

PEOPLE AND PLACE

Exploring the possibilities of Neighbourhood Hubs
in Calgary

February 2015

What is a Hub?

(Ideas generated at May 2014 Community Development Learning Initiative Meet Up)

Place known by name
A gathering venue for ideas
A creative Place
Sharing ideas
Activities are happening
Gathering knowledge
A friendly Place
Diverse people coming together
Centre from which related interests radiate
Resources
Place where new ideas are birthed and grown
A place for information
A place where people can learn from one another
A place for testing out new ideas
Welcome
People come together around common issues
Centre for gravity and inertia
Diverse activities and experiences
Structured
Unstructured
Programs
Safety and Support
Food
Community
Creativity and collective wisdom
Belonging
People know who I am

INTRODUCTION

In 2014, the United Way of Calgary and Area and the City of Calgary, with the support of The Calgary Foundation and The Friends of the Federation of Calgary Communities, undertook an initiative to explore the possibilities of establishing neighbourhood hubs in the city.

The project had a threefold purpose:

1. Advance our common understanding of neighbourhood hubs and how they can be developed in the context of Calgary's neighbourhoods;
2. Support activities that test out ideas of shared spaces in participating neighbourhoods; and
3. Offer suggestions for the participating partners and other stakeholders interested in further pursuing hub development in Calgary.

This report provides a review of the concepts and rationale for establishing hubs, and describes the various contexts from which interest in hubs emanate. One of the outcomes of this project was the creation of an engagement framework reflecting the stages of hub development. This framework was drawn from international, Canadian and local Calgary practice including the piloting of the hubs in the four neighbourhoods. A complementary tool was also developed to track the process and the communities' readiness for exploring the idea of a hub. Included are early learnings on the process of hub and partnership development, and a narrative of where the neighbourhoods are now. There were few activities conducted to test ideas of shared spaces. There are three possible scenarios presented for the continued exploration of a neighbourhood hub strategy by the City of Calgary Community and Neighbourhood Services and United Way of Calgary and Area.

Background

Interest in gathering places and hubs has a long history in Calgary and in Canada. Schools can serve as hubs for the local communities, and community associations often provide much needed gathering spaces. Community resource centres are often a first contact point for people in need of support and services. This interest has gained momentum in recent years. United Way of Calgary and Area and The City of Calgary recognized the importance of a strong community within their neighbourhood strategy. The City's Community Neighbourhood Services (CNS) theory of change stated that:

"A large and growing body of research demonstrates that people are affected by the neighbourhoods in which they live. The influence that neighbourhoods have on people can be either positive or negative, and is referred to as neighbourhood effects. The conditions within a particular neighbourhood can either support or impede individual and family functioning in all areas of life, including social, economic and health

performance. In terms of economic functioning, there is considerable evidence that living in a neighbourhood with a high concentration of poverty can diminish the life chances of both children and adults. In short, whether individuals and families flourish or struggle is shaped by a number of complex and related factors, including community conditions.” Gathering spaces were identified by CNS and United Way as an approach to make neighbourhoods more welcoming and supportive to residents.

“The vision of a hub in Vista Heights is a safe, welcoming place where everyone can gather to build relationships, access resources, contribute ideas or come to a place where you feel like you belong.”

Vista Heights resident’s group definition of a hub

The Calgary Poverty Reduction Initiative (CPRI)¹ is another local initiative recognizing the significance of hubs. Their fundamental goal is that “All Calgary communities are strong, supportive and inclusive.” Establishing community hubs is a priority action within this goal. The Enough for All report stated that: “The development of community hubs can serve to build community while bringing services closer to people in their communities and thereby enhance access.” The CPRI strongly proposed “working with communities to

establish a network of community hubs in priority neighbourhoods”. The CPRI (2012) defined a hub as: “an intentionally designed space that facilitates connections among residents for community building, and for programs and services to support individual and family resiliency in the neighbourhood.” (Enough for All, 2013).

Methodology

This report draws on multiple sources of knowledge including a literature and internet scan of international and Canadian experiences of developing hubs², site visits to more than 10 gathering places in Calgary³, interviews with more than 30 key informants who are interested or involved in hubs development, as well as learning from hub development in four selected neighbourhoods in Calgary⁴.

The main objective of this process was to examine the response of residents and different stakeholders to the idea of establishing hubs and what the process may require. Jointly developed key messages on the project were provided to residents and other partners through

¹ A joint initiative between the City of Calgary and United Way since 2012

² In 2013 the Strong Neighborhood Initiative in United Way commissioned a literature review study about community hubs, which was used as a foundation document to inform the design of this project.

³ Selection of these initiatives was informed by the CPRI (2013) report, recommendations from key informants including the neighbourhood team and members of the project steering committee

⁴ These are Bridgeland, Bowness, Sunalta and Vista Heights. Learning from these neighborhoods involved site visits, lengthy discussions with community social workers and community recreation coordinators of the City of Calgary as well as residents groups and resident leaders.

a number of communication documents. CNS developed two briefing notes to ensure staff were using similar language in four emergent projects in four neighbourhoods (see Appendix 1). The Engage Unit of the City of Calgary provided engagement support to the neighbourhood of Sunalta. CNS's communication specialist helped develop a communication strategy for Sunalta's engagement, which now is a tool available for other hub projects (see Appendix 2). As neighbourhoods continue to develop their communication and engagement strategies, staff may also draw from internal City resources such as, <http://mycity/OURORG/DEPT/CS/CUSTOMERSERVICECOMMUNICATIONS/TOOLSRESOURCES/Pages/Default.aspx>.

In addition, a project steering committee met regularly to discuss process and learnings of the piloted projects. A funding committee was established to learn how best to utilize funding resources and what funding processes would be appropriate (see Appendix 3 for learnings and other sources of potential funding).

To contribute to the learning, two research/ case studies were commissioned by United Way of Calgary. One study looked in depth into the experience of community resource centers (CRCs) in Calgary and their capacity to be community hubs. The CRCs have been serving for more than 15 years as sites for people requiring a variety of supports. Second, a case study on the development of the Parkdale community garden highlighted some of the learnings about an empowerment approach to community engagement and navigating different systems to achieve a community dream on local space. The Community Development Learning Initiative (CDLI) was also engaged to provide two meetups to examine people's various definitions of hubs and to discuss community engagement approaches. Meetups are ongoing forums that involve professionals and residents in the discussion of community development practice.

A reflective analysis session was also held with City of Calgary staff at the conclusion of the one year pilot to discuss the engagement framework and learnings.

HUBS: Working Definition

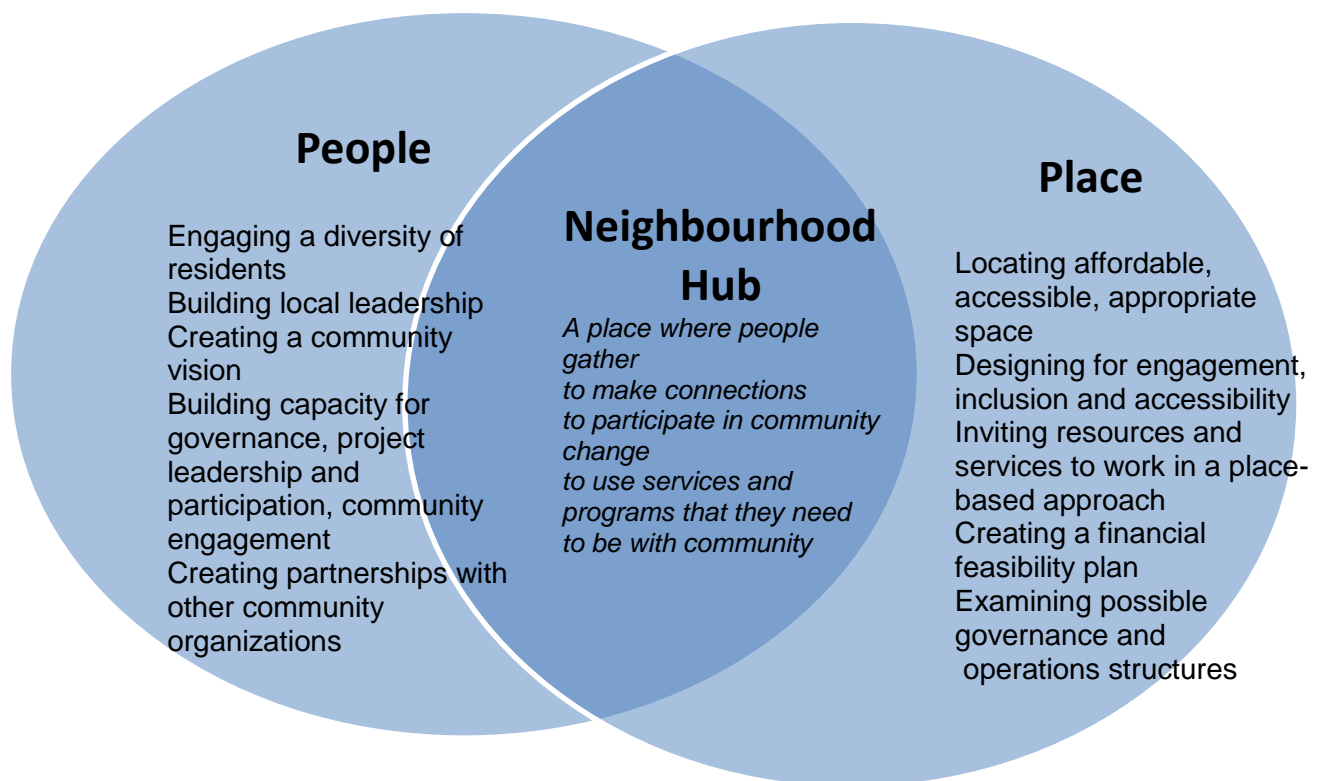
Hubs mean different things to different people. Questions that often accompany the establishment of hubs include the following: For what are they needed? What services are they expected to provide? When and where are they needed to be established? Answers to these questions define the categories and common characteristics of hubs.

For the purposes of this project the working definition of a "neighbourhood hub" was created. It is ***"A place that by design brings people together to make connections and to plan and undertake community activities. It houses resources and services that residents identify as needed in their neighbourhoods. A neighbourhood hub fosters resident involvement and***

leadership. It also creates opportunities for collaboration between residents and service providers . ”

Our literature scan uncovered other definitions of hubs as “a concept, community plan or urban design for a conveniently located public place that is recognised and valued in the local community as a gathering place for people, and an access point for a wide range of community activities, programs, services and events” (Graves,2011). The Hamilton Community Foundation (2010) defines hubs as: “a local collaborative with a strong resident voice. It is an existing structure focused on centralized community work to reduce and prevent poverty.” In different places around the world there are two general types of hubs: geographically defined (neighbourhood, communities, villages, cities) and interest defined (community of interest, health, art, recreation, etc). Most hubs fall under one of these two categories. (WoodGreen Community Services Planning and Research Unit, 2011).

The idea of establishing hubs is about residents sharing common space or place to address common needs. The following people and place visual was developed at the beginning of the project to show how hubs could capture the synergy between people and physical place. (See figure 1).



Natural and intentional hubs

A distinction can also be made between natural and intentional hubs. Examples of natural hubs are a coffee shop, a dogs' park, a community garden or a shopping centre/ mall. These hubs serve a particular purpose and need in the community that naturally bring people into contact with one other. People are social by nature and there is a natural tendency to group around shared activities and issues. These natural hubs do not usually require an external intervention to create interaction, although some of them can be designed towards better access and engagement. They will be shaped and reshaped by people's interests and needs. While many things can be learned from the natural hubs, this project is particularly interested in intentionally developed hubs that emerge or evolve in response to a need(s) and/or to build social capital and social networks.

Responding to people's needs and wants can be maximized if certain characteristics of a shared gathering space are developed. As Gurr and others (2012) stated: a neighbourhood hub is a "fixed physical gathering place which intentionally brings people together to carry out services, activities, programs and events that serve the local community." Intentional hubs are important for directing activities towards achieving specific goals that would not necessarily be fulfilled by natural hubs. These goals may include connecting and providing support to more marginalized residents in a neighbourhood or bringing together local groups who may not normally do so to work on common local concerns.

