

**To:** COUNCIL  
**Meeting Date:** 5/28/2024  
**Subject:** Neighbourhood Associations Support Services Policy Review  
**Submitted By:** Lesley Head, Director of Recreation & Culture  
**Prepared By:** Rachel Fraser, Manager of Recreation, Sports and Culture and Heather Melo, Community Development Coordinator  
**Report No.:** 24-038-CD  
**File No.:** Not applicable

**RECOMMENDATION(S):**

THAT Report 24-038-CD Neighbourhood Associations Support Services Policy Review be received;

AND THAT Support Services to Neighbourhood Association Policy# C-80.020 revisions identified in report 24-038-CD be approved.

**EXECUTIVE SUMMARY:**

**Purpose**

The purpose of this report is to provide Council with an updated policy to better support the services of our Neighbourhood Associations (NAs).

**Key Findings**

The City works in collaboration with the NAs to meet the varied needs of community members. The Support Services to Neighbourhood Associations Policy# C-80.020 (Appendix A) has been revised to reflect the needs of our changing neighbourhoods more accurately.

Revisions to the policy include:

- Dedicated staff liaison with the creation of the Recreation Coordinator – Community Development position.

- Introduction of core funding providing greater flexibility related to how NA's utilize existing funding amounts.
- Provision that each NA (beyond Volunteer-Based Neighbourhood Association: Unstaffed - Level 1) confirm their own general liability insurance and strategic plan.
- Neighbourhood Associations will work with the staff liaison on business plan development regarding space needs.
- Neighbourhood Associations will be consulted as a collaborator in Strategic Plan reviews.
- Clarity into the steps to modify existing boundaries and the requirements to develop an association.
- All leadership staff and City Council will receive awareness information related to the Neighbourhood Associations as a part of the onboarding process.
- Calendar year outcome reporting, including key performance measures are required.
- Requirement to provide confirmation of sustainability and ability to maintain as an ongoing concern by supplying an actual to budget variance bi-annually for City staff review.
- The Neighbourhood Associations will present an annual update to Council.

## **Financial Implications**

The policy revision does not have direct financial implications. The implementation of the policy may result in future financial requests that will support the growth and development of existing and new NAs in Cambridge. These would be presented to Council during annual budget deliberations for consideration.

The City acts as a core funder for each Neighbourhood Association. In a strategic manner, the City provides base funding which supports community development and the provision of neighbourhood specific programming.

The core funding provided to each Neighbourhood enables each neighbourhood access to additional financial support from other funders that further increases community member access to programs and services. The financial return on investment varies amongst NAs.

**STRATEGIC ALIGNMENT:**

Strategic Action

**Objective(s):** WELLBEING - Connect people to services that support individual and community wellbeing

**Strategic Action:** Encourage safe and healthy neighbourhoods

**OR**

Core Service

**Program:** Not Applicable

**Core Service:** Not Applicable

**BACKGROUND:**

Neighbourhood Associations have long been a part of Cambridge. Langs was the first association established in Cambridge in 1978. The Support Services to Neighbourhood Associations Policy # C-80.020 was last amended in 2013. The policy revisions have been minimal since its implementation in 2004.

In 2024, the City supports the operation of 10 different NAs that service 11 geographic communities. One association is currently unstaffed and 9 are staffed associations. There are neighbourhoods within Cambridge that are currently not serviced by a Neighbourhood Association. The success of the NAs in mobilizing and organizing communities has set Cambridge apart from other cities.

The current policy does not meet the diverse needs of our growing neighbourhoods. The application of the current policy leads to inconsistent practices and lacking processes that support the City's ability to effectively collaborate with the Neighbourhood Associations (NAs).

The City is unique in its grassroots neighborhood association development approach. The success of such groups in their ability to mobilize communities has set Cambridge apart as a model for other cities. Neighborhood Associations have evolved, some are volunteer-run associations while others are incorporated and/or charitable not-for-profit associations. Neighbourhood Associations have historically offered community-based upstream recreation and social community programming and events.

### **ANALYSIS:**

The previous policy was from 2004 and is no longer reflective of what is the current operating model and representative of today's support levels by the City.

