

# Great Neighbourhoods Integration

## Recommendation:

That the May 23, 2017, Integrated Infrastructure Services report CR\_4716, be received for information.

## Report Summary

**This report provides a high level summary of alignment, integration, and coordination efforts, as part of the Great Neighbourhoods Capital Program future state review with other related and connected programs, initiatives and reports coming forward to Council.**

## Report

This report aligns with, and provides additional context for, the following reports:

- The May 23, 2017, Sustainable Development report CR\_3697, Building Great Neighbourhoods Program Funding Review.
- The May 23, 2017, Integrated Infrastructure Services report CR\_4223, City Policy for the Neighbourhood Renewal Program
- The May 23, 2017, Sustainable Development report CR\_3066, Streetscape, Capital Improvements and Enhancement Programs - Business Improvement Areas

## Great Neighbourhoods Capital Program History

In December 2009, City Council approved the Great Neighbourhoods Capital Program, allocating \$150 million over 10 years. The mission was to “improve processes and enhance interdepartmental coordination to achieve more strategic resource planning and service delivery in neighbourhoods.” The program endeavours to improve the livability of Edmonton’s mature neighbourhoods, support development of new organizations and festivals, support Business Improvement Areas to create a vibrant, place-based identity, and mobilize community relationships, leadership, and commitments for community-led action. Funding was allocated to three integrated funding envelopes:

- Neighbourhood Revitalization - Projects in Council-approved neighbourhoods through work such as streetscape improvements, property acquisition and arterial road revisions.
- Coordinated Neighbourhood Redevelopment and Improvements - Value-added projects that improve the livability of neighbourhoods coordinated with the Neighbourhood Renewal and Drainage Neighbourhood Renewal programs.

- Business Development - Investment in rehabilitation projects focusing on opportunities in neighbourhood business and commercial areas. This envelope targets infrastructure enhancements such as public realm and aesthetics improvements.

Over the course of the 2015-2018 budget cycle, key initiatives to improve the quality of life for Edmontonians within and around their communities have progressed, with some insights of additional mutual opportunities between a number of programs, including:

- Drainage Neighbourhood Renewal Program
- Neighbourhood Renewal Program
- Arterial Renewal Program
- Great Neighbourhoods Capital Program
- Active Transportation Capital Program
- Complete Streets - Enhancements Capital Program
- Community Traffic Safety Countermeasures Capital Program

The City has had a number of successes coordinating timing and leveraging resource opportunities between programs. This has led to positive outcomes and increased efficiencies. There have also been missed opportunities to leverage collective priorities and improve value for money by integrating multiple programs together and collectively aligning this work. This realization was the foundation for the 2017 work on the Great Neighbourhoods Capital Program future state.

### **Great Neighbourhoods Future State**

In preparation for the upcoming 2019-2022 capital budget and 10 year Capital Investment Outlook planning exercises, a holistic review of these programs was completed to achieve better outcomes for citizens in their communities and surrounding areas.

A new approach is proposed to continue supporting City of Edmonton integrated capital, renewal and social investment in mature neighbourhoods. The proposed program options will leverage any future Neighbourhood Revitalization capital investment with already funded arterial and/or neighbourhood renewal work. They will also use social 'quality of life' data, along with five indicator categories, to identify 'unique' neighbourhood(s) that will measurably benefit from asset-based community development. Further, the approach will overlay other corporate strategic efforts and neighbourhood opportunities to determine a neighbourhood priority listing, as shown in Attachment 1.

In 2017, Administration leveraged earlier work on quality of life indicators to select revitalization community priorities and create an updated evaluation tool. Most of the earlier quality of life measures (or their equivalent), have been maintained and others from the recently-developed Stewarding Great Neighbourhoods dataset have been

added. This updated set of 31 indicators reflecting social need, urban form, housing, parks and open space, safety, and local economy will support a more evidence-based and holistic approach to selecting, monitoring, and evaluating revitalization initiatives in mature neighbourhoods (Attachment 2).

A revitalization need score (weighted average of the indicator categories) will be used as a base measure to inform evaluation of other capital and social integration opportunities in the respective neighbourhood. Funded investment, alignment and timing opportunities, corporate strategies, and tactical implementation plans, will be combined to rank individual neighbourhood opportunity levels to select the next revitalization neighbourhood.

Economic opportunities within Business Improvement Areas and, at the community level, adjacent neighbourhood opportunities, community initiatives, and external partners' neighbourhood efforts (such as EPCOR and Edmonton Public Libraries) can also be included in the reviews and opportunity prioritization.