The different literature identifies the following key characteristics of an intentionally developed hub:

- A defined, welcoming gathering place
- Co-located programs and services
- A culture of engagement that allows people to express their needs and build relationship

Calgary has many experiences in gathering space projects that have existed for a number of years (see Appendix 4 for more detail on local hubs). The difference between the approach of this pilot and other models is in the intention to serve a dual purpose of building stronger neighbourhoods and offering locally designed programs and services.

WHY HUBS?

Social cohesion/ Building social capital

Hubs play an important role in strengthening neighbourhoods and in bringing needed resources and services closer to residents. A study around the value of neighbourhood and community centres in strengthening communities in Australia was conducted in 2011⁵. It examined seven active community hubs and found increased positive outcomes around social inclusion, social capital, service outcomes, community development outcomes and representation and visibility. Hubs contribute to building strong and resilient neighborhood, social cohesion, increasing accessible services, build good quality environment and contribute to community economic development. The deliberate use of shared space creates opportunities for people to connect as neighbours, encourages common action and builds a sense of collectivity. By housing relevant services and resources, hubs help ensure that the needs of local residents are addressed even as they are supported to become active community members. Hubs are especially important for social cohesion because they contribute to creating a positive social climate, a sense of community pride, a sense of attachment to community and a high level of participation.

The neighbourhood strengthening strategies of both the United Way of Calgary and the City of Calgary Community and Neighbourhood Services (CNS) recognize the importance of shared space and gathering places in the building of social cohesion. United Way, for instance has incorporated this element in its work in Northeast Calgary and Bowness. An early evaluation in 2013 of 1000Voices at the Genesis Centre, which was designed to include elements of a hub, showed that half of those coming into the space were there to acquire locally available social services. The other half came to connect to other residents or participate in a community activity. Of those surveyed, about 60% said that they have become more involved about the community. Many of the local initiatives supported by the CNS neighbourhood strategy are related to natural and built infrastructures like gardens and playgrounds, as well as activities that require spaces for the gathering of local residents for local planning and action.

A space for co-located services

The need to bring social resources closer to those who need them most has always been recognized in Calgary. The city currently has nine community resource centres (CRCs) located in

⁵ <http://www.communityindicatorsqld.org.au/sites/default/files/Role%20of%20community%20centres.pdf>

various areas of the city. When they were first established by the provincial government, they were meant to provide a range of services for families, children and services and to promote community development. In this manner, they started out to play some of the role of hubs, albeit intentionally focused towards vulnerable families and children. Many CRCs have since narrowed their focus to reflect the directions of the provincial authority. Nevertheless, CRCs can be possible participants in the CPRI hub strategy.

A related study conducted by CPRI and United Way shows that, “CRCs have long histories, a community presence and connections, and a place in the social services system. They have skills in responding to diverse range of people, along with varied programs and services which can include financial literacy. There are indications of some steps towards community development, community leadership and social enterprise. Some CRCs consider they presently operate as hubs; all are interested in developing further as community hubs; and, their vision for hubs is aligned with that of CPRI.”

It is important that social services in neighbourhood hubs are developed within the larger framework of community capacity building. A London, Ontario study indicate that in addition to co-location of services and increasing accessibility, the hubs contribute to stronger neighbourhoods through the development of community-driven implementation approaches. They found out that this process “creates strong bonds at the neighbourhood level as new and/or existing community leaders, residents’ organizations and grassroots groups collectively work together to develop a common vision and plan for their community hub.”⁶

The WoodGreen Community services Planning and Research Unit (2011) identified two main rationales for establishing hubs:

1. For service providers, economies of scale can be achieved through shared ‘back office’ duties. Funders also benefit from co-location of service providers.
2. For residents, services are more accessible and a broader range of service needs can be met. Additionally, as neutral public spaces, community hubs strengthen social networks within local community.”

Locating systems services in community

2014 witnessed an interest in the Alberta government to develop its own hubs for service provision. The Alberta Ministry of Human Services (AHS) is planning five multi-service sites to be launched across Calgary over the next two years as part of the Alberta Supports program. “Alberta Supports” is a project that AHS is developing which incorporates multi-service “hubs” across the province, as well as a Common Intake process for AHS services. There is a potential

⁶ London’s Five-Year Community Hub Implementation Plan: February 2010

for exploring opportunities for partnership. AHS is still in the early planning stages for their Calgary sites.

Family Care Clinics (FCCs) are another example of a “hub” that Alberta Health Services is developing. FCCs are defined as “local, team-based primary health care delivery organizations that provide individual and family-focused primary health care services that are tailored to meet the health needs of a community. FCCs provide patient access to the most appropriate member of a health care team who can address their health and social needs. The clinics are expected to provide extended hours of service and provide same-day access. Team members may include family physicians, nurse practitioners, registered nurses, dietitians, pharmacists, mental health professionals and others.”⁷ In Calgary three FCCs are being developed in the Downtown core, Centre North and Bow West Area (though this may be revisited by the new provincial leadership).

The City of Calgary is committed to equitable access to programs, services, and facilities through a number of subsidies to low-income Calgarians. A single entry system is currently in the design and implementation stage. The purpose is to consolidate multiple City subsidy applications so that a person only needs to tell her or his story once. Once approved the applicant would also be advised of other City programs and services for which they would be eligible. The City is looking at securing two permanent sites by May 2015 to house these service hubs. Future consideration that would bring this service closer to the low-income Calgarians could possibly include providing applications and information and staffing at community hubs, depending on resource availability.

Poverty alleviation and Service transformation

The role that hubs can play in poverty alleviation was acknowledged by CPRI (2013) which stated that: “Poverty is most effectively reduced when people work together in their communities to develop actions that meet their real needs.”

In its strategy document *Enough for All*, “the CPRI proposes working with communities to establish a network of community hubs in priority neighbourhoods. Community hubs could provide a variety of programmes and services including childcare, community gardens, mobile health services, civic services, justice services, library services, food trucks, recreation and arts programming, community kitchens, financial literacy, social services, youth and seniors programming, immigration services and Inform Alberta service kiosks. Such centres can also

⁷ <http://www.health.alberta.ca/services/family-care-clinics.html>

provide local economic development as potential centres of community economic development activity.”

This view of the role of hubs goes beyond the simple co-location of services and towards a more ambitious project of “transforming the dynamics of traditional service delivery and altering the relationship between community agency and community member” (Classen I, 2013). This approach is more resident focused and resident empowering. It looks at the dynamics of building social capital and how it can be directly involved in shaping the services that communities need and creating community leadership that is capable of identifying and responding to emerging needs and challenges.

Several participating groups and institutions have taken on initiatives to supporting the development of hubs. Working with CPRI Secretariat staff, Calgary’s faith community realized an opportunity for faith communities to use their places of worship as hubs in their communities. A planning committee that includes the Metro Alliance for the Common Good (MACG) and the Calgary Interfaith Council are exploring this opportunity.

General usage hubs

Some gathering places initiatives in Calgary were identified using a wider definition of hubs, stating that “a hub can be general in nature, similar to a neighbourhood or multipurpose centre, emphasising community information, social interaction, meeting space, child care and community development. Or, a hub can include public services such as a park, library, school, health care and/or social support programs. Other designs may involve a commercial focal point like a market place or transport centre, or feature an open urban gathering place such as a plaza. A community hub is a conveniently located place that is recognised and valued as a gathering place for people, their activities and events.” (Graves, 2011).

STAGES OF HUB DEVELOPMENT

One of the outcomes of this project was the creation of an engagement framework reflecting the stages of hub development. Six different stages were identified as illustrated in figure 2. The framework was drawn from international, Canadian and local Calgary practice including the piloting of the hubs in the four neighbourhoods. A complementary tool was also developed to track the process and the communities’ readiness for exploring the idea of a hub (see Appendix 6). These stages are not necessarily linear and may overlap according to a local context but they point to the integration of engagement, local leadership, vision, proper resources and appropriate governance and operation processes. The illustration in figure 2 captures the overlapping non-linear process. The outer circles are particularly important because they

represent the role of an internal or external community organizer in engaging potential leaders and participants and supporting community in the visioning and planning process. The first two stages highlights the important role of a community organizer or group of organizers, whether they come from the community itself or from an outside entity. Locally developed hubs often are initiated by committed community members. This was the case for the Genesis Centre in northeast Calgary.

The next steps in the process depend on resident's leadership and ownership. This is a critical point to reflect on whether there is adequate local participation to move the hub to the next stage. The role of the community organizer will continue to be supportive and may gain new momentum if the hub develops to a new stage, or community needs and priorities change.

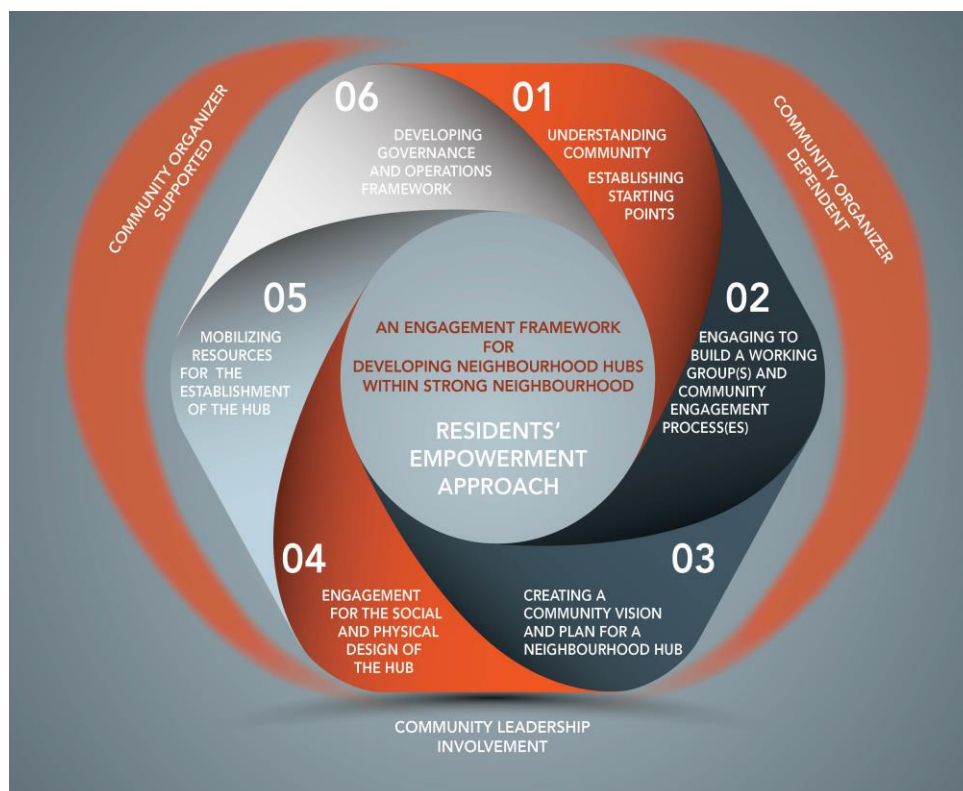


Figure 2: Stages for Exploring Hubs

The following are descriptions of the stages and examples from literature or practice.

1. Understanding Community/ Establishing Starting points

i. Description: This initial stage is designed to develop an understanding of the community and identify possible starting points for engagement; to investigate the need for a neighbourhood hub; and to identify people, organizations, potential places, potential issues and priorities relevant to the conversations on hubs. This involves many conversations and opportunities for

members of that community to participate in developing the hub's shared vision. "Therefore, it is important to identify which members of the community the hub wishes to engage as well as to consider their needs, motivations and aspirations. This ensures that the hub is relevant to participants by reflecting the community's uniqueness in the hub's culture and values." (Gurr, et al, 2012)

ii) Example from practice: Sunalta Community Association board members expressed a desire to become a hub for their community when they realized that they were not meeting the needs of significant portions in their community.

The establishment of intentional hubs are often spurred by interests and intentions of larger institutions. These interests need to be shared with communities as part of the starting points. In Australia for example hubs were established within a national governmental initiative to foster community building and integration of immigrant and diverse populations. The government assessment of community needs led to establishing a nationwide program to create and support hubs around the country. In the City of Toronto, United Way decided to support the establishment of hubs in 2008 as a response to a study on poverty called "Poverty by Postal Code." The research which was conducted in cooperation with the Canadian Council on Social Development identified the need to address increasingly concentrated poverty zones (Carlssen, 2013). The City of Brantford conducted a feasibility study and literature review to determine the parameters and ensure a common framework and successful implementation of neighbourhood hubs. This work involved community conversations with different stakeholders including the city and county different departments as well as community representatives and service providers (Lafreniere, 2013).