A Cambridge Neighbourhood Association, theory of change was created in collaboration with the NAs to clarify the role of the NAs in Cambridge. The theory of change demonstrates the capacity of neighbourhoods to meet the varied needs of community members. This tool assisted staff in consultation with the NAs on how and what resources are used to meet the needs of our community.

NAs provided feedback on the current policy through a coding and theming exercise. Two sets of clarifying questions were circulated to NAs for feedback. The feedback from individual associations and the collective informed the policy revisions. The themed findings included the need to enhance the autonomy and communication of NAs along with a requirement to review/modify boundary establishment. The findings further emphasized the need to clarify the City's role in supporting Neighbourhood Associations.

The adoption of the policy will assist the capacity of the City to meet the many programming and service needs of neighbourhoods.

Included in the Community Development Coordinator's future work plan is a detailed review of the Neighbourhood Association geographic boundaries, funding allocation and future-forward space plan. As these projects are evaluated, recommendations will be brought to Council for approval.

### **EXISTING POLICY / BY-LAW(S):**

The existing policy being reviewed is # C-80.020, Support Services to Neighbourhood Associations.

### **FINANCIAL IMPACT:**

Costs associated with support to NAs are allocated as part of the annual operating budget. In 2024 the associated budget totaled \$1,235,800.

### **PUBLIC VALUE:**

This policy revision aims to promote sustainability and support the community through partnerships with NAs. The implementation of the policy will require collaboration between the city and the NAs as well as transparent reporting to demonstrate the impact of the city's supports and services. Additionally, the Neighbourhood Association approach provides many opportunities for engagement within the City's neighbourhoods.

#### **ADVISORY COMMITTEE INPUT:**

Advisory Committees are consulted based on event participation or programming content as applicable.

#### **PUBLIC INPUT:**

Posted publicly as part of the report process.

#### **INTERNAL / EXTERNAL CONSULTATION:**

The City worked with the Tamarack Institute to establish how the city would review the policy with NAs. The Tamarack Institute are leaders in applying community engagement to systems-thinking. The Institute is widely recognized by the NAs who have utilized their services for past projects. The Executive Directors and Management teams of each NA were invited to review the current policy and provide feedback. The feedback was themed, and the findings of the review were presented to NA executives and management. The NAs also worked with the city in the development of their theory of change, which informed the policy revisions.

City staff consulted with 10 municipalities/townships regarding best practices when providing support services to NAs or similar community organizations/groups. The 10 municipalities/townships consulted included: Brantford, Edmonton, Guelph, Kitchener, London, North Dumfries, Toronto, Vancouver, Victoria, and Waterloo.

Internal consultation also occurred with staff from Finance, Engineering, Planning, Equity Diversity and Inclusion, Facilities, Legal, Operations, Planning, Realty and Risk Management.

#### **CONCLUSION:**

The City values NAs as they bring services and programming to communities. The policy revision will further enhance the support services for NAs. Staff are recommending approval of the policy revision to continue support for these key Cambridge institutions.

#### **REPORT IMPACTS:**

Agreement: **No**

By-law: **No**

Budget Amendment: **No**

Policy: **Yes**

**APPROVALS:**

**This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:**

**Director**

**Deputy City Manager**

**Chief Financial Officer**

**City Solicitor**

**City Manager**

**ATTACHMENTS:**

1. 24-038-CD Appendix A – Policy Amendment – Support Services to Neighbourhood Associations

<b>POLICY TITLE</b>	Support Services to Neighbourhood Associations
<b>CATEGORY</b>	Municipal Services
<b>POLICY NUMBER</b>	C.08.020
<b>DEPARTMENT</b>	Community Development
<b>POLICY AUTHOR</b>	Parks, Recreation and Culture
<b>POLICY TYPE</b>	Departmental Policy
<b>APPROVED BY</b>	City Manager/CLT
<b>EFFECTIVE DATE</b>	(MM/DD/YEAR) Insert date policy is effective.
<b>REVIEW DATE</b>	(MM/DD/YEAR) Insert date policy is to be reviewed.