### **Corporate Program Integration**

Collectively exploring all of these initiatives in a more holistic way provides a great opportunity to align priorities to provide broader scopes for the same dollars or use collective dollars of multiple programs more efficiently. Coordinating programs more actively, and engaging communities and nearby business areas with more advanced planning and delivery time, will aid with integrating multiple program opportunities together. Additionally, working with communities to understand local context and needs, in combination with background work to align program priorities, will provide better outcomes for Edmontonians and improve value for money.

### **Engagement**

A key part to the evolution and enhancement of this integrated approach includes building on the recent work from the Council Initiative on Public Engagement and incorporating these lessons learned and recommendations into the community engagement processes. Work and reviews are also proceeding in this area to consider engaging with communities much sooner and well in advance of detail design and construction work. This will allow for more informed and intentional community conversations about what citizens want for their communities. Working with citizens to evolve the scope and opportunities for their individual communities will help address their specific requirements and be adaptable to helping each community enhance important elements for the future. Administration believes better and more meaningful conversations and outcomes important to communities can be achieved by leveraging the opportunities this integrative approach offers. Well-timed and intentional engagement with communities and more community-based conversations will achieve collective outcomes that have higher value.

### **Next Steps**

While improvements with existing programs have and will continue to evolve together

through 2017 and 2018 as part of ongoing program mandates, Administration is planning to continue this work and bring a more comprehensive and aligned approach to Council along with proposed capital profiles and 10 year budget outlooks for the next budget cycle. It will be a better go-forward approach that continues to support City of Edmonton integrated capital and social investment, not just in mature neighbourhoods, but in all other corporate programs and projects.

### Policy

*The Way We Grow*, Edmonton's Municipal Development Plan - 3.5.2 - Align City revitalization initiatives, the neighbourhood renewal program and departmental community based projects in established neighbourhoods.

*The Way We Grow*, Edmonton's Municipal Development Plan - 5.7.1 - Ensure that streets, sidewalks and boulevards are designed to perform their diverse roles and to enable safe access for all users.

*The Way We Grow*, Edmonton's Municipal Development Plan - 6.2.1 - Develop sustainable, accessible, and walkable retail and mixed-use centres demonstrating high quality architecture and design.

*The Way We Move*, Edmonton's Transportation Master Plan - 4.1 - The City will integrate land use planning and transportation decisions to create an accessible, efficient, and compact urban form.

### Corporate Outcomes

This report contributes to the corporate outcomes "Edmonton is attractive and compact" and "The City of Edmonton has sustainable and accessible infrastructure", as it outlines funding sources for the renewal of infrastructure in neighbourhoods, ensuring that Edmonton's neighbourhoods are well-maintained, environmentally-sustainable, attractive, and accessible to all - including those who face mobility challenges.

This report also contributes to the corporate outcomes "Edmonton is a safe city" and "Edmontonians use public transit and active modes of transportation" by confirming that funding is in place to ensure that opportunities are leveraged to improve safety for all road users, and in particular, for those who choose to use active modes of transportation.

### Metrics, Targets and Outcomes

Metrics	Targets	Outcomes
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Objectives to be defined by Council-approved neighbourhood revitalization strategy	<p>Improvement in 31 baseline indices for:</p> <ul style="list-style-type: none"> <li>• Social vulnerability indices</li> <li>• Urban form indices,</li> <li>• Safety indices,</li> <li>• Housing indices,</li> <li>• Local economy indices,</li> <li>• Parks and open spaces indices.</li> </ul>	<ul style="list-style-type: none"> <li>• The strategy is advancing community, neighbourhood and economic development.</li> <li>• Residents, businesses, and organizations are engaged and empowered to improve their community.</li> <li>• Strong, connected neighbourhoods where residents, business owners and community organizations take pride and ownership of their community.</li> </ul>
Social Vulnerability Trend Score	<p>Directional trend analysis for</p> <p>2001 2006 2011 2016</p>	<p>Positive trending Reversal of downward trend</p>
<p>Revitalization Need Ranking Score (of 197 neighbourhoods)</p> <p>Integrated Opportunity Ranking Score (high, med, low)</p>	<p>Focus resources on 10 neighbourhoods that have the highest opportunities.</p>	<p>Identify next revitalization neighbourhood(s) for the 2019 -2022 capital budget cycle</p>

## Attachments

1. Neighbourhood Revitalization Selection Approach
2. Neighbourhood Evaluation Model

## Others Reviewing this Report

- T. Burge, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- R. G. Klassen, Deputy City Manager, Sustainable Development
- R. Smyth, Deputy City Manager, Citizen Services

- C. Campbell, Deputy City Manager, Communications and Engagement
- D. Jones, Deputy City Manager, City Operations