

Draft: City of Edmonton Response to Community Sustainability Task Force Recommendations and Actions

Table of Contents

Introduction	2
Focus A – Demonstrate Leadership and Build Partnerships	
<u>Recommendation No. 1</u>	3
<u>Recommendation No. 2</u>	5
Focus B – Employ Community-driven Approaches to Strengthen Neighbourhoods	
<u>Recommendation No. 3</u>	7
<u>Recommendation No. 4</u>	10
<u>Recommendation No. 5</u>	12
<u>Recommendation No. 6</u>	15
<u>Recommendation No. 7</u>	18
Focus C– Promote Life-long Learning	
<u>Recommendation No. 8</u>	21
<u>Recommendation No. 9</u>	23
Suggested Actions	25
Financial Implications Summary Table (Appendix)	

Elevate: The Report of the Community Sustainability Task Force – Implementation Plan

INTRODUCTION

Many Edmonton communities, especially mature neighborhoods are challenged with keeping their communities livable, lively and vibrant when confronted with change. Many of Edmonton's mature communities are experiencing the cycle of change that over time moves from a young family demographic to a neighborhood of very few children and numerous grandparents. These changes in population may slowly lead to a loss of vibrancy and community 'wholeness'.

The city recognizes that communities are the building blocks for a quality of life for its citizens and is aware that a key building block in healthy communities is local schools and life long learning. In collaboration with the province, school boards, parents, and community groups, the Community Sustainability Task Force was formed in 2011 to bring together a group of citizens to look for and recommend a course of action (both short-term and long-term) supporting and enhancing the viability of mature neighbourhoods and neighbourhood institutions that are community based, break down boundaries, share resources and build effective community partnerships.

Achieving sustainability in Edmonton's mature neighbourhoods is a complex challenge that requires new solutions and strategies. The ELEVATE report is the resulting work of the Community Sustainability Task Force which has identified nine specific recommendations to create new solutions for Edmonton's neighbourhoods already in distress or at risk of distress. The ELEVATE plan is anchored in a vision statement:

Edmonton is an engaged City in which informed citizens work together to create strong and sustainable neighbourhoods and communities. Our community will embrace diversity, where we can 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 entire lifetime.

The overarching vision frames the report and guides the manner in which the action items will be embarked upon in future. The recommendations and action items may also apply equally well to Edmonton's newer and newest neighbourhoods, given that they are our mature neighbourhoods of the future.

The implementation of the ELEVATE recommendations is only just the beginning of a journey that will require leadership from all four levels of government – the City, school boards and Alberta Education, the Province and Federal Government – to work together to develop and formalize a new urban agenda that will empower communities to make their neighbourhood the best it can be. The following pages describe actions required to make headway on each of the recommendations.

ELEVATE: The Report of the Community Sustainability Task Force – Implementation Plan

FOCUS A – Demonstrate Leadership and Build Partnerships

Recommendation No. 1 :

Desired Outcome	Bring together the four jurisdictions (federal, provincial, municipal, school boards) to create innovative partnerships and re-configured policy and funding models designed to assemble a new urban agenda.	
City Lead	Linda Cochrane – Community Services	
City Support	Heather McRae – Community Services Lyall Brenneis – Community Services Brian Hlus – Office of the City Manager	
Suggested Actions	1.1 The four jurisdictions are encouraged to develop a common vision of community sustainability for the City of Edmonton.	<u>City Contact:</u> Heather McRae Brian Hlus <u>School Division Contact:</u>
	1.2 The jurisdictions are encouraged to develop working agreements, such as urban agreements.	<u>City Contact:</u> Brian Hlus <u>School Division Contact:</u>
	1.3 The Province of Alberta is encouraged to enable and support a Cross-Ministry initiative to address local issues as articulated in the new urban agenda.	<u>City Contact:</u> City Manager Brian Hlus <u>School Division Contact:</u>
	1.4 Shared definitions, outcomes, and measures based on quantifiable research will be created and widely disseminated.	<u>City Contact:</u> Lyall Brenneis <u>School Division Contact:</u>