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## **POLICY STATEMENT**

The City of Cambridge (City) works in collaboration with Neighbourhood Associations in identifying and meeting the recreation needs of community residents. The Neighbourhood Associations provide a conduit for community engagement that ensures the City's awareness of neighbourhood level concerns. Neighbourhood Associations enhance the wellbeing of community residents by responding and facilitating community level organizing to meet the varied needs of each geographic community that they support; this is done through a neighbourhood-based community development approach. The collaboration provides community access to decentralized and centralized recreation and social service program delivery throughout the City.

## **PURPOSE**

The policy strives to equitably support Neighbourhood Associations in providing community programming and services that are responsive to the changing needs of the diverse geographic neighbourhoods of the City. The City is committed to creating a more equitable and inclusive community for all. The Support Services to Neighbourhood Associations policy supports community development by creating accessible recreational programming. The policy is meant to best serve the needs of the Cambridge Neighbourhood Associations, the City and community members.

## DEFINITIONS

**Cambridge Neighbourhood Association Community Development Model** includes a process where community members come together to take collective action and generate solutions to common issues. Community Development, within Cambridge Neighbourhood Associations is known for credible, innovative, and deep grassroots community development. Community development is developing deep insight and knowledge of the needs and wishes of residents; reducing isolation; increasing connection; connectedness within the neighbourhoods; sharing systems and resources all while fostering the City of Cambridge's goals in People, Place and Prosperity.

**Cambridge Neighbourhood Organizations (CNO)** is a non-mandated network of individual Neighbourhood Associations, who collaborate to benefit their members and their communities through relationships of support, shared information, resources, and a collective voice. The CNO fosters connectedness within the neighbourhoods, sharing systems and resources.

**Centralized Programming** refers to developed programs or services that meet a city-wide need.

**Charity** is an association or corporation that must use its resources for charitable activities and have exclusively charitable purposes.

**Charitable, Neighbourhood Association(s), Staffed, Level 3**, are authorized by a Board of Directors with at least five individuals who must hold an Annual General Meeting and comply with all CRA legislation. Holding a charitable status in good standing, these organizations provide both decentralized and centralized services through a variety of funding sources.

**Community Development** includes a process where community members come together to take collective action and generate solutions to common issues and goals.

**Base funding** includes the allocation of budget for staff, programming, and operations.

**Decentralized Programming** refers to the development of a program or service that is initiated to meet the needs of a geographic neighbourhood or place within Cambridge.

**Municipal Leadership** includes elected members of the City Council and Mayor, Senior Leadership Team, and Management staff.

**Not-For-Profit Corporation** goals do not include gain or profit for its members. Any profit the corporation makes must be used towards its goals and not given to its members. A not-for-profit corporation has members, not shareholders.



**Not-For-Profit, Incorporated, Staffed, Neighbourhood Association(s), Level 2**, exist with the central focus being to strengthen community ties and provide needed services and resources to enrich the community to positively impact residence wellbeing and a sense of belonging. A Neighbourhood Association is about grassroots: collaborative discussions with the goal of community capacity building. These Neighbourhood Associations offer decentralized, place-based programming which exists solely for the benefit of the geographically bounded community.

**Unincorporated Not-for-Profit** is a group of people who have decided to do things together for a purpose or goal other than profit.

**Partner(s)** encompasses various stakeholders and institutions. Formal partnerships are purposeful, mutually beneficial relationships who work together to understand, address and enrich the community.

**Recreation** is an active or passive leisure-time pursuit that enriches the lives of individuals by improving health, developing a skill, or building self-esteem.

**Volunteer-Based, Neighbourhood Association, Level 1**, These organizations work in accordance with provincial not for profit standards and are operated with the authority of five community members. Their operations are in line with municipal operating procedures and remain indemnified by the Corporation of the City of Cambridge. This level of organization remains unstaffed.