Hub development can therefore be initiated by different key players within or outside the communities. The starting points may be quite specific, but the process can move into the creation of any number of local hub spaces.

2. Engaging to build a working group(s) and community engagement process(es)

i. Description: The aim of this stage is to create residents/ stakeholders working group(s) and to jointly develop and implement with the working group(s) a plan for broader engagement of residents in the initiative and further exploration of a neighbourhood hub.

Identifying an engaged and committed group is an important starting point for developing hubs. While developing the Jane Street Hub in Toronto, a community advisory committee (CAP) was established very early on. It informed the initial design of the hub and continues to do so into the implementation phase. Other hubs in Toronto present a high level of engagement of

residents throughout the process. The Storefront indicates the important role of engaged residents from design, to governance, to operations.

ii. Examples from practice: Calgary Interfaith Council is providing leadership to a group of faith-based organizations interested in exploring faith-based places as hubs in the community. They hosted a community forum in November with Vibrant Communities Calgary and other partners. The 1000Voices hub at the Genesis Centre had strong local resident leadership who worked with supportive partners to create a vision for the initiative, engaged other residents and local organizations and participated in developing the governance and operational structures. They continue to be involved in developing plans for sustainability while helping the hub to respond to new and emerging needs of the communities.

Another example of engaging to organize is the Parkdale community garden. An idea that started with one person brought together an active working group, an advisory group and friends of the garden group. All three groups are actively involved throughout the process of visioning, design, and development.

3. Creating a community vision and plan for a neighbourhood hub

i. Description: The aim of this stage is to support the working group in engaging the neighbourhood to create or refine a community vision, to identify and plan key initiatives to move this vision forward and to examine how a neighbourhood hub can support this vision and how it can be developed in the neighbourhood. The vision can be broad or specific. In all cases it serves the purpose of inspiring community actions.

“Inviting community members to participate in a shared visioning process can increase a sense of ownership in the hub and ensure that the vision is relevant for the community. A shared vision also motivates people to feel engaged, empowered and responsible to act in alignment. If the vision of the hub can incorporate a diverse range of participant’s ideas, it will support everyone working towards the same goal while still fulfilling their own personal goals.” (Gurr et al, 2012)

ii. Examples from practice: In Calgary, the 1000 Voices experience, a sustained process of creating a community vision took place. The process used an inclusion model and reached out to all diverse groups

“The garden project has needed the focused vision, energy and management of one leader who offers design and an elaborated vision, continually maps out a course of action, seeks support in many ways, problem solves and generally offers leadership in governance.”

Parkdale Community Garden Case Study, 2014

in the community. This model served later on as the starting point of a constellation-based governance model.

The experiences of the Hillhurst-Sunnyside and Huntington Hills community associations provide examples of how a vision can be very specific. They envisioned their community centre to be a place for all residents that is reflected in the diversity of local activities. Based on this, they created plans and opportunities for the community building to provide a wide range of services to residents, from toddlers to seniors. By hosting groups such as moms and toddlers, youth and seniors the community hall use extended to reach out to a wide range of service providers and residents.

4. Engagement for the social and physical design of a hub

i. Description: The aim of this stage is to support the residents in developing the concept of their hub that responds to the unique conditions of their neighbourhood; and to facilitate a neighbourhood design process that incorporates the social and physical elements of the neighbourhood hub.

ii. Examples from practice: Hub design can be initiated for various purposes. It includes both physical and social design. Around the city there are recreation centres that are trying to become attractive hubs to their neighbouring communities.

Design to respond to community needs.

The Cardel Place, The South of Fish Creek and the Village Square are a few examples of how recreation centres are designed to respond to local community needs. The presence of a library, a community resource centre or simply having space available for community use helps create vibrancy and respond to people's needs. The Cardel Place for example engaged local communities in the North Central for more than five years to develop a new design for their planned expansions. Services that were requested by the community ranged from having water sports and indoor sports facility to having multipurpose meeting rooms and regular access to service providers.

Design for inclusion and empowerment.

An example of social and environmental design for inclusion and empowerment is the Women Centre of Calgary, which provides a hub for women. This

"A design that was beautiful and inspiring in its scope was key to the success of our project, especially in engaging residents. One volunteer stressed that our neighbourhood in particular has very high aesthetic expectations. Ongoing comments on the initial build always stress the beauty of design and configuration.

Parkdale Community Garden case Study, 2014

community of interest model does not necessarily act as a place-based hub although when it moved to a new location in April 2014, it extended its interest to women who live in the neighborhood. The centre utilizes an open concept where women can come and access different services, including access to basic needs, referral to specialized agencies and moral and emotional support. Women who visit the centre build strong connections with other women, make friends and feel connected. This model provides learning on how services and building of social network can go hand by hand. The well trained welcoming staff as well as the pleasant physical space allows clients to overcome any prejudices or stereotypes and enjoy a sense of belonging to a supportive community.

Design for community-based creativity

The artBOX on 17th (Forest Lawn) is a project of the International Avenue BRZ, designed as a lab/hub for arts and community projects, with support from Calgary Arts Development and many community and neighbourhood partners. It makes use of a very open storefront that receives a lot of foot traffic, and is growing in popularity as more people in the community learn about its presence, especially youth. The artBOX has a theatre space and workshop space for projects in the back rooms, and a meeting room in the front. It regularly hosts artists who collaborate with the youth on different projects and hosts weekly Possibilities Meetings, where artists, youth, partners, and residents talk about how the space should be used. It has already hosted 68 community meetings in the last year.

Design for mobility

There are a few examples of space in Greater Forest Lawn that are not stationary, in different forms and for both community use and service delivery. Arts space has been creatively invented by Antyx through a youth project that used salvaged material to convert a horse trailer into a mobile theatre. The trailer is planning to tour Forest Lawn to bring theatre productions to the community. Buses are a favourite for service delivery; one is used by the Alex for health services for low income people, and one participant mentioned that Woods Homes has been approached by Forest Lawn High School to use their bus for food and counseling. Buses are also used for the Food Tour along International Avenue to visit different restaurants, and are an excellent space for people to get to one another while travelling between stops. This is a design of “outreach” and aims to bring the hub space further into the community.

5. Mobilizing resources for the establishment of the hub

i. Description: The aim of this stage is to identify and engage wider stakeholders including potential donors and service providers and to create and implement a fund development plan for the establishment and operations of the neighbourhood hub.

ii. Examples from practice: CommunityWise Resource Centre has a financial sustainability model that fits its current needs with 80% of its budget is coming from tenants. The hub does not act as a one-stop shop but rather a harmonious place where service providers act to the best interest of their constituency and to complement each other's activities. The building that Community Wise occupies is a historic building that was renovated by the City of Calgary to provide much needed services in the area. The centre acts as a hub of agencies in the Beltline area in downtown Calgary. The place is a vibrant, inclusive, accessible and diverse place for more than 70 grassroots organizations and their constituencies. It is a hub for people from different backgrounds, ranges of incomes and various needs. The place houses agencies that provide direct services such as addiction recovery, mental health, GTLP advocacy, theatre and artistic activities.

The Bowness Community Association (BCA) is already serving as a hub. It has an economic model where the income generated from recreation activities is covering other community needs. The BCA recently renovated a space to house service providing agencies. The BowWest Community Resource Centre is located in the same building, serving different groups and providing access to information to all. A children's gym is available for parents to meet and talk while their children play indoors. There are different steps that can be taken to improve this "hub", some of which are already identified by the community and the BCA.

6. Developing governance and operations framework

i. Description The aim of this stage is to develop an inclusive and representative governance structure that includes a fair representation of all stakeholders, and to develop an efficient operations framework.

ii. Example in practice: In Calgary there are different models of governance that are effectively managing hubs. CommunityWise Resource Centre represents a collective approach where residents and agencies meet in terms of needs and offers. This particular model is interesting in terms of governance and in the way different groups share resources, and share a range of professional development as well as information sharing. The place is governed by 12 tenants and external members.

The 1000Voices represents a collaborative model of governance that brings together two sets of stakeholders - residents and service providers. The overall framework also makes distinction between three processes - governance, operations and engagement. The design is meant to provide collaborative governance, inclusive engagement and effective operations. A lead agency provides day to day operations on behalf of the collaborative partners.

“Hubs are complex places with a number of moving parts” (Classen, 2013). Therefore, the learning from the piloted neighbourhoods was a dynamic process at various levels. The neighbourhoods that were selected were Bridgeland, Bowness, Sunalta and Vista Heights. Each of the four neighbourhoods have high levels of spatially concentrated poverty (26 to 32 per cent) which is defined in terms of the percentage of households in a geographic area that live below Statistics Canada Low-Income Cut-Off (LICO), and a number of social indicators of need, (See Appendix 4 for social indicators). Due to the limited time of the project, the four neighbourhoods could only go through parts of the 6-stages suggested process. This is a compilation of learning from the four experiences.

The four neighbourhoods had a history of engaging residents for at least 5 years. Three of them (Bridgeland, Sunalta and Vista Heights) were engaged through the Strong Neighbourhood Initiative, and Bowness was engaged through a long history of investment by United Way. The City of Calgary community social workers and neighbourhood partnership coordinators (formerly called community recreation coordinators) had a good understanding of the available assets and resources in each community. The “hub” discussion had different starting points. In Sunalta it was initiated by the community association because of their interest in building a new community hall. In Bowness it was a continuation of United Way engagement with the community association to be a gathering point for the community and to upgrade their community building. In Bridgeland and Vista Heights the offer was made through engaging active members in the community and through extending the offer through public meetings, community newsletter and inter-agency meeting.

By the end of the year the three communities have developed a committee or a leadership group that is interested and actively involved in the project (or in the case of Bridgeland a governance project that will address their role as a hub). In Bowness, Sunalta and Bridgeland the community associations are the active leadership group. In Vista Heights a resident committee was established for hub development.

Only Sunalta was at a stage in which they could engage the community in social and physical design of the Hub. The Bowness Community Association already has the physical space and has provided renovations for service providers, and are exploring their next steps.

Summary of Learnings

The following learnings were gleaned from the neighbourhood pilot project and other sources of information from Calgary-based hub activities and spaces.

Learning# 1: Engagement is the main guiding principle for successful hubs

- Effective engagement strategy begins with residents re-imagining their communities and identifying their local starting points.
- The scope of engagement is directly connected to the neighbourhood-established vision of a hub. A broad vision requires broad engagement process. A more focused and specialized vision requires focused engagement.
- As suggested in the framework there needs to be broad consultation with diverse residents groups, community associations, agencies working in the neighbourhood, local businesses especially those who are socially aware, local politicians including councillors and MLAs as well as active individual community leaders and volunteers.
- Broad engagement aside, staff also needs to consider how much engagement, for how long, and with who before it is time to move forward and test ideas while continuing to engage others. They need to work with residents to decide the indicator for enough resident participation and legitimacy to proceed.

Learning #2: The full development of hubs to their intended vision takes time. The use of available shared spaces can enhance this process.

- Establishing hubs is a long-term process, commitment of time and resources is essential to reach goals. This commitment needs to be evident for all stakeholders including the community organizers, and the residents as their involvement is the corner stone of success.
- Commitment can be sustained by identifying local leadership, a group of dedicated residents who are open, flexible and willing to try new ideas, who are willing to motivate and support others. Time and effort needs to be invested to identify and nurture this local leadership.
- Clear consultation and consensus building about moving from one stage to another is important. This requires ongoing relationship building with all partners.
- When resources and opportunities allow, the community can utilize available spaces to start testing out and shaping the different elements that they want to see in the hub. Before 1000Voices was constructed, the North of McKnight groups used locally available spaces like community associations, faith and ethnic community places to organize

community events, start peer groups and incubate initiatives. Many of these continued at the 1000Voices site.

Learning #3: Clear communication about the hubs and what it takes in creating hubs is important

- The initial design of this project was to co-develop neighbourhood hubs with residents of the four neighbourhoods. A group was brought together with a communication plan, but we briefly lost momentum after the 2013 flood. We should have reconvened the groups and provided updated communication.
- We needed to be clearer about the role of the organizations in supporting this pilot project, as there was some perception that it was a United Way project. Not all residents understood that the development of space was connected to the strong neighbourhood initiative (in the three SNI neighborhoods). The project design may have been too fluid which created some confusion. There is a need to create a balance between imagination and intention.

