knowledge sharing b/w CAs Based on area not just ward (social boundaries) NPC grouped to adjacent communities
Calg Neighbourhood & Cllr Office	Definition of what their role of CA is. What does City offering rec. want us to be? Programs? Planning? Let CAs know what residents are asking Cllrs about so CAs can address it – we want to be relevant <u>BUT</u> need help & advertising ie. More communication
Bylaw services	Had worked out a good working relationship with previous Bylaw officer for enforcement of community standards. New officer is not responsive to the process that we had worked hard to create. No feedback to our Bylaw reports
Communications	A meeting every year with <u>ALL</u> CA presidents!



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Chief Financial Office	
	Listen to us. If you ask for input, take it, don't come out w pre-determined answers. Ask & listen to our input
←→ Parks City/NPC ←→ Rec  ←→ Leases	Trust that you are getting correct info, often different people/dep's saying different things
Other	
Communications	A meeting every year with <u>ALL</u> CA presidents!
City/School Boards	Not transparent processes No collaboration edicts only
City of Calgary	As volunteers we are limited in terms of available time but unlimited in terms of cumulative knowledge & experience...so ask us...don't just tell us
Calgary Police Service	
Community Liaison Officers	A critically important position that needs to have the necessary authority & ability to provide the info & access to city officials CAs are always looking for
Police services	Liaison doesn't always (or even usually) attend Board meetings or provide reports
Police services	Limited reporting limited engagement with CA;s
Police services	Consistent Liaison
	Greater consultation prior to

### Area 3. Knowledge and access to City of Calgary programs, services and supports.

Business unit or work area	Need
ALL	
Public engagement	The City wants us to engage residents for input, but how can we engage our non-members in our community? We can email our members, but do we effectively reach out to others? We need the City to provide us with tools and funds to conduct public engagement.
Chief Financial Office	
311	Public education and engagement of services & useage
Public engagement	The City wants us to engage residents for input, but how can we engage our non-members in our community? We can email our members, but do we effectively reach out to others? We need the City to provide us



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	with tools and funds to conduct public engagement.
<b>Council</b>	
Parks (Park)	Need to know what they can do for us & our Association i.e Playground/garbage containers
City Council	Definition of the role of the CA
<b>Community Services</b>	
Programs	Help to create arts programs
?	If every CA could have a paid Executive Director, this would help facilitate continuity and with getting things done. Properly run AGM's etc.
By-Law	No! Illegal suites → Need building permits etc. Enforcement
Help preparing Grants NPC	There are various grants available, but volunteers don't have the time, desire, or knowledge to fill them out and apply
Parks 3	Fuzzy ownership on community features
Fire Department	Provide chemical collection service at community clean-up events
City rec programs	CA members get discounts for City programs
Community standards	What happens to community clean-ups when compactor trucks are phased out?
Parks	Parks <u>vs</u> urban forestry <u>vs</u> playfields <u>vs</u> irrigation <u>vs</u> pathways Who does what & how do we know who to approach?
City Park	Would like some more brich: trees
Engagement	Create an information piece that talks about the difference between HOA, CAA an <u>mail it out</u> to all residents on City letterhead
<b>Transportation</b>	
Transit	Better relationship with community
Bike lanes	Separation of bikes from cars, can be nicer looking & safer for cars having to cross bike Lanes into & out of driveways
Roads	Limited development of traffic calming measures
Roads	- Need paving on opaid Rd. And roads in front of redevelopment - Need curbs along urban blvd. - decisions re upgrades
<b>Waste &amp; Recycling Services</b>	
Community standards	What happens to community clean-ups when compactor trucks are phased out?
City waste	Continuation of community clean ups



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## Area 4. Understanding of City of Calgary processes and requirements.

