

A Proposed Approach for Community Hubs Advancement

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Executive Summary

The Proposed Approach for Community Hubs Advancement provides a framework for the creation and enhancement of neighbourhood scale community hubs in Edmonton. Each community hub is as unique as the needs of citizens within the community, as well as the assets within it. There are a myriad of examples of community hubs within Edmonton, including the Farmers Market in Strathcona, the Carrot Community Arts Coffeehouse, or the C5 hub. For the purposes of this strategy, Community Hubs are understood as:

- accessible amenities such as a multi-purpose building, a venue, or a vibrant community space such as a plaza, green space, or street.
- places that encourage social gatherings and provide spaces for people to congregate and connect in both planned and incidental ways.
- spaces that strengthen citizens' sense of place and connectedness.

A working definition that encompasses those descriptors has also been developed:

A community hub is an accessible amenity encouraging social gatherings that strengthen citizens' sense of place and connectedness and that appeals to, and brings together, diverse groups of community members.

This report sets out an approach to integrate capital, renewal, programming and social investment opportunities in both mature and new neighbourhoods so that future capital as well as operating investment will be optimized. It outlines an approach for the enhancement or creation of hubs at the neighbourhood level through a funding model and suggests administrative processes for district scale and metropolitan scale hubs. This proposed approach will supplement existing City of Edmonton programs and initiatives policies such as Neighbourhood Renewal Program, Neighbourhood Revitalization, ELEVATE, Community Hubs Council Initiative and the Community & Recreation Facility Master Plan. It will also seek alignment with the city building objectives of the City Plan, particularly at the District and Metropolitan level.

The Proposed Approach for Community Hubs Advancement defines the key attributes and goals of hubs and creates a foundation for a more complete conversation with stakeholders, partners and citizens to begin 'co-creating community hubs' in specific areas of the city. It is the starting point needed to lead an integrated conversation across the city and the corporation as administration builds the Council Initiative on Community Hubs. It will allow citizens to re-imagine neighbourhoods and to engage the private and public sector, as well as community partners, to create collaborative opportunities for working together to make vibrant and sustainable neighbourhoods. Ultimately, the results of this approach will help to ensure a greater level of social cohesion across the city, improving connectivity and citizen engagement.

Background

Edmonton is a city in transition. As the city develops, there is a growing need to increase the opportunities for citizens to work together to create vibrant and sustainable communities. The City of Edmonton is committed to supporting and enhancing the viability of neighbourhoods by reducing barriers between citizens and community organizations so that they can share resources, create animated meeting places, and build effective partnerships.

By establishing a comprehensive community hub framework, complete with potential funding options, the City of Edmonton will further support the following four goals of community hubs:

1. Community building
2. Place making
3. Maximizing the use of public infrastructure
4. Service coordination and delivery

A city-wide community hubs approach allows Council and Administration to pursue neighbourhood development and renewal objectives and provides service to communities in an integrated and holistic way.

Definition of a Community Hub

A community hub can be a unique reflection of the needs of a community and its assets. Although there are numerous definitions for community hubs, the working definition for this report is:

A community hub is an accessible amenity encouraging social gatherings that strengthen citizens' sense of place and connectedness and that appeals to, and brings together, diverse groups of community members.

and the following descriptors of a community hub are being used:

- A community hub is an accessible amenity such as a multi-purpose building, a venue, or a vibrant community space such as a plaza, green space, or street.
- Community hubs encourage social gatherings and provide spaces for people to congregate and connect in both planned and incidental ways.

Benefits of Community Hubs

Community hubs can help build social capital, reduce isolation and create vibrancy in neighbourhoods, making them accessible, inclusive and welcoming spaces and places for individuals, families and community groups. Hubs can also benefit communities by:

- Offering citizens the opportunity to come together to generate connections, in both a formal and informal manner
- Making neighbourhoods more walkable, safe and inviting. This increases citizens enjoyment of their neighbourhoods and fosters a greater sense of belonging
- Fostering placemaking and highlighting the unique character of a community
- Attracting citizens from across the City, increasing civic connectivity and overall pride in the City of Edmonton
- Improving citizen experience by co-locating services in the same space so supports and amenities are easily accessible. Co-located services also create “bumping” opportunities for unplanned connections between neighbours simply by being in the same place

- Offering collaborative programs and services can create operating efficiencies and strengthens the relationships between service providers
- Maximizing use of space and opportunities to provide extended hours of service
- Improving access to services in economically disadvantaged areas or in areas that have unique needs (such as a high seniors or youth population)
- Increasing access to space and community connections for overall health benefits of citizens and reducing the stigma associated with accessing services through a single purpose facility e.g. mental health or addiction services
- Offering flexibility of space so that as the needs or requirements of a community changes, so can the hub tenants adapt within a facility transition from one service to another (e.g. transition from youth services to seniors services)

Community Hubs and the Future Neighbourhoods Integrated Approach

The City of Edmonton will seek to integrate capital, renewal and social investment opportunities in neighbourhoods to meet the broad needs of communities. A set of indicators reflecting social need, parks and open space, safety and local economy is in progress and will support a more evidence-based and holistic approach to selecting, monitoring and evaluating neighbourhood priorities. These indicators will be aligned with or common to CR 5917 - Options for Providing Neighbourhood level Indicators to inform redevelopment.

These indicators, including social quality of life data, will better inform the City's decision making process in prioritizing capital budgets and will inform the City's 10 year capital planning on investment plans and longer term strategies.

Community Hubs Approach

Desired Outcomes

The desired outcomes for community hubs development are as follows.

Outcome #1: Connected citizens and communities

Many people feel a sense of commitment to their neighbourhoods and are involved in activities to improve their quality of life. By supporting citizens in their efforts to connect to one another and their communities, the proposed approach can foster local initiatives and the health and wellbeing of participants. Vibrant community spaces, such as community hubs, play a critical role in enabling these community building activities. Local residents who engage in community building activities increase community safety, improve quality of life and health, reduce social isolation, and create an environment of care.

