

# Edmonton Federation of Community Leagues Report to Community Sustainability Task Force

September 9, 2011

## Executive Summary

The sustainability of mature neighbourhoods is a major concern of the Edmonton Federation of Community Leagues. As such we are encouraged by the creation of the Task Force, and are hopeful that actions will be taken to ensure the vitality of Edmonton's mature neighbourhoods in the years ahead.

Mature neighbourhoods are challenged on a number of fronts. They are struggling with the loss of children and the continued threat of losing family housing to adult-oriented infill housing, as well as losing their schools and local shops. With increased traffic, walking and cycling has become less safe. Safety from crime is a major issue for the distressed neighbourhoods with a concentration of poverty and related neighbourhood stressors. Major decisions are being made in isolation with no long term collaborative planning amongst the various jurisdictions or with the impacted neighbourhoods.

To overcome these challenges to sustaining well balanced, safe, complete mature neighbourhoods, EFCL is proposing a number of strategies, all of which involve the collaborative efforts of all levels of government and a variety of jurisdictions which impact Edmonton's mature neighbourhoods.

Our key recommendations are as follows:

1. Neighbourhood Reinvestment Strategy:

All levels of government establish and fund a Neighbourhood Redevelopment Corporation with the mission of revitalizing older urban neighbourhoods by mobilizing public, private and community resources at the neighbourhood level, and investing in private properties.

The City reinvests in the public infrastructure of mature neighbourhoods, including the retention of surplus school grounds as neighbourhood parks.

2. Community School Investment Strategy:

The City and various departments of the Provincial government support the retention of mature neighbourhood schools as community hubs and learning centers for present and future generations.

The City and School Boards do joint long range planning.

3. Family Housing Strategy:

The City and the Province develop policies and incentives which promote attractive, affordable housing for young families in mature neighbourhoods, in addition to developing policies which promote long-term residency.

4. Public Safety Strategy:

To increase traffic safety, the City and Province enable speed limit reductions and support protected bike lanes in mature neighbourhoods.

To reduce crime, Community Leagues and other community based organizations animate public spaces, and all levels of government support the redevelopment of vacant lots and derelict housing.

The Province develops a poverty reduction strategy, and a strategy to reduce the concentration of poverty in individual neighbourhoods.

5. Strategy to Revitalize Neighbourhood Commercial Areas:

The City and the Province work together to remove restrictive grocery store covenants in order to allow the re-establishment of local grocery stores.

EFCL and local associations promote shopping local.

6. Collaborative and Coordinated Strategy:

A permanent multi-jurisdictional Mature Neighbourhood Sustainability Agency is established with the mandate to sustain healthy, vibrant mature neighbourhoods.

This body would oversee the above mentioned strategies.

## Introduction

The Edmonton Federation of Community Leagues appreciates the work being done by the Task Force to ensure the sustainability of mature neighbourhoods. These neighbourhoods are home to a good portion of our Community Leagues, including many who have invested heavily in halls, recreation facilities and community programs. These Leagues have been very important in building a network of vibrant communities.

However, these historically vibrant communities, with nearby amenities and services for their residents, have been challenged in recent years, and their future is uncertain. As the neighbourhoods have aged, there are fewer families with children, some schools have closed, local shopping areas have dwindled, and some city recreation facility closures have been planned. With fewer local facilities, there are fewer informal opportunities for neighbours to interact.

In the meantime, many mature neighbourhoods have experienced housing redevelopment pressures. Residents and their Community Leagues have pushed back, fearing the loss of long-term residents and more families, as well as the loss of the character of their neighbourhood. Regardless, extensive higher density development is being planned by the City. The Way We Grow, the Residential Infill Guidelines, and the Transit-Oriented Development policies pave the way for massive redevelopments in mature neighbourhoods.

For some time, EFCL has realized that mature neighbourhoods are at a critical turning point, and the future well-being of the communities is in question. Therefore, EFCL was delighted when the Mayor initiated the Community Sustainability Task Force and we immediately made a commitment to contribute to the work of the Task Force.

## What We Did

In the last two years we have had a number of focused conversations with Community Leagues in mature neighbourhoods about sustaining their Leagues and their communities. The threat of school closures and the dwindling number of children in mature neighbourhoods, particularly in neighbourhoods with higher density housing, prompted EFCL to organize a Family Friendly Higher Density Housing Workshop in September, 2009. Since then we have been gathering information on policies developed in other cities to attract young families to live in older, central neighbourhoods.

EFCL Planning Committee volunteers and staff participated in the Task Force Working Groups. In May, and then again in July, 2011 EFCL organized workshops with Community League representatives and others who wanted to join the conversation with the Task Force about sustaining mature neighbourhoods. The majority of mature neighbourhood Leagues participated in the conversations. They spoke of the challenges they are facing and suggested many solutions.

## What We Heard

Community leaders identified a number of challenges for mature neighbourhoods:

- a) demographic imbalances and housing, b) schools, c) concentration of poverty and neighbourhood stressors, d) public safety, street vibrancy and neighbourhood shopping, and e) lack of long term collaborative planning.

### Demographic Imbalances and Housing

Through time, mature neighbourhoods have experienced a shift in demographics, and for many neighbourhoods there is an imbalance in age distributions. All mature neighbourhoods have experienced a loss in the number of children in their neighbourhoods. This is partly due to the natural aging of the community and the original homeowners, but the loss of children is also due to the inability of neighbourhoods to attract more young families. In some cases the neighbourhoods have a reputation of being unsafe. In other instances the housing is too expensive for young families, or not as attractive as a new home in the outskirts, or perhaps not designed for a family.

