

GV5.1 Attachment 2

Attachment 2

Summary of Jurisdictional Review of Municipal Neighbourhood & Locally Based Governance Models

The City Manager's Office reviewed approaches and interviewed staff in several North American cities to understand how they operationalized resources and support to neighbourhood-level organizing. Table 1 describes the findings of this research including staffing and annual budgets where available.

Most municipalities, including Toronto, create policies and communication resources to promote opportunities for individuals and other stakeholders to participate in city-wide and neighbourhood-level decision making.

In Toronto, engagement opportunities that are not neighbourhood-specific include:

- City surveys and public meetings, open houses and information sessions on local and city-wide issues;
- Community Council, Standing Committee and Council meetings, including the Committee of Adjustment and Toronto Local Appeal Body for planning matters;
- Elections information and resources for voters, candidates, teachers and researchers;
- Appointment and volunteer opportunities on City boards, Council Advisory Bodies, Program Advisory Bodies and reference panels; and
- Feedback and contact through City staff, Members of Council, Mayors' Office, 311 about City services, programs and issues.

Toronto supports engagement at the neighbourhood level where appropriate, particularly in support of place-based and equity-building efforts. For example:

- Divisional staff such as planners, community development officers, community health officers, and youth outreach workers are based in City districts or neighbourhoods to ensure work is informed by local connections and perspectives;
- 15 Neighbourhood Planning Tables bring together agencies and divisions to align services in 31 Neighbourhood Improvement Areas to support the Toronto Strong Neighbourhoods Strategy 2020; and
- Public consultations are coordinated across divisions and are neighbourhood-based to leverage and maximize outreach and communications to residents and stakeholders to support information sharing and input.

Some municipalities resource a centralized staff team to coordinate engagement services. Examples include Seattle's Department of Neighborhoods and Calgary's Engagement Resource Unit. These offices work to build consistency and continuous improvement of engagement methods city-wide and at the neighbourhood level, including supporting the participation of individuals and organizations. This approach requires dedicated funding and staffing resources for coordination, communications and

evaluation. Other cities have established third-party bodies to coordinate engagement on behalf of the City – such as the Office de Consultation Publique de Montreal.

Cities such as Portland have approached engagement by certifying "official" neighbourhood associations to facilitate resident input, administer community grants and, in some cases, build and manage public assets such as arenas, halls and playgrounds (in Toronto some community centres and arenas are managed by bodies appointed by Council). These certified organizations are autonomous and responsible for fundraising, member recruitment and service delivery. They are typically neighbourhood-based, and often organize themselves into larger networks to partner with the municipality. Examples include Calgary's Community Representation Framework, Edmonton's Community Leagues and the District Neighborhood Coalition model in Portland, Oregon.

Currently the City's grant programs require applicants to meet a number of requirements including financial accountability and program standards and reporting. Toronto could extend similar minimal requirements to neighbourhood organizations or local bodies to receive city engagement resources (such as validating their mandates, activities, diverse representation and financial accountability) but would need to consider the impact of doing so on organizations that don't meet the requirements and residents who are not part of an organization.

Some municipalities create elected or appointed bodies to make decisions and advise City Councils. Examples include New York City's Community Boards offices, Los Angeles' Department of Neighborhood Empowerment and Washington DC's Office of Advisory Neighborhood Coalitions. Audits in Los Angeles and New York City have identified concerns that these resident advisory models can magnify inequities by concentrating power and participation among affluent homeowners over other residents, particularly renters, newcomers and equity-seeking groups. The models are often inconsistently implemented by individual Council members, further enhancing inequity. Seattle abandoned its former Resident Advisory model – similar to Washington DC's – in favour of a central office within the government after an audit was similarly critical of inequities. Reforms are underway in New York City, Los Angeles and Washington DC to attract more diverse membership, provide training to residents to support their participation, and to more consistently fund and integrate these bodies into council decision-making and increase oversight and accountability.

