

**Community Services Report to  
Executive Committee  
2024 February 13**

**ISC: UNRESTRICTED  
EC2024-0131**

## **Council Community Fund Report Back – Hawkwood Community Association**

### **PURPOSE**

The purpose of this report is to inform Council of the outcomes of the Hawkwood Community Association's (HCA) Outdoor Recreation Facility Project (the Project), which was partially funded by the Council Community Fund. Administration has also identified opportunities to update governance and processes to improve support to community partners applying to the fund.

### **PREVIOUS COUNCIL DIRECTION**

On 2020 July 20, Council approved report PFC2020-0696, allocating \$500,000 to the HCA, from the Council Community Fund, for the Project. The Ward 2 office and the applicant (HCA) were directed to report back following project completion.

### **RECOMMENDATIONS:**

That the Executive Committee recommend that Council:

1. Direct Administration to update the Terms of Reference for the Council Community Fund and the Council Innovation Fund to clarify administrative processes and return to Council through the Executive Committee no later than Q2 2024;
2. Reconsider its decision with respect to Report PFC2021-1237, Recommendation 2; and:
  - a. Direct that Administration report back to the Executive Committee within 12 months of project completion; and,
3. Reconsider its decision with respect to Report EC2022-0689, Recommendation 2; and:
  - a. Direct that Administration to report back to the Executive Committee within 12 months of project completion.

### **CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS**

GM Katie Black concurs with the context of this report.

### **HIGHLIGHTS**

- The HCA successfully completed the Project; the Outdoor Recreation Facility Project Final Report (Final Report) contains details of the Project and demonstrates how the goals and objectives, set out before construction began, were achieved.
- The HCA attributes its success to dedicated volunteers who managed the Project.
- While successful, a number of lessons have been learned throughout the Project. Administration identified areas of improvement regarding information, processes, and reporting, including revisions to the Council Community Fund Terms of Reference and, by extension, the Council Innovation Fund Terms of Reference.
- Administration supports the project learnings outlined in the Ward 2 Project Summary Report (Attachment 5) and will continue to collaborate to improve service to community partners.

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- Background and Previous Council Direction is included as Attachment 1.

### **DISCUSSION**

On 2019 April 02, the Terms of Reference for the Council Community Fund (Attachment 2) were approved, creating a fund which was specifically designed to support community-based projects that enhance and enrich communities. The Terms of Reference were based closely on the existing Council Innovation Fund Terms of Reference (Attachment 3).

In 2020, the HCA received \$500,000 from the Council Community Fund to support the \$1.8M Project. The outdoor facility includes a multipurpose area with a boarded outdoor skating rink and skating pond for winter use and tennis and pickleball courts for summer use. There is also a zipline, parkour course, barbecue, play areas and a fire pit which serves as a gathering space for residents of all ages. The HCA reports that the site is being well-utilized, additional programs have been offered, and that memberships to the HCA have increased, as outlined in the Final Report in Attachment 4.

While the Project has been successfully completed, as the inaugural applicant and recipient of funding through the Council Community Fund, HCA, and Administration, experienced challenges with the application and report back processes. The roles of the applicant, Administration and the Ward Office were unclear. In addition, the HCA encountered challenges with limited volunteer resources and a lack of funding sources for new capital projects, as outlined in the Ward 2 Project Summary Report in Attachment 5.

Based on the lessons learned throughout the Project, Administration is recommending several process improvements, including:

- The Terms of Reference for the Council Community Fund and administrative processes need to be aligned to ensure relationships are clearly outlined. The Council Community Fund Process Map (Attachment 6) outlines where better alignment can be achieved.
- Administration will also update the Council Innovation Fund Terms of Reference to similarly clarify processes and relationships to align with changes made to the Council Community Fund.
- To align with improved processes, Administration is also recommending that Council reconsider its previous direction regarding the Ward Office and applicant reporting back to Committee on the completed projects. Instead, it is recommended that Administration report back on all completed projects funded through the Council Community Fund.

In addition to the process changes above, the Ward 2 Project Summary Report (Attachment 5) identifies key lessons learned throughout the Project. Administration supports the lessons learned and has already undertaken a number of process improvements since the HCA's Project application, including:

- Administration continues to collaborate with the Federation of Calgary Communities to better support partners with volunteer recruitment and retention by identifying gaps, providing workshops, and encouraging the sharing of successful recruitment and retention activities and strategies across the partner portfolio. The Federation of Calgary

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Communities' "Capital Projects 101" workshop also provides opportunities for peer-learning.

- Administration has improved interdepartmental processes to support community-led projects and is continuing to refine both processes and tools. For instance, approved projects receive technical review support including project design and recommendations for scope of work.
- Administration has introduced monthly grant profiles to partners and is developing a *Community Association Toolkit* to provide enhanced information to partners, including funding sources. Administration also continues to refine staff training in response to partner feedback and needs.

Administration will continue to improve processes and regularly seek feedback from partners on the resources and supports provided.

### EXTERNAL ENGAGEMENT AND COMMUNICATION

- |  |   |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken        | <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken |
| <input type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required        |

The Ward 2 Office has worked closely with the HCA Project team in preparing the lessons learned contained in this report. Administration has worked closely with the Ward 2 Office and has provided ongoing support to the HCA.

### IMPLICATIONS

#### Social

The Project has resulted in a site that is well-utilized with additional programs being offered. Updated Terms of Reference for the Council Community Fund and Council Innovation Fund to align with administrative processes will provide greater clarity and support to applicants during the project application and reporting phases.

#### Environmental

Not applicable.

#### Economic

Not applicable.

#### Service and Financial Implications

#### No anticipated financial impact

No anticipated financial impact.

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**RISK**

Without making changes to the Terms of Reference and administrative processes, applicants may continue to experience lack of clarity and potential project delays.

**ATTACHMENTS**

1. Background and Previous Council Direction
2. Council Community Fund Terms of Reference
3. Council Innovation Fund Terms of Reference
4. Hawkwood Community Association Outdoor Recreation Facility Project Final Report
5. Ward 2 Project Summary Report
6. Council Community Fund Process Map
7. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Katie Black	Community Services	Approve
Carla Male	Corporate Planning and Financial Services	Consult
Doug Morgan	Operational Services	Inform

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