Outcome #2: Public infrastructure is maximized to support complete communities - Edmonton is comprised of complete communities in both new and mature neighbourhoods.

Complete communities provide a range of services within neighbourhoods including housing, commerce, recreation, institutional and public spaces. They provide a physical and social environment in which residents can live, learn, work and play. Complete communities meet the needs of residents for their entire lifetime. Through the joint planning of community hubs with local residents, we can improve access to a greater range of opportunities that will meet localized needs for health, wellness, economic development and recreation. Community hubs will be jointly planned with citizens, community organizations and public and private partnerships, in order to leverage resources, broaden service delivery benefits, and ensure that citizens have access to what they need. Deliberate designing of community hubs will enable public infrastructure to be built, transformed or enhanced into vibrant, sustainable hubs that meet the needs of the community.

The Four Goals of Community Hubs Developed with this Approach

Community building	Place making	Maximizing the use of public infrastructure	Service coordination and delivery
<p>Community hubs will provide easily accessible gathering places for citizens to connect, socialize, enable conversations of local community interest, and celebrate through community activities</p> <p>Community hubs build neighbourhood identity and pride through</p>	<p>Community hubs enhance neighbourhood spaces that strengthen citizens' sense of place and connectedness.</p> <p>Community hubs help residents to collectively reimagine and reinvent public spaces as the heart of every community</p>	<p>Community hubs optimize the use of public infrastructure with the goal of maximizing and diversifying the services and activities available to meet the needs of citizens</p>	<p>Collaboration and joint planning - the provision and animation of community hubs is a collaborative community planning effort between citizens, key stakeholders, and orders of government.</p> <p>Community hubs are multi-service, flexible design and adaptable as community needs change</p>

shared ownership and responsibility			
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Overview of Community Hubs

There are many different definitions, models, types and sizes of community hubs. However, individual hubs can generally be described and identified by both their purpose (for example multicultural, youth focused, health care, innovations hubs etc.), and their physical space. Depending on the needs and aspirations of communities, hubs are different in every community and often have a unique service mix.

Physical brick-and-mortar hubs can often be categorized by scale, using the proposed categories outlined in the draft 2020-2040 Community and Recreation Facility Master Plan: Metropolitan, District, and Neighbourhood. Each level serves a strategic purpose for the City, both in the mix of recreation opportunities provided and in the community benefits around which they are founded. For the purpose of aligning the community hubs work with the 2020-2040 Community and Recreation Facility Master Plan, this same scale will be used.

Neighbourhood level amenities and facilities	District level amenities and facilities	Metropolitan level facilities and amenities
Neighbourhood Community hubs can help build social capital, reduce isolation and create vibrancy in individual neighbourhoods. They respond to local needs and demand.	District level community hubs respond to a broader regional demand for programs and services.	Metropolitan level community hubs accommodate highly targeted activities and interests, and are designed to serve the entire city and often have a regional or national focus.

Appendix 1: Landscape of Community Hubs in Edmonton provides more detail and examples of the scope of community hubs.

Development of Community Hubs

The Proposed Approach for Community Hub Advancement envisions different streams or pathways that will govern how a hub is created, depending upon its size, scope and focus. Smaller hubs, those serving an individual neighbourhood, will be identified following grassroots, community-driven processes. This has been identified as a gap in the City's policies/programs. Larger hubs, such as those serving a district or the metro area, will follow a more directed process as the City responds to growing and changing needs of the community. District level and more geographically broad hubs are part of a city building and community capacity building opportunities. As such they will be included in the new City Plan (due 2020). The City Plan will include a more robust Community Hubs approach and will align with the Nodes and Corridors planning currently underway. Appendix 5 outlines an overview of this process. A City of Edmonton Senior Planner should be dedicated to the development of Community Hubs. This role would encompass supporting communities through the Identify, Assist and Develop phases below.

Neighbourhood Level Community Hubs - Opportunity Driven



IDENTIFY

Potential neighbourhood hubs will be identified in one of several ways.

1. Community groups, or organizations within the community, may identify the need and opportunity for a hub.
2. One of the many existing public engagement programs focused on the neighbourhood level such as: Neighbourhood Revitalization, Neighbourhood Renewal, Neighbourhood Resource Coordinators, Abundant Communities Edmonton, Building Great Neighbourhoods, may identify the need or opportunity for a hub.
3. Community leagues, or other existing “near hubs” may choose to develop into more hub-like organizations, and may apply for funding or other assistance.

The Community Hubs Senior Planner, using administrative frameworks, policies and strategies, will work with the internal and external stakeholders to evaluate the appropriateness of the potential Community Hub and what the City's role would be (if any).

ASSIST

A City of Edmonton resource should be provided to assist local communities in developing community hubs. The Senior Planner - Community Hubs, would work with existing City resources (Neighbourhood Resource Coordinators, Abundant Communities Edmonton program, Community Building Social Workers, Partner Liaisons, etc.) and be a first point of contact for grassroots organizations to develop a community hub. The Senior Planner of Community Hubs would then determine feasibility, assist in navigating COE processes and champion the project through the **develop** phase.

DEVELOP

Each hub will take a unique path through development. There are, however, significant common elements for consideration. By understanding these common elements the City can apply best practices and fulfill its mandate in the establishment of community hubs.

In the development of a community hub the Senior Planner - Community Hubs, may fulfill a variety of roles, including:

- Acting as a convenor or liaison by bringing together separate organizations and partners to support the development of the hub.
- Navigate available funding, either in the form of direct capital funding, leveraging external funding opportunities or supporting the partner organizations in the pursuit of external grants.
- Offering insights into the operation of the hub, ranging from an advisory role to a direct “hands on” capacity.
- Assisting in the development of the programming for the hub. This role would see the City assist in the development of the vision for the hub and the creation of criteria for success.
- Supporting community groups to create a community led public engagement plan to garner feedback from citizens on the community hub vision and in gathering input into a needs assessment of what the programming needs are for the hub

In addition, to further support the development of community hubs, the City may employ existing assets such as underutilized facilities or spaces to house a community hub.