Learning #4: Managing multiple partnerships at several levels is challenging

- The City of Calgary's Chartering process is designed for internal processes, and was challenging to develop with external partners. The tools that were initially designed to collect information for learning on the pilot projects were perceived as a tool for accountability and performance measurement. There was a misunderstanding that staff needed to move the pilot projects along faster than the pace of the community.
- The pilot project was sponsored by management level; however the development and expectations of the engagement strategy should have been co-developed by team leads and front-line staff. One recommendation from collective impact learnings is that when there is a change in any of the players in an initiative, you need to reset the partnership to zero.
- The literature and hub development evidence suggests that partnerships are critical to the development of hubs. Moving forward, there needs to be greater clarity on the roles of the partners and how they contribute to the planning processes at the neighbourhood level.

Learning #5: Capacity building for local leadership and partnerships is essential

- The initiative provided funds for engagement but there were some challenges with communicating to residents how to access the funds. The role of new money in neighbourhoods is an opportunity and a challenge. The potential for additional resources without a clear understanding of how much money or what it was intended for can create a lot of tension in the community.
- Skills and resources vary from stage to stage in neighbourhood hub development, and in different contexts. Some staff indicated the need to train communities on consensus building, fundraising, communication plans, and volunteer management. These capacity building resources should be considered in future development.
- In some neighbourhoods there was little experience of agencies and residents working together, a process that will need to be facilitated by staff.
- One of the main roles identified by the community social workers was to bring in the voices of the vulnerable populations at a resident round table – more consideration on how to do this could be an area for future discussion.
- Conflicting views and different agendas are expected. Local leadership role in managing expectations and setting a common agenda is important.
- One of the areas for development was training for residents and agencies on community development, engagement, and community economic development. The Community Development Learning Initiative (CDLI) may be a suitable forum for such capacity building. It may be a place where residents, professionals and service providers meet, and develop a better understanding of the best processes and supports for establishing hubs using an empowering community development approach.

Learning #6: Further exploration is required to support places interested in becoming hubs

- There are existing projects and places around Calgary that are interested in exploring their role as a neighbourhood hub. Community associations, community resource centres, recreation centres are only a few examples. Community Resource Centres may be able to step up to be effective neighbourhood hubs if they had access to adequate resources.
- *2014 Strong Neighbourhood Initiative (SNI) Survey Results:* One source of information for hub development is the results of the 2014 SNI resident survey. There are several questions on the survey that directly explore gathering spaces, and their current or potential locations. When asked about the place in their neighbourhood where they like to meet their neighbours, the community association was the most frequently named place (49.8% of responses) by the residents in the eight neighbourhoods who

participated in the survey. The percentage of residents naming the community association as the place to meet neighbours varied according to neighbourhood - Bridgeland/Riverside (55.6%) Sunalta (53.0%) and Vista Heights (41.0%). The survey information also captures the many other local places where people meet or would like to meet such as libraries, schools, recreation centres, faith-based organizations, and the local park. The findings from the programs and services question may also provide a starting place for residents and agency partners to discuss how to design programs to respond to locally identified issues and assets.

Next Steps for the Four Neighbourhoods

The following neighbourhood descriptions represent the hub questions that have emerged. (See Appendix 7 for further descriptions of reason for selection and progress to date in the four locations).

Bridgeland/Riverside

The key hub question that has emerged is how can the various active groups in Bridgeland/Riverside be integrated and connected and what is the role the community association to provide that support? What is the governance model that can foster these connections?

Bowness

The community hub project in Bowness is currently being led by the Bowness Community Association with the intention of bringing in additional partners once the process begins. The vision of the hub is to further develop and strengthen the community centre into a gathering place and to support community building which brings together all Bownesians. Who can/will provide current and sustained leadership for hub development?

Sunalta

The community association is interested in transforming the community hall into a hub that is reflective of the various diversities of the community. The Community Hub Sub-Committee is composed of 3 board members that recognize the importance of establishing a committed group of diverse individuals in terms of skills, age, connections, etc that can support the different phases of the community hub. How can they continue to develop an engagement and communication strategy to engage a diverse group of local residents, businesses, and other stakeholders to achieve their vision?

Vista Heights

An absence of local space to gather has long been identified as a gap in Vista Heights. The hub question that has emerged is how a hub, even if it is on temporary space, can spur community building and connections and create the partnerships necessary to strengthen the neighbourhood?

MOVING FORWARD

Moving forward towards more transformative, intentional hubs require ability to work within a resident-led and community development framework. There are three possible scenarios for further investment and development of the hub idea in the context of Calgary.

Scenario 1: Continue hub exploration in the pilot neighbourhoods

There is initial buy in for the idea of developing local space in at least three of the pilot neighbourhoods. These hub projects are well positioned in a larger neighbourhood strategy. However, moving within the stages of hub development will require a longer period of time, with consideration to local contexts. Community engagement, identifying local leadership and moving to design will require longer-term commitment. It also requires a stronger agreement between the partners, and clear commitments and roles to enable progress to the next steps.

Scenario 2: Extend the offer for hubs to other neighbourhoods

The extension of hubs needs to be based on community interest, long-term commitment, available resources, and/or examination of sites where the City of Calgary has interest and existing infrastructure (recreation centres). The process could draw from the approach developed in the engagement framework for identifying local leadership, identifying needs and mobilizing resources. If external organizers were to propose hub development to the local resident, they would need to provide clear messaging.

Scenario 3: Invest in strengthening existing hubs

There are many existing neighbourhood spaces/resource centres that may expand their role as a hub within Calgary. Investing in supporting existing models could include community resource centres, community associations, faith based organizations, and recreation centres would be appropriate to achieve more social cohesion, sense of community and stronger social capital. To advance this scenario it is important to identify readiness and common shared visions for intentional hubs. A re-design process may be required including physical, environmental and social design based on a process of asset mapping and community engagement.

CONCLUSION

Hubs and gathering spaces exist in Calgary as ways to create a sense of community by bringing people together, and providing supports and services for those who need them. Successful hubs internationally, in Canada and in Calgary have been a response for a well-defined niche, identified and articulated by the community. They usually have clear, well defined and agreed

on governance system and decision making process. They have a successful economic model, which maintains the building, staff and allows for exploring new ideas that serve the community. They usually have clear understanding of the community they serve, geographically or as a community of interest.

For this purpose of this pilot project, establishing a hub was not a goal in itself but rather a vehicle for building and investing in social capital, which will contribute to poverty reduction and building stronger communities. Moving towards a more transformative type of hubs where activities are place based and shaped by the expressed needs of residents is essential to addressing local issues of poverty and social isolation. Community associations vary in their abilities and facilities. Active and engaging community associations are functioning as vibrant hubs. In three of the four piloted neighbourhoods community associations play an important role and can be effective hubs. This is the case in different locations around the city.

The four-pilot projects show that in order to be intentional about establishing a hub and building a strong community, there is a need of committed and dedicated group of residents who are open, flexible and willing to try new ideas.

Engagement around hubs usually tends to lean towards resources availability and sustainability. Residents need to build trust in their abilities to mobilize resources through developing a “compelling” model of a neighbourhood owned hub. This trust can be built through small wins, concrete evidence around the value of a place in community development and the importance of unified, clear voice of residents’ priorities and needs.

Resources

Calgary Poverty Reduction Initiative (CPRI), (2013) enough for all: Unleashing Our Communities’ Resources to Drive Down Poverty in Calgary

Calgary Poverty Reduction Initiative (CPRI), (2014) foundations for change, CPRI 2014 Report to the Community.

Child and Youth Network. 2010. “London’s Five-Year Community Hub Implementation Plan: February 2010”.

Classen, Michael (2013) Community Hubs I: An Introduction to the basics of community hubs. Un-published paper commissioned by the United Way of Calgary and Area.

Classen, Michael (2013) Community Hubs II: An Introduction to the basics of community hubs. Un-published paper commissioned by the United Way of Calgary and Area.

Community & Neighbourhood Services (CNS) Strong Neighbourhood Initiative Theory of Change. March 2012. City of Calgary.

Community & Neighbourhood Services (CNS) Neighbourhood Hubs: The City's Position. April 2014. City of Calgary.

Edmonton Neighbourhood Engagement Strategy Toolkit. (2004)

http://edmonton.ca/for_residents/NeighbourhoodEngagementToolkit.pdf

Enough for All (2013) First Annual Report of the Calgary Poverty Reduction Initiative

Graves, Dianna (2011) Exploring schools as community hubs: :Investigating application of the community hub model in context of the closure of Athabasca School, Regina, Saskatchewan, Canada and other small schools, Faculty of Arts, University of Regina.

Lafreniere, Ginette. (2013) Brantford Neighbourhood Hub for Prosperity: Report on Community Conversations and Literature Review. City of Brantford.

Kwan, Eileen and Pat Rice. (2014) Calgary Community Resource Centres as community Hubs. A Joint Project of the Calgary Poverty Reduction Initiative and United Way of Calgary and Area.

Rossiter, S. (2007) Feasibility Study of Community Hubs for the Parramatta Local Government Area – Briefing Paper

WoodGreen Community Service, Planning and Research Unit (2011), **Community Hubs: A Scan of Toronto**, Intergovernmental Committee for Economic and Labour Force Development, Research Report, February 2011.

Relevant Websites:

www.neighbourpower.org

<http://www.seattle.gov/neighborhoods>

<http://tamarackcommunity.ca>

<http://inspiringcommunities.org.nz>

<http://ctb.ku.edu>



NEIGHBOURHOOD HUB PROJECT

January 2014

Project Overview

The Neighbourhood Hub project is a one-year pilot (October, 2013- October, 2014) to build local capacity and partnerships towards the creation of hubs in the four priority neighbourhoods of Bridgeland-Riverside, Bowness, Sunalta, and Vista Heights. The project will develop and test ideas of shared spaces in participating neighbourhoods leading to an understanding of how neighbourhood hubs can be best developed in Calgary.

Project Details

A neighbourhood hub is a place that, by design, brings people together to make connections and to plan and undertake community activities, and to foster resident involvement and leadership. It can house resources and services that residents identify are needed in their neighbourhoods, and create opportunities for collaboration between residents and service providers.

The Neighbourhood Hub Project is a component of the joint Strong Neighbourhood Initiative of The City of Calgary Community & Neighbourhood Services and United Way of Calgary and Area.

Neighbourhoods Selected

Each of the four neighbourhoods have concentrated poverty (26 to 32 per cent) which is defined in terms of the percentage of households in a geographic area that live below Statistics Canada Low-Income Cut-Off (LICO). The threshold at which problems begin to emerge appears to be about 26 per cent.

Bridgeland/Riverside

The City is currently exploring with residents what type of hub would work best in their neighbourhood. There are several local projects exploring the idea of what brings people together such as the Bridgeland Riverside Community Association's beautification work on 1st Ave SW and how to bring more activity to the park by creating a seasonal hub. There is also discussion on activities that will bring more residents to the hall, both inside and outside at a skating rink.

Bowness

The community hub project in Bowness is currently being led by the Bowness Community Association with the intention of bringing in additional partners once the process begins. The vision of the hub is to create a space which brings together Bownesians from all walks of life, not just providing services, but also providing space for community initiatives and a place for community members to get to know each other. They are currently exploring optimum use of their existing space through the development of

meeting rooms and providing free space to community groups for events and meetings, and an indoor playground. Their intent is for the hub to be self sustaining through arena rentals, space rentals and bingo.

Sunalta

The neighbourhood of Sunalta has an increase in resident participation and a strong board of directors dedicated to improving the function and appeal of their community hall. In June 2013, a sub-committee of board members contracted a consultant to research the feasibility of a Neighbourhood Hub project. The report proposed a five-year project that could be divided into 4 phases allowing community input into each stage of the project, as well as achievable fundraising targets to ultimately build a new community hall.

Vista Heights

Vista Height's vision for a hub is to use a regional approach that connects residents of the three local Crossroads communities. The resident group has developed short-term goals to create a virtual hub with a social media campaign that begins to connect more local residents and to maximize the spaces that already exists. Their longer-term goal is to explore other gathering spaces such as a coffee shop project that could support local community economic development. The residents and service providers will be coming together to create a master calendar of all the events and activities happening in the community. That way we will look at overlap and where are the gaps.