	1.5 Formal collaborations will be created to develop a new urban agenda designed to align federal, provincial, municipal, and school board jurisdictions.	<u>City Contact:</u> Heather McRae <u>School Division Contact:</u>
	1.6 The newly articulated urban agenda will be pursued through empowering communities, communication, lobbying, and programming.	<u>City Contact:</u> Heather McRae <u>School Division Contact:</u>
Resource Implications – To Be Determined		
Key Work	<u>Project Title:</u> <ul style="list-style-type: none"> • The Way Ahead, Grow, Move, Live, Green & The Way We Prosper <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • City Visioning / Branding Strategy with Partners including (University of Alberta, NAIT, EEDC, etc.) <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Long-Term Events Strategy <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • The City of Learners <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started 	

ELEVATE: The Report of the Community Sustainability Task Force – Implementation Plan

FOCUS A – Demonstrate Leadership and Build Partnerships

Recommendation No. 2 :

Desired Outcome	Create a channel for collaborative community sustainability work in Edmonton. This channel--which may or may not be a new body, depending on the resources brought to bear--will act as the focal point for the city's community sustainability network.	
City Lead	Linda Cochrane – Community Services Gary Klassen – Sustainable Development	
City Support	Kathy Barnhart – Community Services Peter Ohm – Sustainable Development	
Suggested Actions	2.1 Create a channel of operations—tentatively titled the Edmonton Community Sustainability Partnership (ECSP)—to offer a convergence point for all community sustainability information, knowledge, policy, and activities. Create the channel of operations through joint formal agreement of all stakeholders.	City Contact: Kathy Barnhart School Division Contact:
	2.2 Put formal protocols in place and assign responsibilities, allowing the ECSP to liaise between individual communities, school boards, and orders of government.	City Contact: Kathy Barnhart School Division Contact:
	2.3 Create a mature neighbourhoods agenda overseen by the ECSP, to encourage appropriate multi-sectoral commitments from partners.	City Contact: Peter Ohm School Division Contact:
	2.4 Create a formal liaison between the ECSP and grassroots organizations (such as community leagues, arts groups, business organizations and faith communities) to ensure collaboration at the closest levels. The empowerment of individual communities must be not only validated, but formally recognized in this process, so that communities not only feel empowered, but are empowered.	City Contact: Heather McRae School Division Contact:
	2.5 The ECSP will encourage partnerships and communication between the community sustainability network and the not-for-profit sector.	City Contact: Kathy Barnhart School Division Contact:

Resource Implications – To Be Determined

Key Work

Project Title:

- **Conversations commencing re: Advisory committee roles** ☐Work in Progress ☐Ongoing ☐Completed Action ☒Not Started
- **Review of administration requirements of Community Investment operating grants** ☐Work in Progress ☐Ongoing ☐Completed Action ☒Not Started
- **Update to community partners of next steps** ☐Work in Progress ☐Ongoing ☐Completed Action ☒Not Started
- **Conversation with CSAB about how they fit into this role** ☐Work in Progress ☐Ongoing ☐Completed Action ☒Not Started
- **Joint Use Agreement and Summer Use of Schools** ☐Work in Progress ☒Ongoing ☐Completed Action ☐Not Started
- **Use existing networks / meetings (i.e. Preventative & Early Intervention Sector Meeting, Funders Forum)** ☐Work in Progress ☐Ongoing ☐Completed Action ☒Not Started

ELEVATE: The Report of the Community Sustainability Task Force – Implementation Plan

FOCUS B – Employ Community-driven Approaches to Strengthen Neighbourhoods

Recommendation No. 3 :