ANIMATE

The animation of the community hub is the final, ongoing stage and the outcomes will ultimately determine the overall success of the hub. Animation will build upon the work completed to ensure the hub has adequate resources and capacity to provide ongoing programming and/or activities. Depending upon the nature of the hub and the needs of the community, the City may play an active role in supporting the animation of the hub or it may act in a more limited advisory capacity, or not be involved in the animation at all.

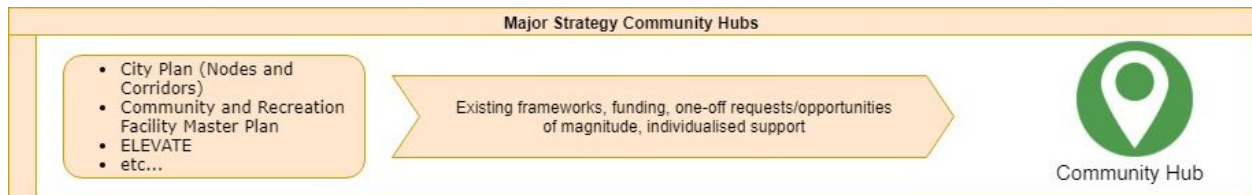
The adaptive nature of a community hub allows the animation of the space to be an ongoing process which will evolve and grow over time to suit the changing needs of the community and its citizens. Demographic analysis and projections can be used while planning the animation of a hub in partnership with community groups.

District and Metro Level Community Hubs - Policy & Program Driven

A more robust community hubs approach for District and Metropolitan level hubs will be included as part of the new City Plan, particularly in alignment with the identification of a nodes and corridors network for Edmonton. Nodes are locations of concentrated development where people will congregate to live, work and play. They can occur at different scales, from local nodes/hubs in neighbourhoods, to places where important transportation routes intersect or where major elements of the transportation system are accessed (such as LRT stations). Corridors also vary by scale and are important links and places that connect nodes. They may be fronted by mixed use, street oriented retail and higher density developments that serve the local area, defining neighbourhood edges with opportunities for redevelopment and community gathering.

In addition to providing the basis for priority growth areas for intensified development, the nodes and corridors network can support capacity-building needs of communities, through the identification and capital planning for community hubs. Over the longer term, an integrated approach will help prioritize our public sector investment opportunities and better support private sector ones.

Community recreation facilities, seniors' centres, and other large scale developments, have existing City of Edmonton plans that govern their creation and multipurpose use. The definitions, concepts, resources and practices found in the community hubs approach can be used to enhance these facilities and help them to achieve their goals, however those types of projects already contain public engagement plans, financial resources and general expertise required to make those large scale community hubs successful.



Success Factors for any Community Hub

Activation

An activated space has people around all day and into evening and nighttime hours. It has strategies specific to activation that include: complementary services (to lengthen someones stay), walkability and good location.

Financially Sustainability

Financial stability includes not only the current funding paradigm but future ones as well. If the community hub is viable long term it will require proper life-cycle maintenance, both capital and operational funding and a governance structure that allows for change and adaptability over time. Partnering with for-profit, private sector, government agencies, or COE services, are all strategies that enhance financial stability. Grant and/or philanthropic funding and revenue from programming are also enhancements to overall financial stability.

Integration

Integrated services versus co-location of services. There are two primary modes of service delivery of operation for a community hub: integrated services and the co-location of services. Within an integrated service hub, organizations and programs are combined in manner to address the needs of a specific population and offer a comprehensive suite of services. This coordinated approach allows for individual organizations to integrate their services to create efficiencies and improve effectiveness. In addition, this integrated approach allows for reduced administrative burden and operating efficiencies.

The co-location of services allows for the participating organizations to work towards collaborative inter-dependence and funding sources while sharing a common facility. In this mode of operation, the organizations within the community hub will share specific resources and amenities within the facility (such as meeting rooms or gymnasium space). However, each organization will maintain a

separate organizational structure, with individual goals and objectives. The integration continuum below shows varying degrees of integration:



Strategic Direction

Alignment to Community Hubs Council Initiative

The Proposed Approach for Community Hubs Advancement provides a starting point for the Community Hubs Council Initiative to engage community, shift thinking towards community driven planning, and work with citizens to develop a comprehensive action plan and an implementation approach. The Council Initiative will continue to build on research by taking the information gathered and testing it with community groups and stakeholders. The commonalities and differences between this report and the Council Initiative are outlined in appendix 6. Next steps include co-creating a vision for the future state of community hubs with citizens, testing the draft goals, and collaborating with stakeholders to create prototypes.

Related Programs & Strategies

Below is list of related programs and strategies within the City of Edmonton. It is not an exhaustive list and many programs are still under development or undergoing change.

Building Great Neighbourhoods

Following the approval of the Building Great Neighbourhoods Mandate and Business Model in August 2017, and the approval of the Branch's Public Engagement Charter in March 2018, the Building Great Neighbourhoods Branch is leading the process of integrating and leveraging a scope of work that maximizes the full potential for strong and sustainable neighbourhoods.