Questions & Answers

1. Why are Neighbourhood Hubs important?

Hubs play an important role in strengthening neighbourhoods and in bringing needed resources and services closer to residents. The deliberate use of shared space creates opportunities for people to connect as neighbours, encourages common action and builds a sense of community. By housing relevant services and resources, hubs help ensure that the needs of local residents are addressed even as they are supported to become active community members. The floods that recently hit our city highlight the importance of citizen initiative and the connections between neighbours.

Neighbourhood hubs may look different from each other because they reflect the particular conditions of the communities that created them. What is important is that each incorporates the key features that make hubs effective in neighbourhood strengthening.

These features are: **community engagement and leadership; shared and accessible community space; and a diverse range of accessible and relevant services, resources, and activities.** Resident involvement is critical in the development and governance of neighbourhood hubs. Hubs bring together residents of diverse backgrounds and interests and facilitate cooperation and common action. They create opportunities for residents to contribute to community change. Hubs provide space flexible enough to incorporate changing community interests and priorities.

2. What resources are available?

Community & Neighbourhood Services will continue to provide the resources of the community social worker and community recreation coordinator to support the residents in the hub development. As these projects require extensive resident involvement, Engage! has been enlisted to support the development of comprehensive engagement plans. This will include the integration of the 2014 Strong Neighbourhood Resident Survey. One of United Way's contributions to the

partnership is the hiring of a Neighbourhood Hub Coordinator to support neighbourhood residents and groups in developing and implementing their local project plans.

3. How much will this cost taxpayers?

This one-year pilot utilizes existing CNS resources, and United Way of Calgary is providing additional staff and financial resources to support the development of neighbourhood plans. One of the deliverables of the project is to work with each neighbourhood to explore a financial strategy that aligns with their vision. Neighbourhood hubs that offer accessible programs and services can be a cost effective strategy to bringing in local services. Some hubs models include an income generation strategy for longer-term sustainability.

4. How long will this take?

By the end of October 2014 there will be four neighbourhood plans developed with residents reflecting how they want to proceed with their neighbourhood hub. Depending on the community this could involve a capital plan for new space which could take 3-5 years, or the enhancement of existing space. The first phase of this project is community engagement and the development of a local vision, the timing of which is difficult to predict. As soon as there are clear ideas on what model the community will adopt, the implementation could range from a few months for renovating an existing physical space, to three years for building a new physical space.

5. Will all neighbourhoods in Calgary have a hub?

Many neighbourhoods already have hubs that bring them together and some also provide services. This project aims at collecting evidence and share learning of what works and what does not work in the more intentional development of neighbourhood hubs. One of the deliverables will be a clearer understanding on the costs of the development of hubs and what role could Community and Neighbourhood Services and United Way of Calgary can play in their development. The piloting phase will strengthen internal capacities within all learning partners to implement future projects in the most efficient and cost-effective way.

6. Aren't community associations already serving this purpose?

Community Associations are corner stones for discussion around neighbourhood hubs. However they are not always located or designed to provide ongoing gathering spaces for residents or services. Community hubs are not just about space, but about engaging community to use the space. Many community associations and volunteer-run boards do not have the capacity to provide the level of service that a hub could provide. There will be local assessments on which existing spaces are currently or potentially appropriate for hub development.

For more information contact:

Cheryl Joynt, Manager, Community Social Development, 403-476-7213, Cheryl.Joynt@calgary.ca

Judie Drucker, Manager, Community Partnerships, 403-476-7178, Judie.Drucker@calgary.ca



NEIGHBOURHOOD HUBS: THE CITY'S POSITION

June 2014

NB: This note is intended for City staff to use in verbal discussions with stakeholder groups. It is not intended for distribution.

The Hub Concept

A neighbourhood or community hub is a place that is designed to bring people together to make connections and to plan and undertake community activities, as well as foster resident involvement and leadership. It can house resources and services that residents identify as needed in their neighbourhoods, and create opportunities for collaboration between residents and service providers.

Organizations across the city are working to foster community hubs in various locations with various focuses. For example community associations act as hubs and many are intentionally exploring ways to enhance the service offerings. Hubs could support exciting opportunities for community economic development, and this is being explored by groups like Calgary Economic Development and the Calgary Poverty Reduction Initiative. Alberta Health Services is also interested in the hub concept for providing health services more directly in the community.

The City and United Way of Calgary's Hub Learning Project

The Neighbourhood Hub Learning Project is a component of the joint Strong Neighbourhood Initiative (SNI) of The City of Calgary's Community & Neighbourhood Services and United Way of Calgary and Area. Together they are exploring a Neighbourhood Hub learning project in four SNI neighbourhoods in Calgary. This one-year pilot (October 2013 – November 2014) is seeking to build local capacity and partnerships towards the potential creation of hubs in the four priority neighbourhoods of Bridgeland-Riverside, Bowness, Sunalta, and Vista Heights.

The project will develop and test ideas of shared spaces in participating neighbourhoods leading to an understanding of what role The City can best play in supporting the development of neighbourhood hubs across Calgary.

Key Messages

- The City of Calgary's Neighbourhood Hub Learning Project will allow The City to focus on tracking information gathered from four specific communities over a defined time frame. This will give The City key insights that can be used in a broader approach to supporting neighbourhood hubs in many forms across Calgary.

- The City's hub project does not represent the only work being done to develop neighbourhood hubs in Calgary. Much excellent work from both the institutional and grass roots level continues and The City commends these efforts.

Questions & Answers by Audience

ABOUT THE NEIGHBOURHOOD HUB LEARNING PROJECT—ALL AUDIENCES

What are neighbourhood hubs and what are the benefits to Calgarians?

Neighbourhood Hubs are defined by the following features:

- community engagement and leadership;
- shared and accessible community space that is flexible enough to incorporate changing community interests and priorities; and
- a diverse range of accessible and relevant services, resources, and activities.

Hubs help strengthen neighbourhoods by bringing resources and services closer to residents. The deliberate use of shared space creates opportunities for people to connect as neighbours, bring people together to develop community plans and builds a sense of community. Resident involvement is critical in the development and governance of neighbourhood hubs, and it provides an opportunity for residents to contribute to community change.

Why is the City embarking on the Neighbourhood Hub Learning Project?

The City of Calgary believes that neighbourhood or community hubs have great potential to enhance community life and strengthen Calgary. The City of Calgary is currently undertaking a discreet project, limited to four neighbourhoods, over a specified time period, in order to develop and test ideas of shared spaces in participating neighbourhoods. This will lead to an understanding of how The City and United Way of Calgary can better support the development of neighbourhood hubs across Calgary.

How long will the hub pilot take?

The project will begin with community engagement to develop a local vision. By the end of October 2014 there will be four neighbourhood plans developed with resident input on how they want to proceed with their neighbourhood hubs. Depending on the community this could involve a capital plan for new space which could take three to five years, or the enhancement of an existing space.

How were the four hubs chosen?

Three neighbourhoods are part of the Strong Neighbourhood Initiative, and Bowness is part of a larger Community and Neighbourhood Services and United Way partnership. They were chosen based their state-of-readiness and need for local community space. Each of the four neighbourhoods has the following characteristics:

- They have generated local interest.
- They have concentrated poverty (26 to 32 per cent) — the percentage of households in a geographic area that live below Statistics Canada Low-Income Cut-Off (LICO). The threshold at which problems begin to emerge appears to be about 26 per cent.

How is the project being funded and how much does it cost?

The Neighbourhood Hub Learning Project is a one-year pilot and is a component of the joint Strong Neighbourhood Initiative of The City of Calgary Community & Neighbourhood Services (CNS) and United Way of Calgary and Area. The project will also explore a financial strategy with additional partners, as well as the longer term role for CNS in creating and supporting neighbourhood hubs.

This pilot uses the following resources:

- CNS provides a community social worker and community recreation coordinator to support the residents in developing each of the four hubs.
- The Engage Resource Unit is helping to develop engagement plans that incorporate the results of the 2014 Strong Neighbourhood Resident Survey.
- The United Way of Calgary is providing additional staff and financial resources to support the development of neighbourhood plans, including hiring a Neighbourhood Hub Coordinator to support the development of local project plans and document the learnings. CNS and the United Way have jointly hired a Neighbourhood Hub Coordinator to support residents and groups in developing and implementing their local project plans.

How will the results of the Hub Learning Project be presented?

There will be a hub learning document distributed to all participants and partners.

Will all neighbourhoods in Calgary have a hub?

Many neighbourhoods already have hubs that bring them together and some also provide services. This project aims to collect evidence and share lessons learning of what does, and does not work in the more intentional development of neighbourhood hubs.

How do neighbourhood hubs support the Calgary Poverty Reduction Initiative (CPRI)?

One of the recommendations from the CPRI final report, Enough for All, is to develop neighbourhood hubs and they are a key stakeholder and partner in the project.

How is the work of the Neighbourhood Hub Learning Project and the Calgary Poverty Reduction Initiative (CPRI) related?

The CPRI was tasked in 2012 with developing a strategic plan to reduce poverty in the city. One of its key recommendations was to develop community hubs. These are conceived to be geographic spaces where capacity-building and wealth generation (that stays in the community) can coincide. Member-owned and operated co-operatives are one example of community hubs. In addition, the CPRI is working with some agencies to realize their shared visions for this type of concept.

In its role as convener, the CPRI is currently bringing potential partners to the table to create several of these types of hubs of varying sizes and functions, as well as constantly looking for more opportunities for growth. Many of the projects currently in discussion could be up and running within the next five years. The CPRI is also a learning partner in the neighbourhood hub one-year pilot.

CITY COUNCIL

Are there land-use considerations for Neighbourhood Hubs?

Depending on the elements being considered for a hub, there may be land-use considerations. For example, hubs might include an aspect of community economic development that would mean a revenue generating business could be part of a hub. Land-use issues will depend on where the hub is located and the nature of the revenue generating business. This will have to be dealt with on a case by case basis.

COMMUNITY ASSOCIATIONS

As a community association, we have programs and services that bring residents together in a central area in our neighbourhood. Wouldn't that be considered a neighbourhood hub?

By definition, neighbourhood hubs are designed to bring people together to make connections, to plan and undertake community activities, and to foster resident involvement and leadership. While many community associations take innovative approaches to creating dynamic gathering places for residents, they are not always in an optimal location, or designed to provide ongoing gathering spaces for residents and the services they need. Community hubs are not just about space, but about using the space to build community.

Can we become part of the pilot project?

Residents from each of the four neighbourhood projects will determine the types of programs and services that are needed locally and connect with them as appropriate. The current phase of the project is more focused on resident engagement and visioning, not on locating services locally.

Can we get City funding as a hub?

The City of Calgary is using existing staffing resources on the Hub pilot project and additional resources are not available. The scope of the pilot is limited to the four neighbourhoods identified to allow for clear observations and information gathering.

Is there any support for hub concepts in neighbourhoods that are not part of the pilot project?

Community associations wishing to explore the hub concept are encouraged to contact their Community Recreation Coordinator. As City staff, their role is to help community associations foster strong neighbourhoods and vibrant communities through City-supported development. While the hub pilot is limited to the four existing neighbourhoods, your recreation coordinator would be happy to discuss steps your group can take towards developing a hub in your neighbourhood.

AGENCIES

Our agency brings together a number of programs and services in a central location. Is there a difference between what we do and the neighbourhood hubs?

Agencies that work with stakeholders to create spaces that bring people together to provide a central location for services and foster resident involvement and leadership can be considered hubs. However, the purpose of this project is to work with residents to create local hubs based on the needs they identify.

Are there opportunities for agencies to get involved in the pilot to operate out of neighbourhood hubs?

While services provided by agencies may be an excellent fit for a neighbourhood hub, the pilot project is only in the engagement phase with residents and they are not currently exploring programs and services in hubs.

For more information contact:

Cheryl Joynt, Manager, Community Social Development, 403-476-7213, Cheryl.Joynt@calgary.ca

Judie Drucker, Manager, Community Partnerships, 403-476-7178, Judie.Drucker@calgary.ca



COMMUNICATIONS PLAN TEMPLATE - SUNALTA HUB PROJECT

October 2014

Overview

The Neighbourhood Hub Project is a one-year pilot project to build local capacity and partnerships towards the creation of neighbourhood hubs in four priority neighbourhoods: Bridgeland-Riverside, Bowness, Sunalta, and Vista Heights.