Desired Outcome	Create a template for the development of an asset-based development plan for every mature neighbourhood (which will change over time), to understand strengths and areas of need, to engage the community directly, and to ensure that community goals and input are prioritized, particularly when development is being pursued and/or advocated.	
City Lead	Heather McRae – Community Services	
City Support	Lyall Brenneis – Community Services Walter Trocenko – Sustainable Development Peter Ohm – Sustainable Development Kathy Barnhart – Community Services Audra Jones – Transportation Services	
Suggested Actions	3.1 The ECSP will work to support a coalition of partners that will create a template for an asset-based development plan. This will include an “Indicators of Distress” metric to determine neighbourhoods at risk. This review/plan will include examining vacant and derelict land, underutilized public facilities and school buildings, safety issues, and would also consider such solutions as financial/planning incentives for investors, developers, builders and homeowners.	<u>City Contact:</u> Lyall Brenneis <u>School Division Contact:</u>
	3.2 Once the template has been established individual communities, and in particular mature neighbourhoods, are encouraged to create an asset-based development plan (with the support and encouragement of school boards and vertically-aligned levels of government). The initial focus will be on those communities in greatest need.	<u>City Contact:</u> Heather McRae Peter Ohm Walter Trocenko <u>School Division Contact:</u>

	3.3 Create and supply “Community Toolkits” and incentives pliable enough to be applied to individual communities and to provide solutions tailored to that community.	<u>City Contact:</u> Heather McRae Peter Ohm Walter Trocenko <u>School Division Contact:</u>
	3.4 Create a transparent process and equation to identify that equitable levels of investment and resource allocation exist across all neighbourhoods.	<u>City Contact:</u> Walter Trocenko Heather McRae <u>School Division Contact:</u>
	3.5 Encourage all development plans to include public space, so that streetscaping contains a variety of walking destinations and encourages safety, community interconnectivity, and multi-modal transportation. Beautification and public art are also to be encouraged.	<u>City Contact:</u> Scott Mackie Peter Ohm Audra Jones <u>School Division Contact:</u>
	3.6 To reduce crime, Community Leagues and other community-based organizations will be encouraged and supported to develop strategies to reconsider public spaces that are suffering from inappropriate use and abuse. The ECSP and its partners will support the redevelopment of vacant lots and derelict housing.	<u>City Contact:</u> Heather McRae Walter Trocenko <u>School Division Contact:</u>
	3.7 To make Edmonton a stronger and more cohesive city, the ECSP will work with community partners directly, and will liaise with REACH, the Homeless Commission, and the Violence Reduction Strategy team to address the challenges faced by the hard to house.	<u>City Contact:</u> Kathy Barnhart Walter Trocenko Jay Freeman <u>School Division Contact:</u>
Resource Implications – To Be Determined		

Key Work	Project Title:
	<ul style="list-style-type: none"> Zoning Bylaw Amendments: Urban Character Row Housing (UCRH) Zone Street Orientation <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input checked="" type="checkbox"/>Completed Action <input type="checkbox"/>Not Started
	<ul style="list-style-type: none"> Multi-Generational Project <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started Subdividing 50' Lots <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started Neighbourhood Based Housing Assessment Tool – intended to capture stressors / inhibitors <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started Violence Reduction Strategy – Neighbourhood Empowerment Team (NET), Social Development Rapid Response Team (SDRRT) <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started Safety Compliance Team <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started Existing partner groups to work with ECSP, not creating new groupings <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input checked="" type="checkbox"/>Not Started Attends REACH Edmonton, VRAP Management and Homeless Commission and includes updates on ECSP processes <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started
	<ul style="list-style-type: none"> Residential Infill Guidelines <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input checked="" type="checkbox"/>Completed Action <input type="checkbox"/>Not Started
	<ul style="list-style-type: none"> Transit Oriented Development Guidelines <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input checked="" type="checkbox"/>Completed Action <input type="checkbox"/>Not Started
	<ul style="list-style-type: none"> Citywide Area Redevelopment Program <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started
	<ul style="list-style-type: none"> Great Neighbourhoods Framework <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input checked="" type="checkbox"/>Completed Action <input type="checkbox"/>Not Started
	<ul style="list-style-type: none"> Neighbourhood Revitalization Framework <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input checked="" type="checkbox"/>Completed Action <input type="checkbox"/>Not Started
	<ul style="list-style-type: none"> Neighbourhood Revitalization Transition Strategy <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started
	<ul style="list-style-type: none"> Neighbourhood Revitalization Identification Strategy <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started
	<ul style="list-style-type: none"> Neighbourhood Engagement Strategy <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started
	<ul style="list-style-type: none"> Corporate Wayfinding Project <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started
	<ul style="list-style-type: none"> CoE Capital Coordination Strategy <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started