As an intersection of multiple programs and interests, Building Great Neighbourhoods is taking advantage of opportunities, building from the Neighbourhood Renewal Program, to collaborate with other City programs, in order to achieve a higher order set of goals beyond infrastructure renewal. The existing capital programs may include but are not limited to:

- Great Neighbourhoods Capital Program
- Active Transportation Capital Program
- Community Traffic Safety Countermeasures Capital Program
- Complete Streets - Enhancements Capital Program

Neighbourhood Revitalization

In order to ensure the sustainability of mature neighbourhoods, the City of Edmonton established the Neighbourhood Revitalization Initiative. The City of Edmonton's Neighbourhood Revitalization works in partnership with citizens, organizations and business owners to set neighbourhood goals and achieve results through collaborative partnerships. The City works with these neighbourhoods to develop viable local solutions by leveraging resources to build vibrant communities where people are proud to live and work. This is primarily conducted via:

- Bridging local needs with broader needs
- Creating a collaborative environment in our work
- Sustaining our initiatives within neighbourhoods and business sectors
- Elevating and transforming communities from good to great
- Building upon community capacity and local wisdom
- Being purposeful, inspirational and forward-thinking

ELEVATE

ELEVATE identifies that there are systemic, legislative and financial barriers to collaborating across multiple government jurisdictions to achieve better outcomes for communities. ELEVATE advocates for a new urban agenda, development of complete communities, and for city in which engaged and informed citizens and partners create strong, sustainable and inclusive neighbourhoods that meet the needs of Edmontonians throughout their lifetimes.

Infrastructure Asset Management Policy

Asset management is the coordinated activity of an organisation to realise value from assets. It involves City departments, stakeholders, citizens, and Council. The intent of asset management is to maximize benefits, manage risk and provide satisfactory levels of service to the community in a sustainable manner. Sustainable infrastructure, maintained through sound financial policies and asset management practices, will contribute to the vibrancy of the City's economy; the vitality of its neighbourhoods; safety of its citizens; protection of the environment; and its capacity to accommodate growth.

Space for Early Learning and Child Care

High-quality, affordable and accessible early learning and care is widely viewed as a necessity to support working families. It is also shown to have myriad benefits related to child development, family outcomes, alleviation of poverty and the overall economic prosperity of a community. Although the responsibility for regulating childcare services falls within provincial jurisdiction, the City plays a role in providing space for early learning and care in City-owned, City-occupied and City-funded buildings. The province and Edmonton school districts have also expressed interest in developing space for early learning and child care within infrastructure development, consolidation or re-purposing opportunities.

Plans & Policies for Nodes and Corridors

Appropriate planning for the development of nodes and corridors ensures that Edmonton achieves the correct blend of development types to build a sustainable city for the future. This process includes such citywide policies as the Transit Oriented Development Guidelines. These policies work to develop and implement mixed-use areas within our neighbourhoods. In particular, the principles surrounding Transit Oriented Development support the development of community hubs as they ensure users have easier access to the facility. In addition, the Designing New Neighbourhoods policy features outcomes specifically related to establishment of community gathering places and neighbourhood focal points.

City Plan

To be drafted over the next two years, the City Plan will be a holistic replacement for The Ways Plans and will bring the new City Vision and Council's strategic plan to life. The City Plan will examine the larger planning framework in a more evolved and efficient context. One method to do this is by focusing on higher-level "districts" rather than investing in context specific planning for individual corridors or neighbourhoods. These districts may include key development nodes (ie, centres of varying sizes) and may be served and connected by developed corridors.

Public Engagement within the Proposed Approach

The City's new Public Engagement Policy C593 directs the need to ask for citizens input on the decisions that affect them. The Proposed Approach for the Advancement of Community Hubs will use a community led / city supported public engagement process to gather input from the community in all phases of the creation of a community hub space.

A Public Engagement Charter will be created to outline the key decisions in each of the Identify, Assist, Develop and Animate phases of community hub creation. This charter will identify the level of impact the stakeholders will have on decision making, and it is expected that a majority of the public engagement activities will focus on the Create and Decide end of the spectrum, as the community will build their community hub. In true asset based community development form, the community takes ownership of the action plan to create a community hub. This public engagement charter would be supported with the Community Led Public Engagement Toolkit which is in development in the Engagement Branch of Communications and Engagement. Advisory support is available to support the City of Edmonton staff managing the program.

Public Engagement on the Decisions Needed to Operationalize

The public engagement for the operationalization of the proposed strategy will invite the public to: Advise the City on the identification of the supports needed by the community to assist them with community hub development, and Refine to the process for accessing the Identify, Assist, Develop and Animate phases of the new strategy.

Please see Appendix 3, for a more detailed description of the public engagement strategy for operationalizing the strategy.

Funding Options

The funding options available to community hubs are varied and are specific to the community hub itself. A non-exhaustive list of funding programs and options includes:

- Edmonton Community Development Corporation
- Edmonton Community Foundation
- Community Hubs opportunities identified through Revitalization or Renewal programs could leverage funding from those programs.
- Federal and Provincial funding programs such as Investing in Canada Infrastructure Program
- Certain Community Hubs have internal revenue generation capabilities
- COE Capital Budget - Community Hubs Capital Profile (include in 2019-2028 CIO)
- COE support for operational funding - through existing Service Package process
- City of Edmonton Grants - there are a multitude of City of Edmonton grants and sponsorships for not-for profit, Edmonton based organizations in the areas of arts, festivals, community leagues, etc. e.g. Community Facility Partner Capital Grants, Community Investment Operating Grant, Emerging Immigrant and Refugee Grant, Family and Community Support Services Grant, etc.
https://www.edmonton.ca/programs_services/funding-grants.aspx
- Public Donations, fundraising, and gift in kind.
- Private sector opportunities

Working with the Community Hubs Senior Planner, community hubs projects will review funding options available to them and select the appropriate funding resources as part of the viability assessment and business case development for a community hub. If approved the Community Hubs Capital Profile included in the 2019-2028 Capital Investment Outlook (CIO) is available for planning, design and delivery of community hubs projects. The intent is that these funds can be used for:

- Retrofitting/renewing public assets
- Combining with other project funding to enhance place-making (Neighbourhood Revitalization, Corner Stores, Open Spaces, etc.)
- Other capital uses as identified in the profile

APPENDIX 1: Landscape of Community Hubs in Edmonton

In order to understand the community hub landscape in Edmonton, it will be useful to describe the range of hubs that currently exist and how they are currently funded and governed. This background will provide valuable context as to where the proposed approach can have the most impact.