Neighbourhood Hubs are intentionally designed spaces that facilitate connections among residents for community building, and for accessing information, programs and services to support individual and family resiliency in their neighbourhood. The neighbourhood Hubs project is a component of the joint strong neighbourhood strategy of United Way Calgary (UW) and The City of Calgary Community and Neighbourhood Services (CNS).

The intent of this plan is to support the engagement activities developed to solicit input from residents and other stakeholders on the Neighbourhood Hub. *(Customize – add a few details about the engagement being planned for your hub project.)*

Communications Goals

Foster understanding and awareness among community residents of the ‘hub concept’ and how it could apply in *(community’s)* context.

Promote engagement opportunities for the *(community)* hub project.

Report back to *(community)* residents on the results of their engagement.

Engagement Process

(Overview the timelines and steps being undertaken in the engagement process.)

Key Messages

(Wording to be developed pending engagement opportunities/objective)

- Hub concept/benefit to community...
- Engagement process (when does it start? When does it end? What will it accomplish?)
- Engagement opportunities (Open houses? Online surveys?)
- Contact info

Audience

Primary:

- (Community) residents
- (Community) association BOD
- (Community) Hub sub-committee
- (Community) businesses
- (Community) faith communities (churches etc.)
- (Community) social rec groups.
- (Potential) hub participants (are there partners identified?)

Secondary:

- Project Consultants
- Residents of the other three hub projects (they're watching)
- Council
- United Way
- CNS leadership (Judie, Karen, Stuart)
- CNS staff
- City Staff
- General public

Tactical Matrix

| Audience | What | Why | When | Who (responsible) |
|--------------------------|---|---|------|-------------------|
| (Community) Residents | Bold signs | Promote engage opportunities to residents | | |
| | (Community) social media channels (facebook, twitter) | Promote engage opportunities to residents | | |
| | (Community) web page (updated) | Promote engage opportunities residents & inform re: hub concept | | |
| | Community newsletter articles | Promote engage opportunities residents & inform re: hub concept | | |
| | Community newsletters paid advertising. | Promote engage opportunities to residents | | |
| | Posters for distribution to businesses, churches, and other | Promote engage opportunities to residents | | |

| | | | | |
|---|--|---|--|--|
| | public spaces in area. | | | |
| | Post cards for distribution to businesses, churches, and other public spaces in area | Promote engage opportunities to residents | | |
| | Partner social media (businesses, faith orgs, social rec groups) | Create buy-in among partners/community orgs and raise awareness | | |
| | Sidewalk chalk blitz (volunteers) | raise awareness of residents | | |
| (Community) organizations (businesses, faith orgs, social rec groups) | Hub info package | Create buy-in among partners/community orgs | | |
| | Video on Sunalta hub project | For use with CA meetings/ with potential partners etc. | | |
| (Community) Residents and general public | Story on City News Blog | Inform gen pub/ increase profile | | |
| | Media opportunity | Inform gen pub/ increase profile | | |

Budget:

(outline communications budget)

Appendix 3

Learnings from engagement funds

Funds for community engagement and design were made available by United Way. The funds were positioned with the Friends of the Federation of Calgary Communities to allow easy access for residents. A set of simple and straightforward criteria for funding was established and distributed to all stakeholders. However, it was observed that the funds were utilized more by the well established organizations such as the community associations. Working through the City of Calgary, one resident group secured funds for neighbourhood programs and activities and rental of temporary hub space to engage the residents in the idea of hub development.

The community associations utilized the funding mainly to enhance the resident engagement process by hiring consultants who helped in the design, drafting engagement and communication plans as well as for cost for convening engagement events.

Some residents expressed that the funding process was challenging in that it took a long time for the money to be processed and there were no specific guidelines on what the funds could and could not be used for. The application form for the fund was easy to access for a onetime event but the bigger application for money was not clear and had no guidelines on what the neighborhood hub committee was looking for.

They also felt they needed the following:

- Template of the application form
- Developed guidelines for how the money can be used
- Faster turnaround of the funds if residents were going to be involved in this process
- An opportunity to access money for capital funds

By the end of the project, funds were not fully utilized probably because residents were not ready to access the funds or because the available amounts of funds were not enough to fund their larger plans.

Potential Funding opportunities

These are selected available resources which can be utilized for pursuing a hub development

| Name | Description | Website |
|------------------------------|---|---|
| Federal | | |
| Infrastructure Canada | As part of the New Building Canada Plan, the renewed federal Gas Tax Fund (GTF) | http://www.infrastructure.gc.ca/index-eng.html |

| | | |
|--|--|---|
| | provides predictable, long-term, stable funding for Canadian municipalities to help them build and revitalize their local public infrastructure while creating jobs and long term prosperity. | |
| Community Infrastructure Improvement Fund | Through Canada's Economic Action Plan 2012, the federal government is implementing the Community Infrastructure Improvement Fund (CIIF). | http://actionplan.gc.ca/en/initiative/community-infrastructure-improvement-fund |
| Community Foundations of Canada | Canadian movement for community vitality, with 191 community foundations across the country. We are connected by our national network, Community Foundations of Canada, and together, we help Canadians invest in building strong and resilient places to live, work and play. | http://www.cfc-fcc.ca |
| Home Depot Foundation | The Home Depot Canada Foundation believes that good neighbors make great neighborhoods. | http://www.homedepot.ca/foundation/how-we-help/grant-programs |
| Provincial | | |
| The Municipal Sustainability Initiative (MSI) | The Government of Alberta is committed to investing in safe, healthy, and vibrant communities through the Municipal Sustainability Initiative (MSI) | http://municipalaffairs.alberta.ca/msi.cfm |
| Alberta Recreation and Parks association | | http://arpaonline.ca/resources/grant-programs/ |
| Community Facility Enhancement Program | The Community Facility Enhancement Program (CFEP) assists with fostering the unique | http://www.culture.alberta.ca/community-and-voluntary-services/community- |

| | | |
|---------------------------------------|---|---|
| | characteristics of Alberta's many communities. | grants/community-facility-enhancement-program/default.aspx |
| Community Initiatives Program | The Community Initiatives Program (CIP) funds initiatives that enhance and enrich communities throughout Alberta. | http://www.culture.alberta.ca/community-and-voluntary-services/community-grants/community-initiatives-program/default.aspx |
| Alberta Lottery Fund | | http://albertalotteryfund.ca |
| Municipal | | |
| Council Innovation Fund | The broad purpose of the Council Innovation Fund (CIF) is to encourage innovation or pilot projects that have the potential to support or contribute to the goals of Council and that have city-wide application. | http://www.calgary.ca/Mayor/Pages/Council-Innovation-Fund.aspx |
| Calgary Foundation | | http://thecalgaryfoundation.org |
| United Way of Calgary and Area | | www.calgaryunitedway.org |

Appendix 4

Examples of gathering places in Calgary⁸

1000 Voices at Genesis Centre <http://1000voices.ca>

This hub is based at Genesis Centre and it is less than 4 years old. Although Genesis centre is a huge and expensive facility, the 1000 Voices part of the centre is functioning as a very interesting hub of services and social connections. The place provide open space for agencies to use offices and meetings places for free or in a very reduces fee. The emerging connections between groups, the diversity and the dynamics of these connections are truly inspiring. The tour will take us around the place and show us how shared, physical spaces can provide opportunities for developing new social connections and responding to people's needs and priorities. This model which can be replicated on a smaller scale is very inspiring.

Calgary Public Library <http://calgarypubliclibrary.com> :

The library has 18 different branches spread all over the city. In most of its branches but special in its central location downtown the library offers a vibrant hub where many service providers meet their clients, people go there for their first choice of accessing information, receiving training in different issues or simply meet friends and neighbours. The different moms and toddlers programs, new Canadian programs and senior programs attract large numbers of participants. The new central location design was launched in September 2014 and presents a unique opportunity for an open and welcoming space for all Calgarians and will be developed as a living art gallery which is easily accessible by public transport.

Community Wise Resource Centre <http://communitywise.net/>

The centre is functioning as a unique hub of agencies that serve a wide range of audience. Its unique position downtown makes it accessible to a wide range of audience. The building is an old heritage building (Known as the old-Y). The hub is governed by its tenants in an interesting model of democratic representation and shared resources. Although it does not serve as a "social" place, the diversity of its users make it a place to meet different self-organized and volunteer groups. The shared components of capacity building and support to groups are very interesting and can be copied in other neighbourhoods and communities. The hub serves downtown area and provides a convenient space for meeting.

⁸ This list is not exhaustive and provides only examples of gathering palaces that are effective or can develop into effective hubs.

Hillhurst-Sunny Side Community Association <http://hillhurstsunnysidecommunity.com>

This older/renewed model of a community association is leading a successful business model as well as regular response to new and emerging needs of the community. Although the pop-up, social engagement model does not exist the association is a hub for a large number of “regular” and “new” residents who access it daily or weekly or seasonally to access services and have their needs met. The hub provides a great learning opportunity especially for existing community associations who would like to develop their work as effective hubs.

Huntington Hills Community Association www.huntingtonhillscalgary.com

This old hub is a model of successful business and an effective integration of community resource centre and parents’ link. Its long-serving seniors club is a model that can be easily replicated in other hubs settings.

South of Fish Creek Recreation Association <http://www.sfcra.com>

This interesting model of a hub is almost 15 years old. It emerged as a cooperation project of 12 different community associations, the YMCA, A high school and Calgary public library. It provides much needed services for relatively remote communities. The governance and operation model of the hub is most interesting because of its functional complexity. The groups continue to operate in distinctive, yet complementary mode which would give ideas of how to integrate social, educational and recreational activities in harmony and for very diverse groups in the community. Although the scale is much larger than any of piloted hub, there are many things to learn especially regarding the governance and funding model.

Appendix 5

Comparative social indicators of the 4 hubs

| Indicators | Bridgeland | Bowness | Sunalta | Vista Heights |
|--|------------|----------|----------|---------------|
| Population (2011) | 5,254 | 10,700 | 3,116 | 2,274 |
| Median Household income (2005) | 44,363\$ | 45,790\$ | 38,989\$ | 50,085\$ |
| Persons in low-income households (2005) | 28.5% | 25.5% | 26.7% | 32.3% |
| Living alone persons | 68.4% | 56% | 56% | 28.9% |
| Lone parent families | 50.0% | 37.1% | 37.9% | 39.3% |
| Seniors living alone | 64.9% | 39.6% | 52.9% | 17.6% |
| Aboriginal Population | 3.4% | 6.4% | 2.3% | 10.2% |
| Immigrant Population | 22.5% | 14.1% | 29.9% | 22.0% |
| Visible Minority Population | 17.1% | 5.1% | 27.6% | 21.3% |
| Disability | 29.5% | 21.4% | 16.0% | 19.1% |

Source: Neighbourhoods profiles- City of Calgary

Appendix 6

Engagement Matrix

A Tool for Assessing Community Engagement Around the Hubs



Engagement Processes

September 2014

BACKGROUND

The Neighbourhood Hub Project is a one-year pilot project to build local capacity and partnerships towards the creation of neighbourhood hubs in four priority neighbourhoods: Bridgeland-Riverside, Bowness, Sunalta, and Vista Heights.

Neighbourhood Hubs are intentionally designed spaces that facilitate connections among residents for community building, and for accessing information, programs and services to support individual and family resiliency in their neighbourhood. The neighbourhood Hubs project is an integral component of the Strong Neighbourhood Initiative and the partnership between the United Way Calgary (UW) and The City of Calgary Community and Neighbourhood Services (CNS).

SUMMARY

The purpose of this template is to provide a broad outline of engagement as part of the overall process of hub development and also as part of overall neighbourhood strengthening. The template therefore includes many elements that are also found in the work of the Strong Neighbourhood Initiative.

The Neighbourhood Hub project recognizes that each neighbourhood is unique. The way residents organize and their histories of community involvement are different. Residents identify diverse issues, priorities and opportunities in each neighbourhood. This diversity of starting points will be reflected in the specific application of any engagement strategy. What is common though in the Neighbourhood Hub project and in SNI is the importance of resident leadership, local organizations and support from many sources.

PRINCIPLES AND KEY IDEAS

- The overall purpose of engagement is residents' empowerment and the building of social capital. It may start with a heavier role for the community organizer which then moves towards a more active role of resident leaders and organizations.