## **AUTHORITY**

The staff liaison will review outcome and due diligence reporting. The staff liaison will be the first contact for City requests from the Neighbourhood Associations. All realty property matters including use of City space and leasing shall be forwarded to Realty Services for review and processing by the Staff Liaison. Realty Services will present any space and leasing requests to the Space Utilization Committee for review and discussion. Requests for capital funding and changes to operational funding are council-directed. Requests for boundary modification, creation of any new Neighbourhood Association and budget requests are subject to Council approval. The staff liaison will prepare Municipal Leadership and Council communication as needed.

## **SCOPE**

The policy entails how the City supports the development of the Neighbourhood Association's recreation program service delivery. The policy recognizes that Neighbourhood Associations assist in meeting the varied needs of residents through partnership developments and accessing funding that enhances service delivery.

Strategically, the City provides base funding which supports community development and the provision of neighbourhood-specific programming.

## **POLICY**

### **Establishment and Development of Neighbourhood Associations**

The City recognizes the diverse needs of each geographic neighbourhood. Each Neighbourhood Association provides programs and services to the community utilizing the Cambridge Neighbourhood Association Community Development Model. The Neighbourhood Association Continuum provides an overview of the varied approaches to meeting community needs through the development of appropriate Neighbourhood Associations. Information on the varied approaches and applications will be made available through the City's website. The varied approaches to the structure of Cambridge Neighbourhood Associations include Volunteer Based, Not-for Profit Incorporated, and Charitable. Below are the definitions and expectations of each type of Cambridge Neighbourhood Association.

#### **Volunteer-Based, Neighbourhood Association, Level 1**

Volunteer-Based Neighbourhood Association(s) are operated with the authority of five (minimum) community members. Their operations are in line with municipal operating procedures. This level of organization does not employ coordinating or programming staff. The coordinating and programming responsibilities are completed by volunteers. The development of a Neighbourhood Association typically begins as an unincorporated not-for-profit association. The City's support of these associations is vital. The capacity for grassroots association development in the community leads to the City's understanding of community needs and enhances capacity to service community members. When developing an association, association members must be aware of their responsibilities to govern the operations of the association. The primary funder of this type of association is the municipality. Below is a listing of the items that should be accomplished and available for review to the City to ensure the appropriate governance. The staff liaison will work with associations in the development and securing of these items. The support to any new association and defined association boundaries are subject to City Council approval.

#### **Not-for-Profit Unincorporated Neighbourhood Associations must demonstrate:**

- Establishment of a formal governing body comprised of community members that reside within the geographic boundaries of the community being served by association (minimum of 5 volunteers).

- Developed operating bylaws or rules of operation that further the association's purposes.
- At minimum, governing body meetings are scheduled each quarter with the establishment of minutes and terms of reference.
- Annual General Meeting
- Annual Finance Reporting
- Use of City or program policies and procedures
- Geographic Boundaries defined
- Access to appropriate community programming space
- Proof of appropriate liability Insurance
- Established geographically focused, year-round, community connections through planned community activities, programs, or events.
- Establishment of volunteer opportunities
- Volunteer and Part-time program staff management

### **Not-For-Profit, Incorporated, Staffed, Neighbourhood Association(s), Level 2**

As a developing Neighbourhood Association naturally progresses, they may find value in becoming an incorporated association. The association exists with the central focus being to strengthen community ties and provide needed services and resources to enrich the community to positively impact residents' well-being and a sense of belonging. A Neighbourhood Association is about grassroots: collaborative discussions with the goal of community capacity building. These Neighbourhood Associations offer decentralized, place-based programming which exists solely for the benefit of the geographically bounded community. An advantage of incorporation is that this new legal entity is distinct from its shareholders, directors, officers, and agents. This limits the liability of the shareholders, directors, officers, and agents. The organization of a corporation is followed by an ongoing activity of "corporate maintenance", that is, ensuring that the corporation complies with the reporting requirements and conducts its affairs by the applicable Acts, Regulations, and by-laws.

### **Not-for-Profit Incorporated Neighbourhood Associations must demonstrate:**

- Establish an operating Board of Directors. Every effort should be made to ensure the Board of Directors reside within the geographic boundaries of the community

being served by association (minimum of 5 volunteers). In efforts to secure needed volunteer resources it is understood that volunteers with sought after skill sets may reside outside the Neighbourhood Associations designated boundaries.