Landscape of Community Hubs in Edmonton

Name	Scale	Funded by	Examples
Special Places/ Placemaking Hubs	Neighbourhood	Private/non-profit Public	Project Welcome Mat Prototype for Recover Small park area Stony plain road and 152 Street
Neighbourhood Hubs	Neighbourhood	Private/ non-profit Public	The Carrot Community Arts Coffee House (9351-118 Ave)
Community Leagues as Hubs	Neighbourhood or clusters of neighbourhoods	Public Fundraising, EFCL	League may or may not act as hub, depending on their programming and infrastructure
Seniors Centres as Hubs	District	Public Private/ non-profit Fundraising	Central Lions Senior Centre Strathcona 55+
Social Service Hubs (integrated hubs)	District or Metropolitan	Private/ non-profit Public grants	C5 (11713-82 Street)
Themed Hubs (arts, multicultural, etc)	District or Metropolitan	Private/ non-profit Public grants Public	The Orange Hub (10045- 156 St NW) The Africa Centre (6770-129 Ave NW)
Schools as Hubs	Neighbourhood or Cluster of neighbourhoods	Public/tax supported: Province of Alberta and Edmonton Public School Board	Rundle Annex (Province/EPSB) Currently under development: Heritage Valley High School and District Park (GOA, COE, EPL EPSB, ECSD,CSCN)
Libraries as Hubs	District	Public - tax supported	All libraries

Recreation Facilities and Amenities as Hubs	Neighbourhood District, or Metropolitan	Public - tax supported	Terwillegar, Clareview, Meadows, rectangular fields, skateparks, outdoor ice rinks
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COMMUNITY LEAGUES:

Within Edmonton, there are 157 community leagues that represent more than 300 residential neighbourhoods. Many community leagues operate a community hall that can be rented for private use, and usually feature a playground. In addition, many community leagues also offer other amenities such as basketball courts, tennis courts, skating rinks, volleyball, community gardens. Finally, a large portion of community leagues also run programming, such as yoga, zumba, or karate, as well as special events and activities.

Community Leagues are starting to embrace working in a collaborative manner with other organizations to create a 'community hub' environment, based on the programming and service needs of the league (eg. Yellowbird / SWESA, Blue Quill / Blue Quill Preschool Society, Woodcroft / Drama Society, Argyll, Japanese Association).

EDMONTON PUBLIC LIBRARY:

Edmonton Public Library (EPL) recognizes that great public libraries welcome everyone, to this effect have implemented programs and services that cater to a diverse array of citizens. The breadth of services offered by the EPL includes career assistance, literacy development, and digital skill building. These programs are often developed in a manner that is catered to address the needs of specific groups such as new Canadians, at-risk youth, or those experiencing homelessness. These programs provide the opportunity for citizens to come together as a community for discussions and shared experiences.

The following are examples of branches of the Edmonton Public Library that offer community building programs and services, such as settlement services for new Canadians, drop-in therapy, and community outreach:

- **Clareview** (3808 139 Avenue)
- **Enterprise Square** (10212 Jasper Avenue)
- **Highlands** (6710 118 Avenue)
- **Lois Hole** (17650 69 Avenue)
- **Londonderry** (Suite 110 1 Londonderry Mall NW)
- **Meadows** (2702 17 Street)
- **Mill Woods** (2610 Hewes Way)
- **Whitemud Crossing** (145 Whitemud Crossing Shopping)

MULTICULTURAL or ARTS CENTRES:

- **The Orange Hub** (10045 156 St NW). Owned by the City of Edmonton, currently home to nine tenants ranging from theatre groups, to artists, to non-profits.
- **Mill Woods Library, Seniors and Multicultural Centre** (2610 Hewes Way 2015) The new library is 25,000 square feet, while the new Seniors Centre and Multicultural Centre have been built as the second floor of the library branch.

REPURPOSED SCHOOLS:

- **Alex Taylor School** (93 St and Jasper Ave). E4C centre since 2001. Adult literacy, hot lunch programs, family counselling services.
- **Bellevue School** (71 St and 115 Ave). Closed in 2003 and sold to the Distinctive Employment Counseling Services of Alberta (DECSA).
- **Eastwood School** (81 St and 120 Ave). Leased to the Edmonton Mennonite Centre for Newcomers and the Nebula Foundation.
- **McCauley School** (95 St and 107 Ave). Leased to the Multicultural Health Brokers Cooperative (and the Multicultural Coalition)
- **Parkdale School** (85 St and 116 Ave). Leased to Bent Arrow Traditional Healing Society.
- **Sacred Heart School** (96 St and 108 Ave). Adult Language Instruction for Newcomers to Canada (LINC), and childcare for children of LINC students.
- **St. Patrick's School** (95A St and 120 Ave). One World...One Centre, ECSD. LINC Program, home economics kitchen, childcare for children of LINC students.
- **Queen Mary Park School** (113 St and 109 Ave). Leased to École À la Découverte, part of the Conseil scolaire Centre-Nord (Francophone School Board).

SCHOOL HUBS

- **St. Francis Xavier Sports Centre** (9240- 163 Street). Partnership between City of Edmonton and Edmonton Catholic School Division. It also partnered with the Jasper Place Leisure Centre and the Jasper Place Bowl
- **George P Nicholson School** (1120- 113 Street NW) opened 2002 K-6 School with multi-Use partners: Alberta Health Services and Twin Brooks YMCA childcare. Also has a partnership with the William Lutsky YMCA (not located on-site).