ELEVATE: The Report of the Community Sustainability Task Force – Implementation Plan

FOCUS B – Employ Community-driven Approaches to Strengthen Neighbourhoods

Recommendation No. 4 :

Desired Outcome	Ensure that initiatives for community sustainability are based on good information. The ECSP will oversee the effective distribution of this information so as to build on and support ongoing work in the community.	
City Lead	Kathy Barnhart – Community Services	
City Support	Heather McRae – Community Services Lyall Brenneis – Community Services	
Suggested Actions	4.1 The ECSP will work with its partners to develop common indicators and outcomes of success. This data will be made available to all communities. This Recommendation will overlap with Recommendation 3, so that these indicators and outcomes are part of every community “toolkit.”	City Contact: Lyall Brenneis School Division Contact:
	4.2 Information and research (containing current policy parameters and financial realities) will be distributed to the local communities and the public, so that communities can understand themselves, where they fit in the broader community, and can take a more active and informed role in shaping their future.	City Contact: Heather McRae Kathy Barnhart Peter Ohm Finance TBD School Division Contact:
	4.3 The ECSP and its partners will work together to create shared understandings of boundaries and definitions.	City Contact: Kathy Barnhart School Division Contact:
	4.4 The ECSP will be proactive in investigating and collecting innovative ideas and programming both within and outside Edmonton, information that will be widely and freely available to communities and other stakeholders.	City Contact: Kathy Barnhart School Division Contact:

	4.5 The ECSP and its partners will work with the City's Great Neighbourhoods Program to ensure that there is no duplication of work, and that knowledge and insight are shared.	<u>City Contact:</u> Heather McRae <u>School Division Contact:</u>
	4.6 The ECSP and its partners will encourage transparent cooperation and information-sharing with successful programs such as Partners for Kids and Schools as Hubs.	<u>City Contact:</u> Kathy Barnhart <u>School Division Contact:</u>

Resource Implications – To Be Determined

Key Work	<p><u>Project Title:</u></p> <ul style="list-style-type: none"> • Creation of REACH Edmonton <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input checked="" type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • United Way Partnership (Partners for Kids) <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Growth Coordination Strategy <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Neighbourhood Profiles <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input checked="" type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Annual Mature Neighbourhood Reinvestment Report <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Annual Land Supply in Developing and Planned Neighbourhoods Report <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Annual Status of Residential Lands in Developing Neighbourhoods Report <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Annual Low Density Residential Land Servicing Forecast Report <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started
-----------------	--

ELEVATE: The Report of the Community Sustainability Task Force – Implementation Plan

FOCUS B – Employ Community-driven Approaches to Strengthen Neighbourhoods

Recommendation No. 5 :

Desired Outcome	Develop a collaborative regulatory environment that strengthens and supports communities.	
City Lead	Scott Mackie – Sustainable Development	
City Support	David Aitken – Community Services Kathy Barnhart – Community Services Lyall Brenneis – Community Services Walter Trocenko – Sustainable Development Audra Jones – Transportation Services Peter Ohm – Sustainable Development	
Suggested Actions	5.1 Reinforce and properly apply existing programs, policies, and bylaws, and assign neighbourhoods a community liaison officer (within the existing structure and pool of such officers) as a single point of access for solution-oriented community assistance.	<u>City Contact:</u> David Aitken Scott Mackie <u>School Division Contact:</u>
	5.2 The ECSP will work with the City and communities in a collaborative manner to address concerns about the enforcement of regulations and distribution of information that keep residents and businesses safe.	<u>City Contact:</u> David Aitken Scott Mackie <u>School Division Contact:</u>
	5.3 The ECSP will act as a support for and link between developers, builders and investors to connect with the communities in which they wish to operate, and vice versa.	<u>City Contact:</u> Scott Mackie <u>School Division Contact:</u>