Table 1: Summary of Municipal Neighbourhood & Local Based Governance

Municipality (Alphabetically)	Description	Mandate and Accountability	Approximate Annual Resources (2018)
Calgary, AB	<p>Community Representation Framework</p> <ul style="list-style-type: none"> • City provides support to 151 Community Associations (CAs), which are volunteer-run non-profit organizations open to all residents • CAs are paying members of the Federation of Calgary Communities (FCC), an umbrella association that provides organizational supports and services to CAs • CAs are governed by the FCC Bylaw and City processes, standards and terms of reference • City also coordinates engagement through Engage Resource Unit 	<ul style="list-style-type: none"> • CAs support community programs and events, community safety and development initiatives • City requires development plans to be circulated and commented on by CAs, and established a District Forum model to invite communities to collaborate on local area plans • City facilitates access for CAs to Community Recreation Coordinators and Community Social Workers to help them support services such as skating rinks, community gardens, seniors programs and recreational activities. Residents pay CAs a small yearly fee (\$20) for services 	<ul style="list-style-type: none"> • \$3.7 million for 24 City staff to serve as Neighbourhood Partnership Coordinators who support organizational development, financial best practice, etc. and 3 City Planners for planning support • City funds FCC on a fee-for-service basis for specific programs and CA support • \$6M for the City's Citizens Engagement and Insights service plan
Edmonton, AB	<p>Community Leagues (CLs)</p> <ul style="list-style-type: none"> • 158 CLs are volunteer-run non-profit organizations, currently representing approximately 10% of Edmonton's urban residents • City coordinates its involvement with CLs through the Edmonton Federation of Community Leagues (EFCL) 	<ul style="list-style-type: none"> • Support resident involvement and Council on development issues and recreation infrastructure • EFCL becoming more involved in supporting community hubs, social programs and City strategies • Leagues manage hundreds of community halls, outdoor rinks and playgrounds, under a Tripartite Agreement between the City, individual leagues and the EFCL 	<ul style="list-style-type: none"> • \$585,000 operating grant to EFCL • City has grants program for CLs to support engagement, infrastructure and operating costs. • ECFL raises funds through membership dues, fundraising and grants • City supports CLs with approx. 20 engagement staff

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Los Angeles, CA	<p>Neighborhood Councils (NCs)</p> <ul style="list-style-type: none"> • 99 NCs are made up of volunteers elected by neighbourhood residents and businesses for 2-4 year terms • NCs represent at least 20,000 people, average is 38,000 • Overseen by a Board of Neighborhood Commissioners appointed by the Mayor • NCs have formed NC Congress to discuss city-wide issues 	<ul style="list-style-type: none"> • NCs do virtually all public consultations • NCs granted special access to meet with Mayor to discuss priorities for City budget prior to review by Council, meet periodically with City staff to monitor issues, and receive advance notice of issues and projects • NCs can provide grants (Neighborhood Commission must approve grants over \$20K) • Council can but has not delegated authority to NCs on some issues 	<ul style="list-style-type: none"> • \$4.2 million (City funds each NC \$42,000) • In addition the City's Dept of Neighborhood Empowerment funds 25 staff to provide support and operational funding
Montreal, QC	<p>L'Office de Consultation Publique de Montreal (OCPM)</p> <ul style="list-style-type: none"> • Legislated by the province in 2002, OCPM is an independent organization set up by City Council to carry out public consultation on major issues as identified by Council or its Executive Committee. • OCPM President and Commissioners are appointed by Council for 4-year terms • For each consultation, three Commissioners are selected and paid to participate based on their area of expertise • Boroughs fund their own consultations on local issues 	<ul style="list-style-type: none"> • Establish a regulatory framework for public consultations carried out by any official body of the City • To hold a public consultation on any project at the request of City Council or Executive Committee, on any draft by-law amending the city's planning program, or pertaining to any project related to public institutions, major infrastructure and project of natural or cultural significance • OCFP has strict procedures for public consultation and values its role as a neutral third party 	<ul style="list-style-type: none"> • \$2-\$3 million (mandated by City of Montreal Charter) supports 10 OCFP staff and administration • City provides additional funds for each consultation