- Monthly operating Board of Directors meetings scheduled with the establishment of minutes, terms of reference and bylaws.
- The first annual general meeting is to be completed within 18 months of initial incorporation. All subsequent Annual General Meetings are to occur within 15 months of each other.
- Annual audited or review engagement financial statements
- A strategic plan developed or in progress, that aligns with City's strategic plan
- Established program policies and procedures
- Option to become an organizational member with the Cambridge Neighbourhood Organizations (CNO)
- Secured, programming and office space
- Access various funding opportunities and partnerships to meet community needs
- Demonstrated community service provider partnerships
- Hire senior leadership and program staff independently
- Proof of appropriate Liability Insurance, including Director and Officer insurance
- Geographically focused community connections through planned activities, community-level programming, or community events
- Opportunities for volunteer and staff development

### **Incorporated, Charitable, Neighbourhood Association(s), Staffed, Level 3**

Neighbourhood Association(s) holding a charitable status in good standing, these organizations may provide both decentralized and centralized services through a variety of funding sources. Charitable status or qualified donee status enables the Neighbourhood Association to receive funding from a larger spectrum of funders. The financial return of investment to community residences is enhanced through the acquiring charitable or qualified donee status. These Neighbourhood Associations have an identified charitable purpose and means to achieve the purpose along with defined beneficiaries of the

charity. These Neighbourhood Associations additionally comply with all applicable CRA legislation.

**Not For Profit Incorporated Charity Neighbourhood Associations must demonstrate:**

- As listed for Not-for-Profit Incorporated, staffed, Neighbourhood Association +
- Provision of both decentralized services and programming through various funding sources.
- Additional funding and resources are to be reviewed annually for alignment with the needs of community and/or population growth.

**Funding**

The base funding provided by the City to individual Neighbourhood Associations is meant to offset the staffing, programming, and operational costs of facilitating accessible neighbourhood community recreation programming. NAs must be able to provide proof of sustainability and evidence of ability to maintain as an ongoing concern. To support this requirement, an actual to budget variance review will occur bi-annually. City staff will prepare annual operating budgets in accordance with the Support Services to Neighbourhood Associations Policy for consideration by Cambridge City Council through the annual operating budget approval process.

The recommended annual inflationary increase as per the Financial Department will be applied to the funding amount.

The funding envelope is equitable, accountable, and adaptable to meet the changing needs of our growing City. The funding envelope will be distributed among levels within the continuum and equitably between organizations in each level.

Additional funding requests are subject to a business case application. Information on required funding documentation will be provided to neighbourhood organizations and will be listed on the City's website.

Neighbourhood Associations will work in collaboration with the staff liaison to submit annual budget submissions including growth requests.

It is recognized that the administration of centralized community programming funds may be centralized to one Neighbourhood Association in efforts to secure resources. The City values the capacity of collaboration in efforts to provide decentralized community programs and services.

As part of the City's Affiliation Policy, each Neighbourhood Association will enter into a separate Affiliate Agreement to clearly identify the needs requirements of each unique Association. This agreement will also aid in quantifying in kind services provided to these important community groups.

## **Boundaries**

The City of Cambridge supports both the Centralized and Decentralized service delivery of the Neighbourhood Associations. The determined neighbourhood geographic boundaries are meant to ensure that needed programs and services are physically accessible to community.

A centralized service delivery that benefits the community should not duplicate service delivery of another Neighbourhood Association, existing organization or the City. Strong communication between Neighbourhood Associations and the Recreation and Culture Team (facilitated by the staff liaison) are critical to ensure that there are equitable service levels celebrating the uniqueness of each neighbourhood while ensuring duplication is reduced and gaps in service are recognized.

The boundaries of each newly established neighbourhood organization will require a minimum population of 7,000 community members.

Boundary changes are to be reviewed with staff liaison and bordering neighbourhoods. public consultation is required when establishing or changing the boundaries of a Neighbourhood Association. The planning department will review and provide comments on any boundary modifications or additions. New neighbourhood organization development are subject City Council approval.