	5.4 Redevelopment options in mature neighbourhoods are to be identified by all stakeholders (communities, developers, landowners, public sector).	<u>City Contact:</u> Peter Ohm Scott Mackie <u>School Division Contact:</u>
	5.5 Develop a beautification and public façade improvement policy that incorporates Crime Prevention Through Environmental Design (CPTED) principles.	<u>City Contact:</u> Walter Trocenko Scott Mackie Ken Zahara <u>School Division Contact:</u>
	5.6 Evaluate the existing processes (laws, bylaws, area redevelopment plans) related to redevelopment to ensure they are in alignment with the goals and/or the principles of sustaining mature communities.	<u>City Contact:</u> Scott Mackie Peter Ohm David Aitken <u>School Division Contact:</u>
	5.7 Commercial corridors in mature neighbourhoods should incorporate winter design principles to create comfortable and active public spaces throughout the year.	<u>City Contact:</u> Peter Ohm Walter Trocenko Heather McRae Scott Mackie <u>School Division Contact:</u>
	5.8 Encourage active transportation to and around commercial corridors in mature neighbourhoods with on-street bicycle lanes, secure bicycle parking, end of trip facilities (showers, storage, repair, etc.), and safe, wide sidewalks.	<u>City Contact:</u> Heather McRae Audra Jones Brice Stephenson <u>School Division Contact:</u>
Resource Implications – To Be Determined		

Key Work	<p><u>Project Title:</u></p> <ul style="list-style-type: none"> • Community Liaison Officers Redeployment Model <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Building Great Neighbourhoods Initiative (Transportation Neighbourhood Renewal, Drainage Renewal and Great Neighbourhoods Capital Program), Arterial Road Rehab Program and Active Transportation Policy. <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Zoning bylaw maintenance <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Designing new neighbourhoods; Guidelines for Edmonton's developing communities <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Residential Infill Guidelines <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input checked="" type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Transit Oriented Development Guidelines <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input checked="" type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Citywide Area Redevelopment Program <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Complete Streets Project <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Residential Enforcement Teams <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started
----------	---

ELEVATE: The Report of the Community Sustainability Task Force – Implementation Plan

FOCUS B – Employ Community-driven Approaches to Strengthen Neighbourhoods

Recommendation No. 6 :

Desired Outcome	Create and support business diversity within communities, and develop stronger partnerships with and between the community, Business Revitalization Zones, the Chamber of Commerce, and the Department of Sustainable Development.	
City Lead	Walter Trocenko – Sustainable Development	
City Support	Heather McRae – Community Services Peter Ohm – Sustainable Development Scott Mackie – Sustainable Development	
Suggested Actions	6.1 The ECSP will conduct thorough research on the emerging literature on community economic development and will make this information widely available to communities and other parties.	<u>City Contact:</u> Walter Trocenko Peter Ohm <u>School Division Contact:</u>
	6.2 As part of the asset-based plan, the ECSP will liaise with communities and business stakeholders to complete an inventory and business needs assessment that evaluates the needs and assets of every community.	<u>City Contact:</u> Walter Trocenko Peter Ohm <u>School Division Contact:</u>
	6.3 As part of the asset-based plan, the ECSP will help bring together action-oriented members from the community, business and government to develop a template for a Business Action Plan that each community can utilize, if they choose.	<u>City Contact:</u> Walter Trocenko <u>School Division Contact:</u>
	6.4 Educational campaigns will be created by all stakeholders to help reinforce the notion, in new and mature communities, that strong local businesses contribute to community sustainability, densification, and diversity.	<u>City Contact:</u> Walter Trocenko <u>School Division Contact:</u>

