

NEIGHBOURHOOD RENEWAL PROGRAM AUDIT

RECOMMENDATION

That the February 4, 2026, Office of the City Auditor report OCA03356, be received for information.

Report Purpose

Information only.

Executive Summary

This report presents the results of the Neighbourhood Renewal Program audit.

REPORT

The Building Great Neighbourhoods Branch (the Branch), within the Integrated Infrastructure Services Department, oversees the Neighbourhood Renewal Program.

There are many aspects of a neighbourhood that get renewed during a typical renewal project, including replacing sidewalks, curbs, street lights, and repaving or reconstructing roadways.

Renewal projects are completed in a four-phase process from initial concept and design to building and operating, usually taking four to six years for completion. The Neighbourhood Renewal Process aligns with the City's Project Development and Delivery Model which is the approach the City uses for capital project oversight.

The Branch uses multiple methods to communicate and engage with residents living in neighbourhoods selected for renewal. The Branch's intent is to gain an understanding of the residents' vision for the future of their neighbourhood, inform them of the renewal process, and receive feedback through the Concept and Design phases.

NEIGHBOURHOOD RENEWAL PROGRAM AUDIT

The objectives of the audit were:

1. To determine if the Building Great Neighbourhoods Branch manages neighbourhood renewal projects in alignment with the City's Project Development and Delivery Model.
2. To determine if the Building Great Neighbourhoods Branch manages the public communication and engagement opportunities to control reputational risks related to neighbourhood renewal projects.

Overall, we found that the Branch has met the audit objective of managing neighbourhood renewal projects in alignment with the Project Development and Delivery Model, although there are some areas for improvement, and has partially met the objective of managing public communication and engagement opportunities to control reputational risks.

We made the following recommendations to the Building Great Neighbourhoods Branch:

1. Implement clear requirements for project management staff on what type of support is required as approval for the Branch's field design changes, to ensure adequate documentation is retained.
2. Provide residents with additional clarity on how the Branch uses feedback during the renewal process, to reduce potential confusion around which design decisions residents can influence.
3. Develop and implement guidance for determining the communication and engagement tactics that are the best fit during a particular phase of the renewal process.

POLICY

Bylaw 16097 - Audit Committee Bylaw, Section 14(a) states that, "The Committee will review all reports from the City Auditor including completed audits and investigations."

ATTACHMENT

1. Neighbourhood Renewal Program Audit Report