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New York City, NY	<p>Community Boards (CBs)</p> <ul style="list-style-type: none"> • 59 CBs each have up to 50 volunteer members and represent districts of approximately 130,000 people • Elected Borough Presidents appoint the volunteer members, half of whom are nominated by the local Council member, to serve two-year terms (max of 4 to 5 terms introduced in 2018) • Up to 25 per cent of CB members can be City employees, and up to two positions can be youth at least 16 years old 	<ul style="list-style-type: none"> • Do virtually all public consultations for municipality and many for state-level issues • Assist, advise, consult on any matter related to welfare of the district and residents • Hold open monthly public meetings/hearings • Hold private hearings and conduct investigations • Do initial review, consultation and report to planning commission on development applications and proposals • Submit annual report to mayor on community needs and recommendations for services/budget/programming (typically up to 40 capital projects and 25 operating) • Consult with and advise agencies on the capital needs of the district 	<ul style="list-style-type: none"> • \$14.8 million (City funds each CB with approx. \$250,000 plus office rent to hire staff and run office) • Each CB is led by a District Manager with 3-4 staff • District Service Cabinet of all City divisions meets monthly, chaired by District Manager
Portland, OR	<p>District Neighborhood Coalition (DNCs)</p> <ul style="list-style-type: none"> • 7 DNCs support 95 recognized Neighborhood Associations (NAs) that are independent and volunteer-run • City connection to DNCs coordinated through its Office of Community and Civic Life (formerly 	<ul style="list-style-type: none"> • City Code establishes minimum standards for DNCs and NAs • City agencies must notify NAs at least 30 days in advance of a proposal that may impact neighbourhood livability • NAs have formal role in advising Council or City agencies on issues that include land use, housing, 	<ul style="list-style-type: none"> • \$5 million (\$37,000 per NA plus administration) • Office of Civic Life responsibilities include supporting DNCs and NAs as part of its larger civic engagement mandate

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	known as the "Office of Neighborhoods")	<p>community facilities, human resources, social and recreational programs, traffic and transportation, environmental quality, public safety and City budgets</p> <ul style="list-style-type: none"> • NAs support resident engagement, connection to City services and issues, provide small grants • Recent changes have mandated the Office of Civic Life to priorities engagement with culturally-based and equity-seeking groups 	
Seattle, WA	<p>Department of Neighborhoods</p> <ul style="list-style-type: none"> • City department coordinates engagement and supports for residents, businesses and neighbourhood organizations • Department formed in 2017 as City discontinued electing/appointing residents in a Neighborhood Council system following an audit 	<ul style="list-style-type: none"> • Provides grants and other funding support to community groups • Forms commissions to support engagement on priority issues (e.g. related to youth and renters) • Supports resident leadership development • Maintains database of community spaces available to organizations for short- and longer-term use • Connects residents to City services 	<ul style="list-style-type: none"> • \$13.2 million operating budget supports 56 staff, administration and grants program
Washington, DC	<p>Advisory Neighborhood Councils (ANCs)</p> <ul style="list-style-type: none"> • 40 ANCs are comprised of a total of approximately 300 resident "Commissioners" who each represent a Single Member District of 2,000 residents 	<p>Mandate defined in City Code:</p> <ul style="list-style-type: none"> • City agencies must give affected ANCs 30 days advance notice before taking any action that will significantly affect a neighbourhood, including traffic, parking, recreation, street improvements, liquor licenses, zoning, economic 	<ul style="list-style-type: none"> • \$1.03 million (City funds approx. \$17,000 per ANC plus office administration and staffing) • Most City agencies have an ANC liaison

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	<ul style="list-style-type: none"> • Commissioners are elected by residents for two-year terms • Number of Commissioners in each ANC differs based on population. Currently ANCs have between 2 and 12 Commissioners • Commissioners are unpaid and can choose to hire staff 	<p>development, police protection, sanitation and trash collection, and the District's annual budget.</p> <ul style="list-style-type: none"> • ANC determines if and how the public is consulted, and offers advice to agencies • ANCs may present their positions and recommendations on issues to various District government agencies, the Executive Branch, and the Council, as well as Federal agencies • Although they are not required to follow the ANCs' advice, District agencies are required to give the ANCs' recommendations "great weight." • ANCs may recommend improvements to city services, conduct local improvement programs and monitor resident complaints • Council may delegate authority to ANCs 	