Business unit or work area	Need
<b>All</b>	
All	How to advisors on city process and or contact list for CA's to be able to forward to residents
	Educate CA's about city hall City Hall 101 programs for Business Units
<b>Calgary Police Service</b>	
Traffic	Vague ownership on Provincial road enforcement Stoney Trail
CPS	CAs may benefit from knowing about TSR's. Not necessary to know who filed, but comments would be helpful to our Traffic and Safety committee
<b>Chief Financial Office</b>	
Planning Dev Approvals	Better organized website for process by topic. For example, "I want to start a preschool. What permits do I need?"
Shag study	- 7 months of engagement - 4 plans narrowed down Open house "plan to build" plan shown plan # <u>6</u> shown or discussed waste of time to look at 30 year out projects and then have a 'plan to build' thrown in at last minute - talk about <u>current</u> not pie in the sky \$
<b>Community Services</b>	
CN	Technical & financial review (communication
Overlap depts	Feel NPC/Councillor's office
Bylaw	Extended driveway challenges/\$100 fee ? to CA's to fight for ? ?removal per property?
Parks	Regular updates to CA's regarding priorities and frequent concerns
<b>Council</b>	
	Educate CA's about city hall City Hall 101 programs for Business Units
Overlap depts	Feel NPC/Councillor's office
<b>Planning &amp; Development</b>	
	We need Planning to rezone the neighbourhood along the edges of 17 Ave & 37 St so it is predicable for developers & Killarney neighbours
Planning	Cumbersome & slow process from proposal to approval
Planning	The change in process to permitted use; repeating builds within established neighbourhoods. <u>Limit</u> to community input & context. Dealing with the ongoing concerns & issues in communities rather than considering the parcel of land and the permitted <u>box</u> doesn't fit in community. Builders who are receiving complaints re bylaws during build continue to get



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	permits to build neighbors have to police
Planning	Circulation of DP & inconsistency in what gets sent
PDA	Guidance for input from CAs on dev plans to be useful
Planning	Land ownership & utilization weak processes to manage for development
Planning Dev Approvals	Better organized website for process by topic. For example, "I want to start a preschool. What permits do I need?"
Planning & Development	City planning re-do of Bow River Park area important for Eau Claire. Who do we talk to? Parks, Planning How does the communication come out Clearer communication of the processes & how they work w developments
	The NIMBYism promoted by Development Committees does not promote community cohesiveness Please just rezone the 'hood
DP Process	If the DP from the builder meets the City needs the DP is automatically approved without the Comm. Ass. Input and we do not receive the DP at all or well after the fact
Planning	Electronic copy as well as the usual hard copy would be helpful for volunteer-led committees
Planning	Email notification to let CAs know that an application or request for comments is being mailed. *We're not great at checking the PO Box
Planning	Inconsistent circulation of DP's
Planning	My community built without ASP no ARP
#4 Planning & Development	A "How to" page for common requests/tasks
<b>Transportation</b>	
Roads	City to limit street closers for construction to predefined approvals without easy extensions
Transportation	- Traffic calming & safety - Look at <u>big picture</u> not piecemeal areas
Traffic	Traffic 4 Vague ownership on Provincial road enforcement Stoney Trail
<b>Other</b>	
	Relationships w City employees is exceptional – they take our comments seriously, take action & give us feedback
	The NIMBYism promoted by Development Committees does not promote community cohesiveness Please just rezone the 'hood.



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## Area 5. City of Calgary grants and funding support.

Business unit or work area	Need
<b>All</b>	
All (Parks) (Neighbourhoods)	To know what grants are available
<b>Community Services</b>	
Grants & funding	Fund building renovations to upgrade spaces – not just continuing to fix piecemeal
-City grants (CCG)	Upfront cash required to pay for capital repairs, then reimbursement from CCG. Cash on hand impacts ability to undertake capital repairs
	Certainty of grants
City (Calgary Neighbourhoods)	CA's with old buildings can become preoccupied with maintain the building rather than focusing on meeting other community needs, advocacy, programs, etc.
Funding	Not consistent stream to handle life cycle
Funding	Not consistent for new arbitrary projects of community benefit
Parks	Inconsistent funding for assets new & refurbishment
	Asking CA's to apply for grants is demeaning & fruitless activity for volunteers. If \$25-50 was added to tax base & sent directly to CA;s life would be easier for all
	Grant & funding support needs to increase in order to sustain CA's especially those with aging facilities
	Provide a user-friendly one-stop "shop" for grant application information <ul style="list-style-type: none"> <li>- list of available grants</li> <li>- who is eligible</li> <li>- what is required</li> <li>- how to apply</li> </ul>
	Identify grants CCG/CFEP ect.
All (Parks) (Neighbourhoods)	To know what grants are available
	Information on Grant deadlines and turn over time
	Acadia. More grant/funding \$\$ available for programs
Funding	Most residents receive CA benefit at no cost
	We need to add Arts programs to our sports What Grants do we persue, not all people are sports people
Calgary Neighbourhoods / Capital Plan?	Database of CA lifecycle reports in order to help with effectively planning for and appropriately RFPing the necessary work