## **Space**

A review of space utilization, goals and growth will occur annually to ensure neighbourhood associations are prioritized when considering facility investments in City owned space allocation.

Neighbourhood Associations will work with the staff liaison on business plan developments regarding space needs. The business cases will be brought to the Space Utilization Committee for review. The business cases will be brought to Realty Services for processing for review by the Space Utilization Committee.

The Realty Services Division will ensure that capital requests in connection with proposed building improvements are appropriately submitted for City consideration in accordance with the respective lease agreement, and that leases, licenses and similar legal agreements are in place when necessary or advisable.

In consultation with the Neighbourhood Associations, a list of required and preferred space amenities has been included as Appendix A to the policy to be considered when reviewing space options.

Neighbourhood Associations will be consulted as a part of any City facility or park space development or major renovation within existing Neighbourhood Association geographic boundaries.

### **Partnership**

The City supports the partnership developments established through the Neighbourhood Associations. The City is committed to supporting the development of meaningful partnerships that further the capacity for the City and Neighbourhood Association to meet the growing needs of the City.

Lease and Affiliate Agreements are to be reviewed by Realty Services at minimum 6 months prior to their expiration.

Neighbourhood Associations will be consulted as a stakeholder in Strategic Plan reviews.

### **Training**

When available, the City may involve staff of the Neighbourhood Associations to be included in the appropriate training.

The City is dedicated to ensuring the continued awareness of the work of the Neighbourhood Associations. All leadership staff and City Council will receive awareness information related to the Neighbourhood Associations as a part of the onboarding process.

### **Reporting**

Calendar year outcome reporting, including key performance measures, is required to provide a clear and accurate picture to Council regarding the City's return on investment. This also helps indicate areas for potential growth, identify patterns and celebrate successes. To secure annual funding due diligence and outcome reporting will be circulated to Neighbourhood Associations prior to February 1<sup>st</sup> and are to be submitted to the staff liaison annually prior to April 1<sup>st</sup>. All funding-related requests are to be provided to the Staff Liaison prior to April 1<sup>st</sup> to ensure appropriate internal communication. Lease and Affiliate Agreements are to be reviewed prior to their expiration. The Support Services Policy is to be reviewed as required but at minimum every four years.

The Neighbourhood Associations will present an annual update to Council.

## **POLICY COMMUNICATION**

The policy will be communicated with Neighbourhood Association and staff who support neighbourhood level group development.

### **Policy Review**

The Cambridge Neighbourhood Association Support Policy is to be reviewed at minimum every four years.

## **RELATED PROCEDURES**

Assistance to Volunteer Groups, Policy # C-10

Sport Facility Space Allocation, Policy # A09 ADM 030

## **RELATED DOCUMENTS/LEGISLATION**

Community Recreation Centres Act, R.S.O. 1990, c. C.2

Federal Charitable Status

Ontario Not For Profit Corporations Act (ONCA)



<b>Level</b>	<b>Volunteer-Based Neighbourhood Association: Unstaffed (Level 1)</b>	<b>Not-For-Profit Incorporated Neighbourhood Association: Staffed (Level 2)</b>	<b>Charitable Staffed Neighbourhood Association (Level 3)</b>
<b>Authority</b>	Established formal organizing committee comprised of community members (minimum of 5 volunteers).	Established community represented Board of Directors (minimum of 5 members).	Established community represented Board of Directors (minimum of 5 members).
<b>Responsibility</b>	Regular (minimum 6 annually) Committee meeting scheduled with the establishment of minutes and terms of reference.	Regular (minimum 6 annually) operating Board of Directors meeting scheduled with establishment of minutes, terms of reference and bylaws.	Regular (minimum 6 annually) operating Board of Directors meeting scheduled with establishment of minutes, terms of reference and bylaws.
<b>Financial</b>	Report on finances to members.	Annual audited financial statements or financial review engagement as per ONCA.	Annual audited financial statements.
<b>Operating Procedures</b>	Operating procedures in line with municipality if operating under liability insurance. Use of City or preexisting neighbourhood organizational program policies.	Strategic plan developed or in progress that aligns in principle with City's strategic plan. Established Neighbourhood Association policies and governance established and updated as required.	Strategic plan developed or in progress that aligns in principle with City's strategic plan. Operating policies and governance established as updated as required.
<b>Geographic Requirements</b>	Geographic boundaries defined (7000 population).	Geographic boundaries as defined (9000 population minimum with opportunity for growth).	Geographic boundaries as defined (9000 population minimum with opportunity for growth).