- As part of SNI, the Neighbourhood Hub project will be informed by and work from what has been achieved by the overall engagement plans.
- While engagement is an ongoing process, the results of each stage help build capacities for the next stages of hub development.
- Building relationships and capacity is the essence of this framework.
- Conflicts and disagreements are part of the ongoing engagement process and need to be addressed in a trust-building approach rather than a conflict management approach.
- Stages are not linear. They can be overlapping or repeated to achieve specific results.
- The local neighbourhood team (community organizer/social worker and key partners, including social agencies) plays both responsive and catalytic roles, responding to current residents' capacities and understanding of their neighbourhoods but also is able to facilitate the building of new capacities, experiences and visioning of possibilities.

STAGES

The following pages describe the different elements (stages) of the engagement process in more detail. This includes the different and complementary roles of the local neighbourhood team and the residents that they support. It also includes important considerations for planning. Space is provided for the neighbourhood team to document highlights of their work to help capture their results and to contribute to the collective learning of the Neighbourhood Hubs Project.

| Elements | Purpose | Key Considerations (Check box) | Roles: Local Neighbourhood Team | Roles: Residents | Results (Describe results) |
|---|--|--|--|---|---|
| UNDERSTANDING COMMUNITY / ESTABLISHING STARTING POINTS | <ul style="list-style-type: none"> • To develop an understanding of the community and identify possible starting points for engagement; | Has the local team ✓ Talked with key people and groups? (see note 1) ✓ Identified and examined places that are possible | The local team plays the leading role in this phase and conducts the following: <ul style="list-style-type: none"> • Immersion in the neighbourhood | Local residents provide: <ul style="list-style-type: none"> • Input and insight • Contacts to key individuals and groups in the neighbourhood | The local neighbourhood team creates an initial engagement/organizing plan that includes: |

| | | | | |
|---|--|---|---|---|
| <ul style="list-style-type: none"> • To investigate the need for a neighbourhood hub; • To identify people, organizations, potential places, potential issues and priorities relevant to the conversations on hubs. | <p>neighbourhood hubs? (see note 2)</p> <p>✓ Identified issues, trends, opportunities relevant to neighbourhood strengthening and hubs (see note 3)</p> | <ul style="list-style-type: none"> • Conversations with key individuals and groups • Review of past research, surveys | | <ul style="list-style-type: none"> • A summary of the initial investigation • List of residents to invite to a working group. • A list of approaches to move the conversations / community discussions forward |
| | <p><i>Please provide the following lists:</i></p> <p><i>Key people and groups</i></p> <p><i>Neighbourhood places</i></p> <p><i>Issues, trends and opportunities.</i></p> | <p><i>Describe the activities that the team conducted in relation to the roles listed above.</i></p> | <p><i>Highlight the key inputs and insights provided by residents.</i></p> | <p><i>List and broadly describe the results achieved. (attach any documentation produced by the team.)</i></p> |
| | <p><i>Newsletter has wide circulation throughout single family, condo's and seniors housing</i></p> | <p><i>Community newsletter call out, info and updates – about 3 times</i></p> | | |
| | <p><i>6-8 community residents</i></p> | <p><i>Beautification committee interested in HUB concept and</i></p> | <p><i>Beautification committee is a subcommittee of the BRCA planning</i></p> | <p><i>It is our understanding this work is continuing</i></p> |

| | | | | | |
|--|--|--|--|--|---|
| | | | subsequently identify HUB committee | committee, the BRCA planning director sitting on both these committees is Keith Hlewka | |
| | | Led by 2 community residents with the intent to engage others | Residents interested including art in a community engagement process about space and the potential for HUB activity in the community | | This idea did not receive endorsement from the community association and was deemed unnecessary at this time |
| | | ? | Hub Coordinator connects with residents to share info and encourage further engagement | | Broader awareness and interest, particularly a focus on the potential of developing the facility |
| | | BRCA is made up of 12 directors, a small group attended this meeting | Community Association requests meeting with partners to better understand the project | | Partners agree that all requests for funding with go through BRCA, The CRC has continued to make the BRCA aware of the process and opportunity to apply |

| | | | | | |
|---|--|--|--|---|---|
| Elements | | | | | <i>BRCA highlights their experience and knowledge in community engagement and offers to teach or share learnings, The CRC has continued to make the BRCA aware of the opportunity to share their learnings.</i> |
| | Purpose | Key Considerations (Check box) | Roles: Local Neighbourhood Team | Roles: Residents | Results (Describe results) |
| ENGAGING TO BUILD A WORKING GROUP(S) AND COMMUNITY ENGAGEMENT PROCESS(ES) | <ul style="list-style-type: none"> • To create a residents working group(s) • To jointly develop and implement with the working group(s) a plan for broader engagement of residents in the initiative and further exploration of a | <input type="checkbox"/> Does the working group and their plan reflect the level of organizing in the community? <input type="checkbox"/> Does the working group plan include ways of inviting more and diverse residents into the group? | <ul style="list-style-type: none"> • Invite residents and organize the working group(s) • Share the results of the team's initial investigation • Facilitate a planning session(s) to develop the working group's plan that includes creating | <ul style="list-style-type: none"> • Invite other residents into the working group(s) • Share aspirations, ideas and understanding of the neighbourhood in the working group plan. • Lead in Identifying and | <ul style="list-style-type: none"> • There is an active working group • The working group develops a plan for further engagement, organizing and mobilization of local and other resources. It also includes ways of expanding the group. |

| | | | | | |
|--|-------------------|---|--|--|--|
| | neighbourhood hub | <input type="checkbox"/> Does the plan consider the results of the initial investigation? <input type="checkbox"/> Is the local neighbourhood team taking steps to build the working group's capacity? | or refining a community vision, identifying specific initiatives to support engagement and organizing. <ul style="list-style-type: none"> • Support the working group(s) in implementing their plan • Create and implement a capacity building plan to support the working group(s) | implementing key actions and activities <ul style="list-style-type: none"> • Build more buy-in and enlarge the conversation / interest on neighbourhood strengthening and the hub initiative | <ul style="list-style-type: none"> • The local neighbourhood team develops and implements capacity building activities for the working group. |
| | | <i>Please describe how the team supported the resident working group(s) to include these considerations into their planning and engagement activities.</i> | <i>Describe the activities that the team undertook in relation to the roles listed above.</i> | <i>Describe the activities that residents undertook.</i> <i>Describe how the team supported the residents in these activities</i> | <i>List and broadly describe the results achieved. (attach any documentation produced by the team.)</i> <i>Is there any learning you want to share?</i> |

| Elements | Purpose | Key Considerations (Check box) | Roles: Local Neighbourhood Team | Roles: Residents | Results (Describe results) |
|--|---|--|--|--|--|
| <p>CREATING A COMMUNITY VISION AND PLAN FOR A NEIGHBOURHOOD HUB</p> | <ul style="list-style-type: none"> • To support the working group in engaging the neighbourhood to create or refine a community vision. • To identify and plan key initiatives to move this vision forward. • To examine how a neighbourhood hub can support this vision and how it can be developed in the neighbourhood. | <ul style="list-style-type: none"> <input type="checkbox"/> Does the visioning process involve as many local groups, organizations, leaders and key supporters? <input type="checkbox"/> Does the process enable the community to identify and prioritize key initiatives to support this vision? <input type="checkbox"/> Does the process include ways of inviting residents to lead or be part of the next steps? <input type="checkbox"/> Does the vision include the need for shared community space? | <ul style="list-style-type: none"> • Support the resident working group(s) lead the visioning process(es) • Provide research, facilitation and planning resources as appropriate • Help Identify and engage key partners and supporters to the vision and plan. • Support the establishment of resident action groups. | <ul style="list-style-type: none"> • The working group(s) provide leadership and ownership in the planning and visioning activities. • The working group(s) invite, engage other residents to the process and help communicate the plan to the wider neighbourhood. • Participating residents identify key initiatives to move the vision and plan forward. • Residents express commitment to be part of key actions | <ul style="list-style-type: none"> • A community vision is created or refined • A list of key initiatives is identified and initial plans are created. • Residents establish action groups on key initiatives. • A decision is made whether a neighbourhood hub is part of this vision. And if it is, an initial concept on how it can look in the neighbourhood and what purposes it serves is created. |

| | | | | | |
|--|--|--|---|---|--|
| | | <i>Please describe how the team supported the resident working group(s) to include these considerations.</i> | <i>Describe the activities that the team undertook in relation to the roles listed above.</i> | <i>Describe the activities that residents undertook.</i> <i>Describe how the team supported the residents in these activities.</i> | <i>List and broadly describe the results achieved. (attach any documentation produced by the team.)</i> <i>Is there any learning you want to share?</i> |
|--|--|--|---|---|--|

| | |
|---|---|
| DECISION POINT FOR THE NEIGHBOURHOOD | <p>At this stage, the resident leadership decides whether to continue with the development of a hub or not.</p> <p>Up to this point, the engagement processes have supported residents to create or refine a community vision and to identify and plan out key initiatives. These in themselves are important in building the capacity of residents to imagine and lead neighbourhood change. If the residents decide to continue with the further development of a neighbourhood hub, the following elements are important.</p> |
|---|---|

| Elements | Purpose | Key Considerations (Check box) | Roles: Local Neighbourhood Team | Roles: Residents | Results (Describe results) |
|----------|---------|--------------------------------|---------------------------------|------------------|----------------------------|
| | | | | | |

| | | | | | |
|---|---|---|---|--|---|
| ENGAGEMENT FOR THE SOCIAL AND PHYSICAL DESIGN OF THE HUB | <ul style="list-style-type: none"> • To support the residents in developing the concept of their hub that responds to the unique conditions of their neighbourhood; • To facilitate a neighbourhood design process that incorporates the social and physical elements of the neighbourhood hub. | <ul style="list-style-type: none"> <input type="checkbox"/> Does the hub design incorporate the inputs gathered from the residents? <input type="checkbox"/> Does the process ensure that diverse resident groups and their perspectives are included? <input type="checkbox"/> Is the hub design feasible within the available spaces in the neighbourhood? | <ul style="list-style-type: none"> • To support the formation of resident leadership in the next phases of the hub initiative. • To ensure that the wider community is continues to be involved in the design process. • To support the residents in identifying and accessing resources needed for the design process. • To help facilitate the involvement of partners in the initiative. | <ul style="list-style-type: none"> • Provide leadership and ownership in the next phases of the initiative. • Identify partners that they want to invite into project. • Keep the broader neighbourhood informed about the project. | <ul style="list-style-type: none"> • A resident leadership body to lead the next phases of the initiative. • A more developed concept and design for the neighbourhood hub. • Key partners are identified and invited. |
| | | <i>Please describe how the team supported the resident to include these considerations.</i> | <i>Describe the activities that the team undertook in relation to the roles listed above.</i> | <i>Describe the activities that residents undertook.</i> | <i>List and broadly describe the results achieved. (attach any documentation produced by the team.)</i> |

| | | | | | |
|--|--|--|--|--|--|
| | | | | Describe how the team supported the residents in these activities. | Is there any learning you want to share? |
|--|--|--|--|--|--|

| Elements | Purpose | Key Considerations (Check box) | Roles: Local Neighbourhood Team | Roles: Residents | Results (Describe results) |
|--|---|---|---|--|---|
| MOBILIZING RESOURCES FOR THE ESTABLISHMENT OF THE HUB | <ul style="list-style-type: none"> To identify and engage wider stakeholders including potential donors and service providers. To create and implement a fund development plan for the establishment and operations of the neighbourhood hub. | <ul style="list-style-type: none"> <input type="checkbox"/> Does the hub design incorporate the inputs gathered from the residents? <input type="checkbox"/> Does the process ensure that diverse resident groups and their perspectives are included? <input type="checkbox"/> Is the hub design feasible within the available spaces in the neighbourhood? | <ul style="list-style-type: none"> To support the community to connect to potential partners and supporters. To help acquire the resource needed by the community in developing and implementing their activities for this phase. To help facilitate possible site partnerships. | <ul style="list-style-type: none"> Provide leadership and ownership in the next phases of the initiative. Identify and invite site partners. Keep the broader neighbourhood informed about the project. | <ul style="list-style-type: none"> A resource development plan. Possible site partnerships with organizations who share the vision of the neighbourhood hub. Sufficient resources to establish and operate the hub |