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	Operational funding
City	Funding for community mail outs Outside of the newsletter

We also heard....

- Constant changeover of staff ie moving them to another position frequently needs to change. Difficult for CA's working with new people all the time
- Calgary Attendance Centre
  - Provide assistance (hands-on) at no charge to community events/projects
- Tax of \$5.00 per household to CAs
- Is there a value to community associations
- A discussion at our table revolved around the value or necessity of community associations
  - There doesn't appear to be any interest from the community
  - When the community is asked about what they would like, we hear "nothing"
  - People do not appear to have any interest in joining the board
  - Residents seem to be more connected to their ethnic or religious communities
  - C.A.s are competing with other centers such as leisure centers, sports \_\_\_\_\_, etc.
  - C.A. are not attracting members, so no \$\$ so need to fight with gaming. PAIN IN THE---
  - C.A.s are competing with H.O.A., R.A. Developers, etc.
- After 66 years CAs need to be re-invented. In today's society are they relevant? If so, what should they do? Should they be involved in development or in maintaining facilities? If not, how should that be managed in a way that honours the community's character & welcomes new approaches
- FCC should be a process to reinvest their role based on changing culture of people being too busy to participate & people now cross the city in every direction to educate & recreate their children – let's look fundamentally about the role of CA's



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## List of Acronyms

Acronym	Name
ACH	Alberta Children’s Hospital
AGLC	Alberta Gaming and Liquor Commission
AGM	Annual general meeting
APRH	Albert Park Radisson Heights
ARCH	Sorry! We weren’t able to find out what this acronym stands for.
ARP	Area Redevelopment Plan
ASP	Area Structure Plan
BRZ	Business Revitalization Zone
BGCC	Boys & Girls Club Calgary
BIA	Business improvement area
BP	Business planning
CA or CAs	Community association or community associations
CBE	Calgary Board of Education
CCG	Capital Conservation Grant
CEMA	Calgary Emergency Management Agency
CFEP	Community Facility Enhancement Program
CN	Calgary Neighbourhoods
CNS	Community & Neighbourhood Services
CPO	Calgary Police Officer ( <i>is our best guess</i> )
CPS	Calgary Police Service
CRA	Canada Revenue Agency
CRO	Community Resource Officer
CSC	Customer Service & Communications
DD	Sorry! We weren’t able to find out what this acronym stands for.
DP or DPS	Development Permit or Development Permits
FCC	Federation of Calgary Communities
FCSS	Family & Community Support Services
GM	General Manager
HSCA	Hillhurst Sunnyside Community Association
IT	Information technology
JDA	Sorry! We weren’t able to find out what this acronym stands for.
LRT	Light rail transit
MLA	Member of the Legislative Assembly
NCPO	Perhaps you mean NPC – Neighbourhood Partnership Coordinator?
NIMBY	Not-in-my-backyard
NPC or NPCs	Neighbourhood Partnership Coordinator(s)
OHS	Occupational Healthy & Safety
OHRs	Perhaps you mean Occupational Health and Regulations Safety?



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PIP	Partners In Planning
PO	Post office
PR	Public relations
RA or RAs	Resident association or resident associations or residents associations
RFP	Request for Proposal
RRROCA	Rocky Ridge Royal Oak Community Association
TOD	Transit Oriented Development
TSR	Traffic Service Request or Traffic Sign Recognition