RECREATION CENTRE EXAMPLES:

- **City of Edmonton and Foote Field** Foote Field is a multi-purpose sports facility on the U of A's South Campus. Built in 2001 and named for philanthropist and former track athlete Eldon Foote who donated 2 million towards construction.
- **Clareview Rec Centre & Cardinal Collins High School Completion Centre** - also houses a daycare, and EPL branch in the building, as well as Nakinaw Indigenous Youth Leadership programs and some private physiotherapy offices.
- **The Meadows Recreation Centre** (2704- 17 Street) recreation centre and library
- **Family Futures Resource Network** (locations in Knottwood, Summerside, Millbourne, Millhurst and westbrook). Offers strength based programs in a safe and welcoming environment to help families thrive. Partners include FCSS Alberta Human Services Edmonton & Area Family Services, City of Edmonton.

COMMUNITY HUBS (private/ not-for-profit):

C5

C5 Edmonton is a community hub funded and operated by 5 non-profit organizations: Bent Arrow Traditional Healing Society, Boyle Street Community Services, Edmonton Mennonite Centre for Newcomers, Norwood Child & Family Resource Centre, Terra Centre for Teen Parents. These organizations operate two main programs:

- Ubuntu, which focuses on working with Children and Family Services to support children who have been taken into care, as well as their families, to help keep the families together
- Relentless Connector Initiative, which utilizes a wraparound approach to support families in crisis, preventing these families from being overwhelmed by the system, assist them in become healthier, and prevent the children from being taken into care.

The variety of services that are offered by the C5 Centre reduce the barriers for entry, allowing for more difficult concerns to be addressed over time. For instance, an individual may initially access the centre for assistance in securing employment, and eventually receive support addressing underlying mental health issues as they build trust with C5 staff.

Ensuring appropriate levels of integration within the 5 organizations that make up C5 requires dedicated “backbone” support from a governance perspective to keep the integrative process moving forward. The role of C5 staff is to act as advocates for collaboration between organizations, relationship building amongst practitioners, and provide this backbone administrative function.

APPENDIX 2: Community Hubs in Other Places

How Do Other Places Define Community Hubs?

Calgary

As early as 2008, the City of Calgary began to develop its own community hubs and Poverty Reduction initiative with the United Way Calgary as a partner organization. The result of this joint initiative is the Enough For All Strategy, which has been approved by Calgary City Council as well as the United Way Calgary Council. Community hubs are a key component of the Enough For All Strategy, which is primarily focused on the remediation of poverty within specific Calgary neighbourhoods by increasing social inclusion. In 2017, the Rotary Club of Calgary voted overwhelmingly to join this initiative to help advance the development of community hubs within the region. For the purposes of the Enough For All Strategy, the City of Calgary defines a community hub as:

“A community hub is somewhere people can go to make friends, pursue common interests and find support when they need it. It’s a place that’s welcoming, inclusive and connecting”

In order to enact the community hub portion of the Enough For All Strategy, the partner organizations plan to develop six community hubs over a five year period (2017-2022). It is anticipated that these community hubs will serve over 200,000 Calgarians and are to be located in the communities of Bowness, Greater Forest Lawn, North of McKnight, Sunalta, Village Square, and Vista Heights. These neighbourhoods were selected as they feature greater concentrations of poverty, where up to one in three of their residents live in poverty.

Vancouver

The Association of Neighbourhood Houses British Columbia reaches more than 100,000 individuals throughout the Vancouver Metropolitan region through the operation of seven neighbourhood houses and an outdoor summer camp. Neighbourhood Houses are place-based not-for-profit organizations that offer a service model that integrates the functions of social delivery, community building, and community change through local community centers. Neighbourhood Houses are unique, vibrant places where citizens can create connections through cultural and recreational activities as well as groups. In addition, these facilities provide users opportunities to improve their personal capacity through workshops, courses, and employment counselling. These neighbourhood houses provide these services to residents of any age, nationality, ability, from all walks of life. These programs include the following:

- Early Childhood Development
- Youth Programs
- Newcomers to Canada
- Seniors
- Employment Services
- Volunteerism
- Advocacy & Social Change
- Cultural Celebration

Importantly, neighbourhood houses provide informal social atmospheres (with no to low cost) that make them easily accessible. People initially visit a neighbourhood house to utilize a program or

service, they stay because of the relationships they develop, and because they find ways contribute to their communities.

At present, a research initiative is being undertaken to ascertain the ability of Neighbourhood Houses within Vancouver have on affecting social equity, collective efficacy, and inclusion.

Ontario

The province of Ontario has been a major proponent of community hubs since 2015, when Premier Kathleen Wynne commissioned a Community Hubs Framework Advisory Group. This Advisory Group's purpose is to identify and remove the provincial barriers that impede the way of the implementation and operation of community hubs. The Province of Ontario defines a community hub as follows:

"A community hub makes it easier for local residents to access the health, social, cultural, recreational and other resources they need together in one spot. It can be located in a physical building or accessed through a digital service. Community hubs serve as a central access point, which:

- offer services in collaboration with different community agencies and service providers
- reduce administrative duplication
- improve services for residents and are responsive to the needs of their communities

Whether in a high-density urban neighbourhood or an isolated rural community, each hub is as unique as the community it serves and is defined by local needs, services and resources."

Ontario has established robust system to support the development of community hubs, this includes a strategic framework, action plan, and the formation of a community hubs department within the Ministry of Infrastructure. The Community Hubs Framework Advisory Group is currently working to ensure all 27 recommendations from the action plan are implemented across the province as well as working on community engagement and partnership building.

APPENDIX 3: The Proposed Approach for the Advancement of Community Hubs - Public Engagement Strategy

Engagement Project Description

To determine the model for delivery and development of community hubs in Edmonton that aligns with city strategies and integrates city plans for community building, place making, maximizing the use of public infrastructure, and service coordination and delivery.