<b>Level</b>	<b>Volunteer-Based Neighbourhood Association: Unstaffed (Level 1)</b>	<b>Not-For-Profit Incorporated Neighbourhood Association: Staffed (Level 2)</b>	<b>Charitable Staffed Neighbourhood Association (Level 3)</b>
<b>Programming /Events</b>	Established geographically focused, year-round, community connections through planned community activities, programs or events. Opportunities for volunteering.	Geographically focused community connections through planned activities, community level programming or community events. Membership with the CNO recommended. Opportunities for volunteering.	Geographically focused community connections through planned activities, community level programming or community event. Centralized delivery or oversight of community programming and events. Membership with the CNO recommended. Opportunities for volunteering.
<b>Space Requirements</b>	Access to appropriate community programming space with assistance from staff liaison and Realty Services. Space may be provided by the City at its sole discretion, subject to availability and any terms and conditions of any lease or legal agreement, which may be required by the City from time to time.	Secured, accessible programming and office space with assistance from staff liaison. Annual review of space with Staff Liaison and Realty Services. Space may be provided by the City at its sole discretion, subject to availability and any terms and conditions of any lease or legal agreement, which may be required by the City from time to time.	Secured, accessible programming and office space with assistance from staff liaison and Realty Services. Annual review of space with Staff Liaison. Space may be provided by the City at its sole discretion, subject to availability and any terms and conditions of any lease or legal agreement, which may be required by the City from time to time.

<b>Level</b>	<b>Volunteer-Based Neighbourhood Association: Unstaffed (Level 1)</b>	<b>Not-For-Profit Incorporated Neighbourhood Association: Staffed (Level 2)</b>	<b>Charitable Staffed Neighbourhood Association (Level 3)</b>
<b>Funding</b>	The primary funder of this type of association, is the municipality.	The City is a core funder for: Core Staff Programming Operations Neighbourhood Associations access various funding opportunities and partnerships to meet community needs. Neighbourhood Associations is an incorporated not for profit organization and may be working towards charitable organization with Staff Liaison. Additional funding and resources to be reviewed annually for alignment with needs of community and/or population growth.	The City is a core funder for: Core Staff Programming Operations Provision of both decentralized and centralized services and programming through various funding sources. Charitable Staffed Neighbourhood Associations access various funding opportunities and partnerships to meet community needs. Charitable status is in good standing. Additional funding and resources to be reviewed annually for alignment with needs of community and/or population growth.

<b>Level</b>	<b>Volunteer-Based Neighbourhood Association: Unstaffed (Level 1)</b>	<b>Not-For-Profit Incorporated Neighbourhood Association: Staffed (Level 2)</b>	<b>Charitable Staffed Neighbourhood Association (Level 3)</b>
<b>Staff</b>	Hire program staff in consultation with the staff liaison	Hire Senior Leadership and program staff independently. Demonstrated community service provider partnerships. Volunteers developed supported by staff position.	Hire Senior Leadership and program staff independently. Demonstrated community service provider partnerships. Volunteers developed and supported by staff position.
<b>Risk Coverage</b>	Proof of Liability Insurance.	Proof of Independent Liability Insurance.	Proof of Independent Liability Insurance.
<b>Outcome Reporting</b>	Annual requirement of outcome reporting and due diligence provided to the City.	Annual requirement of due diligence and outcome reporting provided to the City. Changes for key performance indicators to be completed in consultation with the CNO.	Annual requirement of due diligence and outcome reporting provided to the City. Changes for key performance indicators to be completed in consultation with the CNO.