	6.5 The ECSP will liaise with the school boards to ensure that they have representation and input into the types of businesses that go into a community.	<u>City Contact:</u> Walter Trocenko <u>School Division Contact:</u>
	6.6 The ECSP will work with communities to advocate for local businesses that strengthen their communities through offering high-quality employment.	<u>City Contact:</u> Walter Trocenko Scott Mackie <u>School Division Contact:</u>
	6.7 The ECSP can facilitate the establishment of education programs to encourage and support local businesses, given the high return on local investment in the community.	<u>City Contact:</u> Walter Trocenko <u>School Division Contact:</u>
	6.8 The ECSP will work with partners to encourage and enhance multimodal accessibility (pedestrians, bicycles, transit and vehicles) to local commercial businesses in mature neighbourhoods.	<u>City Contact:</u> Heather McRae Audra Jones Brice Stephenson <u>School Division Contact:</u>
	6.9 The City and the Province are encouraged to work together to address the use of restrictive covenants on commercial sites in mature neighbourhoods that preclude redevelopment opportunities.	<u>City Contact:</u> Peter Ohm Scott Mackie <u>School Division Contact:</u>
	6.10 The City is encouraged to support the redevelopment of existing underutilized commercial areas and to foster intensification around these areas.	<u>City Contact:</u> Peter Ohm Walter Trocenko <u>School Division Contact:</u>
Resource Implications – To Be Determined		

Key Work	Project Title:
	<ul style="list-style-type: none"> <li data-bbox="548 237 2009 302">• Multi-Modal Accessibility – Council approved LRT Expansion to NAIT <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input checked="" type="checkbox"/>Completed Action <input type="checkbox"/>Not Started <li data-bbox="548 310 2009 375">• Business Revitalization Zones Strategic Plan <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started <li data-bbox="548 383 2009 480">• Living Local Initiative partnership with Edmonton Federation of Community Leagues (EFCL) <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started <li data-bbox="548 488 2009 586">• Neighbourhood Renewal Program, Arterial Road Rehab Program and Active Transportation Policy. <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started <li data-bbox="548 594 2009 659">• Transit Oriented Development Guidelines <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input checked="" type="checkbox"/>Completed Action <input type="checkbox"/>Not Started <li data-bbox="548 667 2009 708">• Complete Streets Project <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started <li data-bbox="548 716 2009 756">• Communities on Foot Map Series <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started <li data-bbox="548 764 2009 1008">• Building Great Neighbourhoods Initiative (Transportation Neighbourhood Renewal, Drainage Renewal and Great Neighbourhoods Capital Program), Neighbourhood Revitalization Streetscaping Projects in Business Revitalization Zones Main Streets <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started <li data-bbox="548 1016 2009 1057">• Corporate Wayfinding Project <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started <li data-bbox="548 1065 2009 1105">• Neighbourhood Engagement Strategy <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started <li data-bbox="548 1114 2009 1227">• Great Neighbourhoods Capital Program/Business Development Fund <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started <li data-bbox="548 1235 2009 1276">• Social Enterprise Fund <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started

ELEVATE: The Report of the Community Sustainability Task Force – Implementation Plan

FOCUS B – Employ Community-driven Approaches to Strengthen Neighbourhoods

Recommendation No. 7 :

Desired Outcome	Foster healthy communities through offering a variety of housing, and through encouraging and educating around issues of diversity and densification.	
City Lead	Peter Ohm – Sustainable Development	
City Support	Heather McRae – Community Services Kathy Barnhart – Community Services Scott Mackie – Sustainable Development Walter Trocenko – Sustainable Development	
Suggested Actions	7.1 Increase the demographic density and diversity in mature neighbourhoods, including support for families, as well as supports for housing for seniors and singles. Direct examples include zoning for a mixture of built forms in mature neighbourhoods and allowing semi-detached dwellings as a permitted use in all low-density residential zones.	City Contact: Walter Trocenko Scott Mackie School Division Contact:
	7.2 Make provisions for adequate housing (including child-friendly housing) and supports to all income levels for families, which might include incentives and regulatory changes that support a mixture of housing.	City Contact: Kathy Barnhart Walter Trocenko School Division Contact:

	<p>7.3 Create a panel of citizens and professionals devoted to developing a campaign aimed at deconstructing the misconceptions that lead to the NIMBY factor (Not In My Back Yard). This is one of the Task Force's "asks" to citizens; that each of us accepts that diversity in our own neighbourhoods ultimately strengthens our city.</p>	<p><u>City Contact:</u> Peter Ohm Heather McRae Walter Trocenko Audra Jones <u>School Division Contact:</u></p>
	<p>7.4 A similar campaign can be created around the issue of densification, which too often carries negative overtones to many communities. The concept of "quiet densification" can be introduced, so the concept is understood.</p>	<p><u>City Contact:</u> Peter Ohm Heather McRae Walter Trocenko Brian Latte Audra Jones <u>School Division Contact:</u></p>
	<p>7.5 Encourage the Province and other stakeholders to develop a formal poverty reduction strategy, including steps to reduce the concentration of poverty in individual neighbourhoods.</p> <p>Action status: COMPLETE</p>	<p><u>City Contact:</u> Kathy Barnhart <u>School Division Contact:</u></p>
	<p>7.6 Design an information campaign highlighting the viability of housing in mature neighbourhoods, including marketing and analysis around issues such as transportation and taxation.</p>	<p><u>City Contact:</u> Peter Ohm Heather McRae Finance TBD <u>School Division Contact:</u></p>
<p>Resource Implications – To Be Determined</p>		

Key Work	<p><u>Project Title:</u></p> <ul style="list-style-type: none"> • Housing Policy Framework – will guide the City's investment in non-market housing <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Neighbourhood Based Housing Assessments in High Threshold Neighbourhoods <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Cornerstone's Housing Initiative <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Community Housing Panel <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Interdepartmental Housing Team <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Poverty Reduction Strategy to be presented to Community Services Committee on May 7th, 2012 <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Residential Infill Guidelines <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input checked="" type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Transit Oriented Development Guidelines <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input checked="" type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Citywide Area Redevelopment Program <input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Annual Mature Neighbourhood Reinvestment Report <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started
----------	---

ELEVATE: The Report of the Community Sustainability Task Force – Implementation Plan

FOCUS C – Promote Life-long Learning

Recommendation No. 8 :

Desired Outcome	Recognize that education is the foundation of a successful future for both communities and individuals, and that life-long learning is a foundation for community sustainability. Ensure that all community-driven plans include the delivery of life-long learning opportunities for all.	
Lead Sponsor	Edmonton Public School Board (EPSB), Edmonton Catholic School Board (ECSB) and Greater North Central Francophone Regional Authority No. 2 (Le Conseil scolaire Centre – Nord)	
City Support	Kathy Barnhart – Community Services Peter Ohm – Sustainable Development Lyllal Brenneis – Community Services	
Suggested Actions	8.1 The ECSP will take a lead role in establishing a shared knowledge base in each community around the interaction of urban planning and educational planning, to give communities the tools to create life-long learning opportunities geared to their community.	<u>City Contact:</u> Kathy Barnhart <u>School Division Contact:</u>
	8.2 Create regular iterative planning opportunities between the City and School Boards to discuss municipal planning documents and education plans, to align communication and future strategies. Include communities and the Province in this process.	<u>City Contact:</u> Peter Ohm <u>School Division Contact:</u>
	8.3 Ensure that all life-long learning opportunities are high quality, responsive, and viable. If numbers inhibit viability within the immediate neighbourhood, look to facilitate easy access/transportation to similar opportunities in nearby neighbouring communities.	<u>City Contact:</u> Lyllal Brenneis Audra Jones <u>School Division Contact:</u>
	8.4 The ECSP will act as a partner in assisting communities to work with Alberta Education and Alberta Advanced Education and Technology to access the resources required to consider and institute programs devoted to life-long learning.	<u>City Contact:</u> Kathy Barnhart <u>School Division Contact:</u>

	8.5 Examine partnerships with diverse groups (arts organizations, social service organizations, volunteer organizations, other not-for-profits) to collaborate on maximizing a school or community building's potential, focusing not just on the program, but also on finding areas of policy convergence so that future partnerships are simpler.	<u>City Contact:</u> Kathy Barnhart <u>School Division Contact:</u>
Resource Implications – To Be Determined		
Key Work	<u>Project Title:</u> <ul style="list-style-type: none"> • The City of Learners <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Planning Academy <input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started • Working with communities around alternate uses of school space <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input checked="" type="checkbox"/>Not Started • Space Finder (ECVO) <input type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input checked="" type="checkbox"/>Completed Action <input type="checkbox"/>Not Started 	