| | | | | | |
|--|--|---|---|---|--|
| | | | | | |
| | | <i>Please describe how the team supported the resident to include these considerations.</i> | <i>Describe the activities that the team undertook in relation to the roles listed above.</i> | <i>Describe the activities that residents undertook.</i> <i>Describe how the team supported the residents in these activities.</i> | <i>List and broadly describe the results achieved. (attach any documentation produced by the team.)</i> <i>Is there any learning you want to share?</i> |

| Elements | Purpose | Key Considerations (Check box) | Roles: Local Neighbourhood Team | Roles: Residents | Results (Describe results) |
|---|---|--|--|--|---|
| DEVELOPING GOVERNANCE AND OPERATIONS FRAMEWORK | <ul style="list-style-type: none"> To develop an inclusive and representative governance | <input type="checkbox"/> Does the governance structure ensure meaningful | <ul style="list-style-type: none"> To help residents acquire the resources they need in | <ul style="list-style-type: none"> Provide leadership and ownership in the next phases of the initiative. | <ul style="list-style-type: none"> A governance and operations framework |

| | | | | | |
|--|---|---|---|--|---|
| | <p>structure that includes a fair representation of all stakeholders.</p> <ul style="list-style-type: none"> To develop an efficient operations framework. | <p>resident leadership and participation?</p> <p><input type="checkbox"/> Does the governance process include mechanisms for feedback and reporting to the community?</p> <p><input type="checkbox"/> Does the operations framework ensure clarity of roles and efficiency?</p> | <p>developing and implementing their activities for this phase.</p> <ul style="list-style-type: none"> To continue to facilitate broad resident involvement in the initiative. | <ul style="list-style-type: none"> Keep the broader neighbourhood informed about the project. | <ul style="list-style-type: none"> Resident leadership in the governance framework. Resident input and advice on operations framework. |
| | | <p><i>Please describe how the team supported the resident to include these considerations.</i></p> | <p><i>Describe the activities that the team undertook in relation to the roles listed above.</i></p> | <p><i>Describe the activities that residents undertook.</i></p> <p><i>Describe how the team supported the residents in these activities.</i></p> | <p><i>List and broadly describe the results achieved. (attach any documentation produced by the team.)</i></p> <p><i>Is there any learning you want to share?</i></p> |

| | | | | | |
|--|--|--|--|--|--|
| | | | | | |
|--|--|--|--|--|--|

Note 1:

People: Who do we need to talk to?

- *Interested Individuals*
- *Community Leaders/ Influencers*
- *Community associations, self -organized groups, local networks, and agency/service providers*
- *Faith groups, community of interests and identities*
- *People with knowledge of history of past actions*

Note 2:

- *Places: What places do we need to examine and consider as possible neighbourhood hubs?*
- *Gathering Places*
- *Schools, Places of Worship*
- *Others*

Note 3:

- *Issues, opportunities: What do we need to know that are relevant to hubs?*
- *Identified issues, concerns (surveys, needs assessments, etc.)*
- *Emerging trends*
- *Demographics and key resident population groups*
- *Current and past resident projects and initiatives*

Appendix 7

Narratives of the Progress to Date on Neighbourhood Hubs ⁹

Bowness:

Bowness was already engrossed in the 'neighbourhood hub' concept when the "hub" project was offered. The project came as an opportunity to recognize and engage with the community to support their initiatives in a new way. Bowness Community Association utilized the funding to hire a Community Hub Coordinator who championed the process. In other locations engaging residents may be a challenge Bowness has succeeded in this. In fact residents believe they are over-engaged around the hub concept and want to move towards action.

Bowness has always been a very 'connected' community with multiple social serving agencies involved with residents. The CRC/CSW were new to working in Bowness at the same time this formalized project was getting off the ground, and for the CSW, "the idea of a hub/local space was a great conversation starter to engage residents in what they would like to see in their community."

At the time this project was being launched, the BCA was going through a renovation of their facility in order to open the doors to other agencies to work/meet out of their building. This has since been complete. The BCA successfully redesigned part of the building to allow for service providers to have a space. Bow west Resource Centre, Calgary Immigrant Women Association (CIWA) and Calgary Family Services could relocate and are functioning out of the BCA building. Moving forward the BCA is looking at opportunities for youth and seniors to utilize using the building. This requires an increased accessibility of gathering spaces with the addition of an elevator. Youth demand a safe space to call their own. Residents would also like to see an expansion of the kitchen to offer programs designed to increase food security. Residents also identified the need to move the community garden to site.

The BCA Board which represents a residents' leadership group is very engaged and committed to moving forward with the hub. The BCA identified the need for a fundraising plan which will also require an architect and design expertise and services. They also identified the need to prolong the coordinator position as well as make any physical / capital improvements or enhancements to building. They

⁹ Source: CSW/CRC reports of progress submitted on October 15th, 2014

have put in an application to the Neighbourhood Hub fund, which is being reviewed. The co-development of a hub will continue within the local partnership between the Bowness Community Association, United Way of Calgary, and Community & Neighbourhood Services.

Bridgeland:

The concept of community hubs has been part of the community dialogue at Bridgeland/ Riverside neighbourhood for several years. The offer of the hub was made to key people and groups and neighbourhood places. Some issues, trends and opportunities were identified. The beautification committee was interested in the hub concept and subsequently identified a hub committee. The community was looking for a consistent message about the intent of the project. The fact that the project was designed to be fluid created confusion.

The context of the community has evolved over the past couple years when the conversation of hubs first started with SNI staff. Currently the priority of the BRCA is to develop a more coordinated approach to all of the local activities/CA subcommittees, which they are doing with the CRC. The hub development is not a priority at this time.

There were a couple of important learnings for the project, which were the importance of clear messaging on the intent of hub development and the role of funding. The offer of “funding” some engagement activities and not having a clear understanding of how much money or what it was intended for created a lot of tension in the community. The project was viewed by the community as money and not as a conversation starter. Therefore the community struggled to move forward without clear parameters. The community association requested that all funding asks come from them and they have been made aware of the process and have yet to submit a funding request.

Learning was around clear messaging. Many agencies on the ground provided inconsistent messaging. Community leaders felt overwhelmed and under informed. Community connection has been the mandate of the current community association president and this continues to flourish under her leadership. This would have happened regardless of the community hub project.

The community leadership indicated that there are several initiatives the project could help with. They are in the process to identify their priorities. The community feels they have the skills required. They have offered to share their knowledge with the project. The

community association president is interested in working with CNS and United Way to explore alternative models of governance, to reflect the number of groups connected to the association.

Sunalta:

Sunalta Community Association expressed a desire to become a hub for their community in spring 2013 after their AGM when they realized that they were not meeting the needs of significant portions in their community. They feel very strongly that their role is to reach out and be inclusive of everyone regardless of cultural or economic background. They utilized the funding to hire a project coordinator to map out the critical steps to the development of their new building.

In spring, 2014, Sunalta residents were invited to attend two Community Hub Engagement Sessions that were facilitated by architect Marc Boutin, who incorporated the residents' viewpoint into the design the master site plan. Bold signs, social media, e-mail distribution list, personal invitations and posters translated into 4 languages for the second session were the main communication tools. There were some limitations for both sessions due to lack of continuity of participants. There was not a lot of cultural diversity, but there was age and gender diversity, as well long term and new community participants. Weather also was a factor for attendance.

Through the community hub engagements, the community association recognized that there can be several gathering spaces within their community. One of the existing gathering spaces is the Sunalta Wildflower Garden, which has developed a higher profile within the community due to all of the activity and beautification projects that have taken place over the spring and summer. There have been many community conversations focused on community hubs that have enhanced the profile of the garden in the community and opportunities for residents to get involved.

The SCA Board recognizes the importance of broader community participation and they are actively engaging residents to be part of the community and are making better use of the community resources (i.e., the hall and garden) for community activities. Similarly, the community association is actively seeking different supports to raise the profile of their community and project. One example was the Metro newspaper feature of the Sunalta's president talking about the community hub project. Several different resources are being explored by the community association that can be incorporated into making the hub sustainable, such as Calgary Centre For Global Citizenship, City of Calgary Parks; Outdoor Recreation, Beakerhead, and other businesses and resources, including MLA and Councillor for long-term political support.

Residents are interested in having a hall and green space that can accommodate indoor and outdoor activities year round for all ages. It includes activities, classes, events, programs etc. that can facilitate people getting together, knowing their neighbours, feeling connected to their community, actively participating in community life.

The Community Hub Sub-Committee is composed of 3 board members that recognize the importance of establishing a committed group of diverse individuals in terms of skills, age, connections, etc that can support the different phases of the community hub. One of the first steps is to create a solid communication plan to ensure that all Sunalta residents, business and stakeholders are aware of their intentions to move forward with the community hub and what people, resource and fund supports will need to be in place. The community is aware that engaging the community residents is a continuous activity. The main source of community connection is via their community newsletter, social media and face to face conversations.

The community requires additional supports to develop their needs assessment strategy, engagement and communication plan. Resources could include training on engagement and communication strategies, business and strategic planning, funding sources and grants, access to appropriate consultants. Also assistance to actively recruit specific skills sets within the community. Skills and resources vary from stage to stage of the community hub development.

The role of CNS is still behind the scene supportive role of CA and resident lead initiatives that continue to strengthen community connections, build leadership, increase the capacity of residents and connect the community to appropriate resources that support the residents' vision of the community. Other supports from the CSW/CRC will include connecting with other City departments around land use, development permits, and supporting them in finding resources for funding consultants at different stages of hub development.

Vista Heights:

The hub concept was presented to Vista heights Action committee who decided they would like to move forward and learn more about what it is and how it could be implemented in their neighbourhood. The Crossroads Community Association was involved and provided their support. Some agencies such as Aspen Family services and the Crossroads Community Church were also interested.

The CSW facilitated a discussion around the documentary called “the Avenue”. Two residents from the neighbourhood took the Soluntionaries program on community leadership and decided take leadership on the community hub project.

CSWs/CRC facilitated a community hub conversation with the Vista heights Youth council where they asked the youth what they would like the community hub to look like. The youth went to the community hub meeting to present their ideas and some of them have continued to attend the community hub meetings to give their support. The CSW/CRC facilitated the group in coming up with a vision statement. They have continued to use the vision to develop their engagement activities.

Space is the biggest challenge in Vista Heights because there is no option for sustainable space at this point. The group wants activities that can create bumping spaces in many places while creating a community culture. The residents are now planning to program activities at the Renfrew Educational Centre as a way to engage residents. This space may be temporary. The Vista Heights Action committee is still interested in planning activities in various places in the community to create ‘bumping spaces’.

Vista Heights has a small but mighty group of people working on this project and it is a challenge as they are also volunteering in other areas of the community. Many people in the neighbourhood don’t want to be involved until they see some action happening. A calendar that was created with all the partners was a great activity to bring everyone together and coordinate what was going on in the neighbourhood.

In Vista Heights residents built connections with different agencies that supported the work on the ground. Aspen Family Services have given support with the community hub group. They have supported the Vista Heights Garden and facilitated the Vista heights Youth Council; they also are helping with the rental agreement with Renfrew Educational Services. Aspen is also exploring the possibilities of being a fiscal agent to hold additional events. Calgary Public Library are supportive with the mobile library and developing pop up opportunities for the neighbourhood. Crossroads Community church provided the group with support of free space and the mobile library.

The community identified needs such as developing expertise in risk management and liability for renting, leasing or owning a building, skills in developing partnerships, recruitment and communication strategy

The funding has been used as an engagement tool for intentional activities to engage residents in a gathering space in the neighbourhood i.e. the Family Skating day. It was also an opportunity for the residents to learn how to fill out a grant application and

create a budget for their activities. It provided options to rent space. It was great to have access to funding to start the engagement activities to create the atmosphere of a community hub.

Work needs to be done on a higher level with the Calgary School Board to explore the use the school space, as the school is a central location for families in Vista Heights. Another challenge in moving some initiatives forward is that the Strong Neighbourhood Initiative is only for Vista Heights and not Mayland Heights. The CSW and CRC will continue to support the community hub group and continue to build their capacity. Vista Heights was starting from the beginning when it comes to developing a hub. It needs more time and flexibility to have a true organic process. The team will work together, with United Way of Calgary, to develop stronger partnerships in the neighbourhood with the residents, agencies, and community partners.