Background

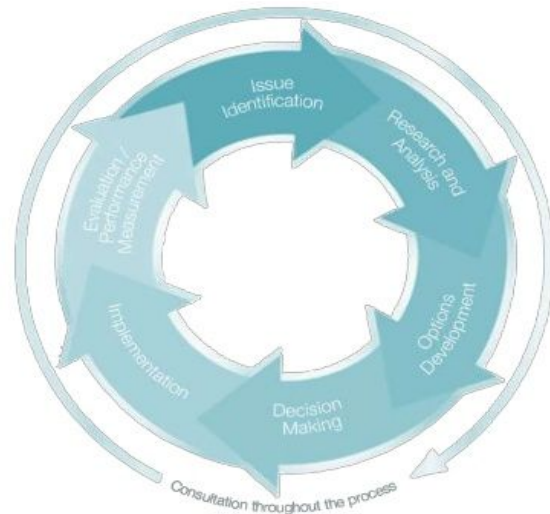
Every community changes and ages differently over time. As businesses and nonprofit service providers move in and out of community spaces, the balance of services is driven by the demographics and economics of the public who live there. Sometimes communities are left with gaps that leave residents without services and programs. Community Hubs are an opportunity to help address these gaps.

City building is a joint effort that requires broad commitment and ongoing efforts from our community partners, public and private sectors working together to create vibrant neighbourhoods. One of the key opportunities of the development of a community hubs strategy is to collectively create a common framework and guiding principles to maximize use of existing (and new) public infrastructure, and to strategically plan for the transformation of community places and spaces into vibrant, sustainable community hubs.

The Decision

How do we operationalize the Proposed Approach for the Advancement of Community Hubs using public input to create a final framework, identify the supports needed by the community and create a process to access these supports?

To date, the project team has followed the public policy planning cycle through the Issue Identification and Research / Analysis phases. Through jurisdictional research, internal department collaboration and direction from the Sponsor Councillors for the Community Hubs Council Initiative, a draft approach has been created. This initial work will be used as a starting point to involve the public in shaping and implementing the final framework.



The Engagement Opportunity

Input and feedback from the public will enable the City to understand the relationship between the service providers and the citizens they serve; the operational needs of external stakeholders, and the willingness and capacity to implement community hubs. This input will inform the identification and development of the supports and processes to operationalize the Approach for Community Hubs. For the purpose of this public engagement strategy, we are using the same definition and pillars of community hubs as described in the Terms of Reference for the Community Hubs Council Initiative.

The Decision Making Process and the Public In it

Decisions needed to support operationalization:

- What support will the City provide to help assist / develop a community hub?
- What support will the City provide for ongoing operation and animation of neighbourhood level community hub?
- How does a group access these supports?
- What is the eligibility criteria to access funding and support? What is important for the City to consider in identifying and prioritizing community hubs?
- What is the process to review applications / manage funding? Who does the review and management?
- What are the roles and responsibilities of COE staff / departments and the external stakeholders in the four phases of the proposed approach (Identify / Assist / Develop / Animate)
- What does success look like? And how will we evaluate and measure success?
- What do we need to do to make this a community friendly process that they have capacity to carry out?
- If this is a community driven approach, what does this look like from the community's perspective?

Engagement Spectrum Level of Influence (How the Public can participate in decision making):

- ADVISE - The public / stakeholders are invited to share their feedback and perspective on:
 - The Proposed Approach to Advancement of Community Hubs - Definition, Four Pillars, Expected Outcomes and the External contexts not included in draft (what did we miss?)
 - What the COE needs to consider about 'community' in our implementation plans?
 - What a successful community created hub looks like to the community?
 - What barriers might exist for communities, non profits, agencies and service providers, to develop and animate community hubs?
 - What the City needs to consider about how community hub creation is supported financially?
 - How the need for a community hub is identified?
- REFINE - The public are invited to help adjust our approach to:
 - Developing the eligibility criteria for a community hub project
 - Developing the process by which communities access support to Identify, Assist, Develop and Animate community hubs
 - Identifying what the community's role can be in creating and operating community hubs

Our Public / Stakeholders

Provide experience, knowledge and impact from the perspective of:	
INTERNAL	EXTERNAL
<ul style="list-style-type: none"> ● Neighbourhood Revitalization ● Neighbourhood Renewal - Building Great Neighbourhoods ● Diversity and Inclusion - Citizen Services (Multicultural Relations, Indigenous, Seniors, Youth) ● Access to recreational programming and amenities - Recreation Facilities ● Meaningful and inclusive Public Engagement - Engagement Branch ● Connected to Services - Neighbourhood Resource Coordinators ● Social needs and capacity building - Community Building Social Workers ● Connectedness to the community - Abundant Community Edmonton (ACE), ● Safety and Security - Neighborhood Empowerment teams (NET) ● Open Space management - Parks and Road Operations (Community Gardens, Naturalization) ● Open Space development - IIS Open Space Planning 	<ul style="list-style-type: none"> ● Public at Large who access services and programs ● Edmonton Federation of Community Leagues ● Currently operating Community Hub organizations ● Stand alone agencies who provide programs and services ● Multicultural, Indigenous, seniors and youth, LGBTQ2S organizations. ● Funding Agencies ● Volunteer resource agencies ● Arts-based organizations ● Community Development Corporation ● Other orders of government

APPENDIX 4: ELEVATE

Vision

Edmonton is a city in which engaged and informed citizens and partners work together to create strong and sustainable neighbourhoods and communities.

Our community will embrace diversity, will provide a physical and social environment where we can live, learn, work, and play, and will meet the needs of current and future Edmontonians through their lifetime.

