APPLICATION FOR COUNCIL INNOVATION FUND

CC 941 (R2019-09)

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Date of Submission

2019-10-09

Name of Project

Greater Forest Lawn Governance and Communications Model

Sponsoring Councilor

Councillor Gian-Carlo Carra

Applicant Name

Councillor Gian-Carlo Carra

Applicant Contact Number

403-268-2477

Include area code, no spaces

Applicant Business Unit or Name of Organization

Choose Business Unit or enter Name of Organization

Affected Business Units and/or Departments

Community Services

Amount of Funds Requested - please attach budget breakdown details in an attachment

$227,000.00

Draft PFC cover report attached

☒ Yes ☐ No

Please list supporting documents provided.

Attachment 2 - Table 1: Project Overview and Budget (over 18 months)
Attachment 3 - Council Innovation Funds Terms of Reference

Applications for the Council Innovation Fund are to be submitted to the Chief Financial Officer Department (name of person) <u>no later than six (6) weeks in advance</u> of the targeted Priorities and Finance Committee (PFC) meeting date.

Only completed applications supported by a PFC cover report will be submitted for placement on the PFC agenda. The PFC will review the report and proposal and provide their recommendation to Council. The recommendation and report will then be forwarded to Council at their next scheduled meeting.

Provide a summary description of the project to a maximum of 2 pages.

As part of the Community Representation Framework Final Report (CPS2018-1393), Council and Administration committed to ensuring local learning opportunities "should have adequate resources to support a robust learning process" (CPS2018-1393, pg. 4). This Application identifies one such opportunity, a pilot project examining the development of a Governance and Communications Model for the communities of Greater Forest Lawn.

An element of Councillor Carra's Great Neighbourhood strategy is focused on working together with community residents, community groups, institutions, nonprofit organizations and local businesses. Through The City's neighbourhood work, emphasis is placed on the importance of increasing opportunities to connect as a "key component to growing social cohesion, which supports the creation of a vibrant, safe and active neighbourhoods" (CSP2017-0366, Neighbourhood Improvement Initiative, pg. 6). With this in mind, the application will utilize best practices that work to strengthen and inspire communities while developing a multi-community model in Greater Forest Lawn, specifically focusing on: piloting a new multi-community governance model; integrating more effective ways of communication; and considering how residents in Greater Forest Lawn communities can better participate in planning and decision making that influence City development projects in their neighbourhoods.

Key components of the proposal include (further detail in Table 1):
- Multi-community Governance Model: pilot project to work together with residents, organized community groups, institutions, nonprofit organizations, and local businesses. This multi-community group would then work with an expert in local governance and community development to create a Terms of Reference and community governance model.

- Communications Model: Engagement and effective communication with the local residents and stakeholders in Greater Forest Lawn. Utilizing a community development model to ensure meaningful interaction and equitable representation of all citizens in Greater Forest Lawn.

Project Benefits - Why is this project needed, and why now?
The Community Representation Framework Task Force identified five priorities and result areas to guide the Community Representation Framework implementation work. Of these five priorities, this pilot project specifically aims to address Priority 1 (increasing participation and diversity), Priority 2 (build trust and respect between stakeholders), Priority 3 (raise the capacity of citizens and organized community groups) and Priority 5 (Support the evolving role and needs of community associations). The Community Representation Framework Final Report (CPS2019-1393) stated local learning opportunities were to be identified and executed by Administration. The multi-community governance and communications model in Greater Forest Lawn is one such opportunity we can pilot. By "bring local democracy (to) our neighbourhoods" (Meslin, 2019, p.83) the pilot aims to be a catalyst for a future community governance and communications models.

Along with the identification and execution of local learning opportunities, Council directed Administration to report back with a progress report on the implementation of the Community Representation Framework no later than the end of 2020 Q1. In order to meet this deadline, it is important that the implementation work identified in this application move forward now.

Identify how this project meets the criteria as outlined in the Terms of Reference for the Council Innovation Fund. **Please attach additional information as required.**

As stated above, this pilot project specifically addresses four of the five priorities identified by the Community Representation Framework, to improve community-building and representation and could address all five priorities as the governance model evolved over time. These five priorities are:

Priority 1. Increase participation and diversity

Priority 2. Build trust and respect between stakeholders
Priority 3. Raise the capacity of citizens and organized community groups
Priority 4. Better align the work of The City
Priority 5. Support the evolving role and needs of community associations

Utilizing a community development approach and best practices that strengthen communities, the pilot project aims to increase opportunities for members of the Greater Forest Lawn community to contribute to a city of inspiring neighbourhoods and guides stakeholders in this project to view community-building through an equity lens. Priorities and results related to participation and diversity, building trust and respect between stakeholders, and raising the capacity of citizens and community groups will contribute to stronger organized community groups and lead to more fruitful collaborations between stakeholders and The City.

Further to the above, the pilot project will help leverage opportunities for citizens, organized community groups, institutions and local businesses to better understand each other's needs and interests.

The pilot project also advances the following Council priorities:
A Prosperous City - Supporting The City of Calgary and Calgary as a whole to continue to attract diverse talent, build resiliency and act as a place where there is opportunity for all.

A City of Safe and Inspiring Neighbourhoods - Supporting the realization of safe, mixed and inclusive neighbourhoods, that all citizens have the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments. City strategies to support this citizen priority include the following:
    - Work with residents to help them increase their community connections and participate in civic life; and

    - Provide residents and organized community groups a gateway to the resources they need to contribute
        meaningfully to their neighbourhoods.

Outline the proposed timeline for this project, including the final report back date.

As part of the implementation work of Community Representation Framework (CPS2019-1393), funding is being requested from the Council Innovation Fund to support the Greater Forest Lawn Governance and Communications Model pilot project.

It is recommended this project is staged in two distinct phases, as detailed in Table 1. The first phase would encompass the initial community development and resident participation work surrounding the multi-community Governance and Communications Model. The second phase aims to demonstrate the multi-community Governance and Communications Model while ensuring the equitable and inclusive participation of all community members in Greater Forest Lawn.

A summary of initial key findings from this pilot project will be reported back through the Chief Financial Office within 12 months of the project end date and as part of the progress report on the implementation of the Community Representation Framework and will reflect the initiatives outlined in Table 1.

Identify what success looks like, and how it will be measured.

The pilot seeks to demonstrate four of the five priorities identified by the Community Representation Framework: Priority 1 (increasing participation and diversity), Priority 2 (build trust and respect between stakeholders), Priority 3 (raise the capacity of citizens and organized community groups) and Priority 4 (support the evolving role and needs of community associations). Evaluative criteria for each of the four priorities will measure and demonstrate how much, how well, and who is better off. Participants in the pilot will be asked before and after evaluative questions to measure the effectiveness of the pilot. In cases where

we are unable to collect information prior to the start of the pilot, participants will be asked to reflect on their past understanding. If successful, this pilot project may be able to be integrated into in other community plans and initiatives.

References

Meslin, D. (2019). Teardown: Rebuilding Democracy from the Group Up. CA: Penguin Random House Canada Limited