

Neighbourhood Revitalization 2.0

Process for Identifying Outcomes

Recommendation

That the November 28, 2018, Citizen Services report CR_6619, be received for information.

Previous Council/Committee Action

At the November 6/7, 2018, City Council meeting, the following motion was passed:

3. That Administration bring a report outlining additional process options to clarify outcomes to the 2019-2022 budget deliberations.

Executive Summary

The City of Edmonton's neighbourhood revitalization team worked in partnership with citizens, organizations and business owners to set neighbourhood goals and measures in advance of the 2019-2022 budget deliberations. Administration identified three main neighbourhood revitalization program goals: increase community safety and security, support economic growth, and enhance community vibrancy. These goals support the outcomes of improving property conditions, improving how citizens feel about safety in their home and community, boosting local economy, encouraging investment, increasing social and cultural vibrancy, and increasing neighbour empowerment. Administration chose three key indicators including the perception of safety, the sense of community index, and the value for money to measure program success in support of any future funding decisions.

Report

In October 2018, Administration brought forward recommendations to Community and Public Services Committee to continue to support two transitioning neighbourhoods revitalization areas, Alberta Avenue and Jasper Place, while simultaneously beginning work on new neighbourhoods (October 31, 2018, Citizen Services report CR_6191). Community and Public Services Committee directed Administration to bring forward an unfunded service package as part of the proposed 2019-2022 operating budget and to bring forward a report to the same meeting to provide further information on potential community goals, outcomes, and performance indicators to measure the success of this continued support.

Administration met with community members from the Alberta Avenue and Jasper Place revitalization areas and received feedback on focus areas, outcomes and key indicators, as well as options for program governance, funding and staffing.

Administration identified three revitalization program goals:

1. Increase community safety and security
2. Support economic growth
3. Enhance community vibrancy

Administration used these program goals to develop the following neighbourhood revitalization strategic focus areas and outcomes:

- Properties are attractive and well cared for
- People feel safe in their home and community
- The local economy is thriving
- Investment in the community is strong
- The social fabric of the neighbourhood is vibrant
- People are empowered to lead change

Administration and community members identified more than 50 quantifiable measures linked to the above program outcomes. While some measures can identify problems or opportunities for improvement, a number would be used to establish baseline measures to set improvement targets. These targets can provide valuable information to help City Council evaluate the success, future funding, and continuation of the program.

To measure program outcomes, Administration identified a number of inputs, activities, and identified three key indicators to measure program outcome success:

1. *Neighbourhood Perception of Safety*
Measures of community and neighbourhood safety starting with the collection of baseline data.
2. *Value for Money Proposition*
Combining leverage ratios, cost-to-impact effectiveness, and return on investment measures.
3. *Sense of Community Index*
An internationally recognized measure that gauges sense of community. Using four elements (membership, influence, meeting needs, and shared emotional connection), the Sense of Community Index is a strong predictor of behaviour, health, and community outcomes.

These indicators would gauge change in vibrancy, growth, development, and safety as the Revitalization 2.0 program moves forward (Attachment 1).

Next Steps

Governance

Community members provided input on a future program governance model that would have active and diverse participation, consider member capacity, and ensure neighbourhood involvement as crucial in directing and sustaining the community development work. Establishing a balanced, diverse, and inclusive steering group would be a priority moving forward.

Funding Distribution

Administration recognizes the need for more nimble and flexible program funding distribution to support community-driven initiatives and new ideas. Developing a funding model that supports broader participation from community and balances the need for City oversight and stewardship is required. Community members supported the need to explore alternate funding allocation approaches.

Staffing

Community members indicated that having the right resource support is critical for success. Strong community development skills, connection to, and understanding of City services and processes, and being embedded within the community is essential. While the Alberta Avenue District Council prefers a community-directed staff member, Administration recommends that a City-directed resource would be better positioned to meet the goals of the program and community while staying connected to the City and supporting infrastructure.

Budget/Financial Implications

An unfunded service package identifying multi-year funding of \$605,000 from 2019 to 2022 will be included in the proposed 2019-2022 operating budget (CR_6618 Council-Requested Supplemental Information for 2019-2022 Operating Budget) for City Council’s consideration as part of the budget deliberations.

Corporate Outcomes and Performance Measurement

Corporate Outcome(s): Edmontonians are connected to the city in which they live, work and play.			
Outcome(s)	Measure(s)	Result(s)	Target(s)
Edmontonians are connected to the city in which they live, work and play	Percent of citizens who feel connected to their community according to the Citizen Perception Survey	2017: 47 percent	45 percent (2017 target)
Corporate Outcome(s): Edmontonians use facilities and services that promote healthy living.			

Outcome(s)	Measure(s)	Result(s)	Target(s)
Edmontonians use facilities and services that promote healthy living	Percent of Edmontonians who feel they have access to amenities and services that improve quality of life according to the Citizen Perception Survey	2017: 68 percent	2018: 70 percent

Corporate Outcome(s): Edmonton is a Safe City			
Outcome(s)	Measure(s)	Result(s)	Target(s)
Edmonton is a Safe City	Percent of citizens who feel that overall, Edmonton is a safe city according to the Citizen Perception Survey	2017: 69 percent	2018: 68 percent

Attachment

1. Revitalization 2.0 Goals, Outcomes and Measures

Others Reviewing this Report

- P. Ross, Acting Deputy City Manager, Urban Form and Corporate Strategic Development
- C. Owen, Deputy City Manager, Communications and Engagement
- T. Burge, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services