City of Edmonton’s Approach

ELEVATE’s strategic approach includes four strategic pillars aligned to specific community outcomes, and driven by the city goals of:

Edmonton is a vibrant, connected, engaged and welcoming city

Edmonton is a caring, inclusive, affordable city

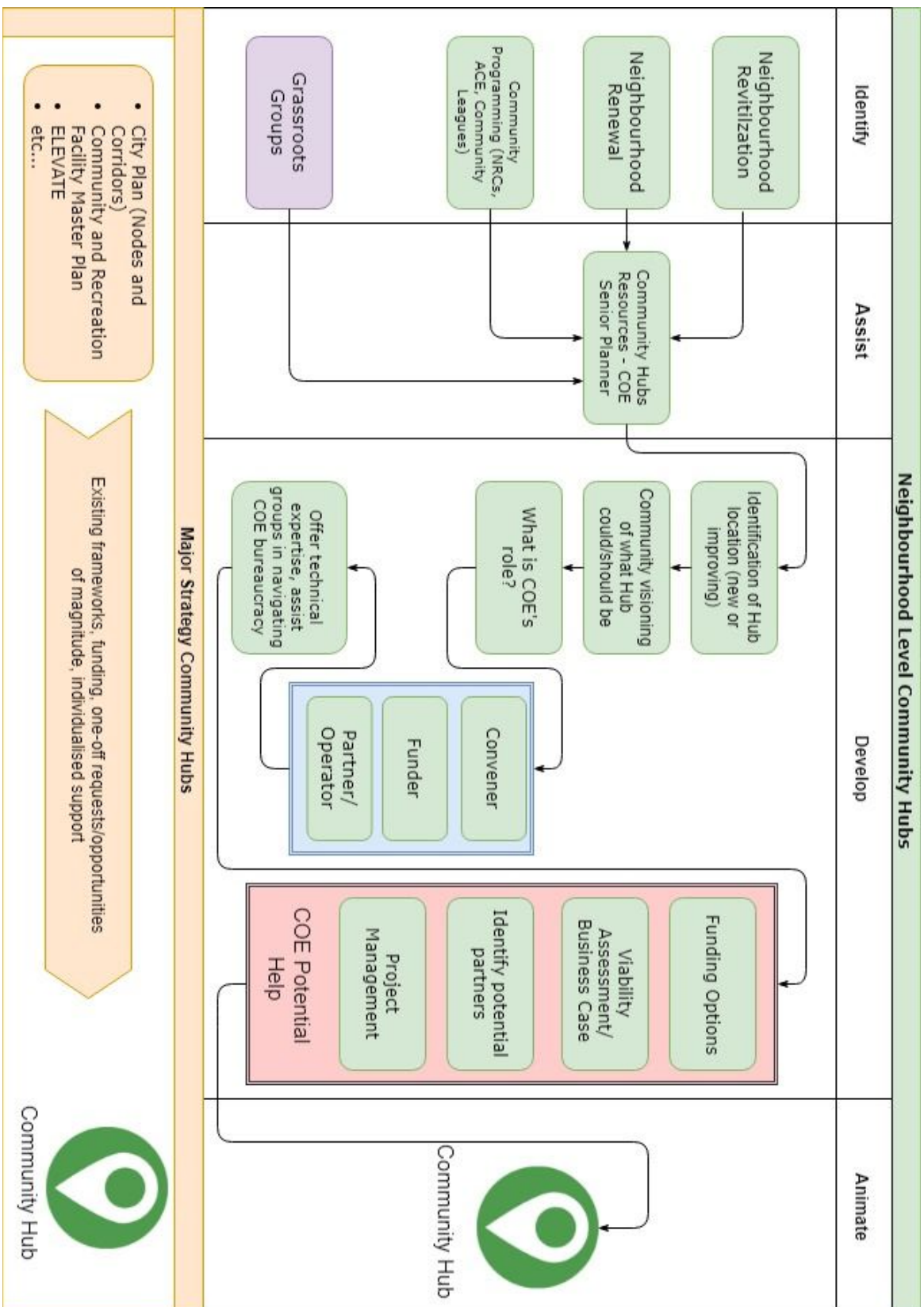
Edmonton is a sustainable city

This strategic approach allows the City to take a stewarding position to advance the outcomes of ELEVATE and serves to guide a city-wide approach to community planning with other orders of government, partners, communities and citizens to make the best possible use of corporate land, assets, public infrastructure and programs for achieving our city’s greatest potential. Addressing complex community challenges requires a collective approach, including but not limited to sharing resources, information and priorities.

ELEVATE: Four Pillars and Desired Outcomes

Intergovernmental Relations	Integrated Community Planning	Schools & Lifelong Learning	Community Hubs
<p>Policy Alignment: Charter, Collaboration Tables, Education Collaboration Table</p> <p>Innovative infrastructure and funding models</p> <p>Planning alignment - community, land use and infrastructure</p>	<p>Integrate planning with communities - effective use of data, resources, collective impact</p> <p>Complete communities</p>	<p>Schools and public infrastructure as community assets</p> <p>Lifelong learning - foundation of community sustainability</p> <p>Well Informed Citizens- engagement, vision, information</p>	<p>Connected Citizens and Communities:</p> <p>Hubs facilitate transformation of new and mature neighbourhoods</p> <p>Maximize infrastructure and programming</p>

APPENDIX 5: Process Map (High Level)



APPENDIX 6: Council Initiative and Proposed Approach

Individual Components of Community Hubs Council Initiative vs. Proposed Approach to Advancing Community Hubs

	Component	Community Hubs Council Initiative	Proposed Approach to Advancing Community Hubs
1	Definition for Community Hubs	✓	✓
2	Develop Goals for Community Hubs		✓
3	Connected Citizens and Communities	✓	✓
4	Public Infrastructure is Maximized to Support Complete Communities - Edmonton is Comprised of Complete Communities in both New and Mature Neighbourhoods	✓	✓
5	Identify and Develop Pilot Projects	✓	
6	Find and Fill the Policy and Program Gaps	✓	
7	Asset Map of Existing and Potential Hubs	✓	
8	Evaluation and Measurement of Success	✓	✓
9	Community Hubs Creatively - Committee	✓	