ELEVATE: The Report of the Community Sustainability Task Force – Implementation Plan

FOCUS C – Promote Life-long Learning

Recommendation No. 9 :

Desired Outcome	Encourage the Province of Alberta to provide innovative and sustainable infrastructure funding so that existing and new schools are modern, multi-functional and able to accommodate a diversity of programs.	
Lead Sponsor	Edmonton Public School Board (EPSB), Edmonton Catholic School Board (ECSB) and Greater North Central Francophone Regional Authority No. 2 (Le Conseil scolaire Centre – Nord)	
City Support	Brian Hlus – Office of the City Manager Heather McRae – Community Services Kathy Barnhart – Community Services Scott Mackie – Sustainable Development Lyll Brenneis – Community Services	
Suggested Actions	9.1 The ECSP will spearhead formal joint sessions between the City and the school boards, with the participation of the Province and the communities, to ensure coordinated short- and long-term planning for building usage.	City Contact: Scott Mackie Lyll Brenneis <u>School Division Contact:</u>
	9.2 Encourage the Province to participate in joint sessions aimed at examining policy and regulations around funding structures and streams for schools so as to increase partnerships and more flexibility around leasing, as examples.	City Contact: Lyll Brenneis <u>School Division Contact:</u>
	9.3 Encourage the Province to assign additional funding to schools to maximize their potential for multi-functional use (such as schools as hubs, community schools, or the delivery of wrap-around services).	City Contact: Kathy Barnhart <u>School Division Contact:</u>
	9.4 Create an inventory of every school in mature communities in the city, including its current physical status, current usage (both in terms of programs and hours), and planned future uses. Make this inventory available to partners and stakeholders. Action status: COMPLETED BY SCHOOL DIVISIONS	City Contact: TBD <u>School Division Contact:</u>

	<p>9.5 The ECSP will assist in creating a public education program designed to inform the public about the realities of school closures and the benefits of modernization and diversification of schools that are reconfigured or newly built.</p>	<p><u>City Contact:</u> TBD <u>School Division Contact:</u></p>
	<p>9.6 The ECSP will support and encourage individual communities and other stakeholders to examine each mature neighbourhood school for its potential for multi-functional use. Once a school's potential for such programs has been determined, programming strategies can be pursued through partnerships between the City, the Province, the school boards, and the communities.</p>	<p><u>City Contact:</u> Heather McRae <u>School Division Contact:</u></p>
	<p>9.7 Broaden the concept of "school" in the public's understanding so that school buildings are seen, and used, as multi-generational, multifunctional, and accessible community life-long learning centre's.</p>	<p><u>City Contact:</u> TBD <u>School Division Contact:</u></p>
	<p>9.8 Communicate to the public that innovative programming and vibrant K-12 educational opportunities exist in mature neighbourhoods, particularly as new multi-functional programs and services are established in aging schools. Convey in this campaign the inspirational nature of these opportunities and programs, of how they link naturally to a desire to elevate our entire community, and how we are all part of the same process of life-long learning.</p>	<p><u>City Contact:</u> Kathy Barnhart <u>School Division Contact:</u></p>
<p>Resource Implications – To Be Determined</p>		
<p>Key Work</p>	<p><u>Project Title:</u></p> <ul style="list-style-type: none">• REACH Edmonton – Schools as Hubs• Partners for Kids and Youth• Joint Use – Summer Space• School Travel Plans	<p><input checked="" type="checkbox"/>Work in Progress <input type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started</p> <p><input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started</p> <p><input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started</p> <p><input type="checkbox"/>Work in Progress <input checked="" type="checkbox"/>Ongoing <input type="checkbox"/>Completed Action <input type="checkbox"/>Not Started</p>