Most apartment buildings in Edmonton have not been designed to accommodate families. More often than not, the apartment building is adult-only thus outright bans children. This is a concern of mature neighbourhood residents because the Municipal Development Plan and the Transit Oriented Development Guidelines call for higher density housing in their neighbourhoods. As their neighbourhoods redevelop, a further decline in the child population can be expected if higher density housing continues to be built and managed as adult-only buildings.

Many neighbourhoods have a significant population of seniors. They tend to be isolated in their own homes, yet they do not want to move out of their homes, nor their neighbourhood. It is a challenge to find appropriate living arrangements for seniors in their neighbourhoods, and it is a challenge to integrate seniors in activities with the broader community. There may be lessons to be learned from the City's Aging in Place Demonstration Projects, and lessons learned from examining alternatives to isolating seniors in seniors housing.

### Schools

A further loss of children will certainly result in the closure of more schools. The closing of schools was considered by some as a death knell for the community. Families leave, new families stay away, and the neighbourhood is branded as being an undesirable place to live. As children create friendships in far away schools, the families that do remain become less connected with one another, and it becomes more difficult to find parent volunteers to manage children's programs. The sustainability of social and recreation programs and facilities becomes much more difficult. In general, the cohesion of the neighbourhood suffers.

The loss of the school most frequently also means loss of access to the gym and other gathering spaces which the school provides. In communities with small community halls, the loss of school access means the loss of their scout group, basketball team, neighbourhood dances, their local polling station during elections and large community-wide meeting space.

## Concentration of Poverty and Neighbourhood Stressors

Healthy neighbourhoods not only have a balance of various age groups, they also have residents with a variety of income levels, a balance of rental and owner occupied homes, a variety of household sizes and people with a variety of skills and knowledge. Over time, some neighbourhoods, particularly central neighbourhoods, have become imbalanced. They have acquired an over-concentration of poverty, along with a predominance of rental accommodations, one person households, non-market housing, short-term residency, derelict properties, and high crime rates. Some neighbourhoods have become home to predatory businesses which prey on the economically disadvantaged, businesses such as same-day loan shops, pawn shops, non-therapeutic massage parlours and skeleton shops which are a front for illegal drug trade.

These distressed neighbourhoods have become places which people tend to leave as soon as they get the economic means to do so. The permanent residents who desire to stay feel overwhelmed with the task of revitalizing their neighbourhood with little financial or social capital.

## Public Safety, Street Vibrancy and Neighbourhood Shopping

Public safety is a primary concern of distressed neighbourhoods, and it is of some concern to all mature neighbourhoods. There is a concern about crime, but there is an equal concern about traffic safety for pedestrians and cyclists. The neighbourhoods tend to be fairly well designed for walking to destinations; however, as the city has grown, so has the volume and speed of automobile traffic. It is a challenge to have vibrant streets, safe for the young, the elderly and the vulnerable, when competing with automobiles.

It is also a challenge to maintain vibrant streets when the small neighbourhood commercial strips are dying. The competition with big box stores makes it difficult for small enterprises to survive. Most problematic is the monopoly practices of some large corporate food stores. Their practice of placing covenants on their vacated properties, not allowing other grocers to replace them, has led to food deserts and several struggling neighbourhood commercial areas which no longer have the grocery store as an anchor.

Community leaders worry about the future of their neighbourhoods. They worry about the cumulative effect of losing family housing, a vibrant commercial area, a school, community volunteers, and a healthy mix of resident incomes and ages. They fear that their 'tipping point' to becoming a stressed neighbourhood may be one detrimental development or one school closure away.

## Lack of Collaborative Planning

At present decisions are being made *for* the neighbourhoods, rather than *with* neighbourhood people, and individual decisions appear to be made in isolation from other neighbourhood redevelopment decisions. Council is making decisions on developer proposed projects on a site by site basis, rather than following a redevelopment plan for the whole neighbourhood. The Province is funding social housing projects in high stress neighbourhoods, thus creating further stressors for these neighbourhoods. The Province and the School Boards appear to have made decisions on school closures in mature neighbourhoods which are contrary to the City's goal to significantly increase the density of mature neighbourhoods. From

a local community perspective, the decisions appear haphazard and not in the best interest of mature neighbourhoods. However, with the recent Edmonton Public School Board moratorium on school closures and their interest in working with the City and the Province, provides an opportunity for establishing a collaborative planning model.

Community leaders are optimistic that the Community Sustainability Task Force will be able to address their concerns and hopes for the future.

## What We Recommend

Based on our many conversations with Community Leagues, our conversations within the Community Sustainability Task Force Working Groups, a review of the literature on revitalizing neighbourhoods which was done with the Working Groups, and deliberations of the EFCL Planning Committee and EFCL Board, we have developed a number of strategies for revitalizing Edmonton's mature neighbourhoods. The strategies focus on reinvesting in neighbourhoods to reduce neighbourhood stressors, reinvesting in mature neighbourhood schools, promoting family housing in higher density infill, enhancing public safety, revitalizing commercial areas, and establishing a permanent multi-jurisdictional body to coordinate mature neighbourhood redevelopment.

### 1. Neighbourhood Reinvestment Strategy

Community Leagues have repeatedly expressed concern that neighbourhood redevelopment is being planned *for* them, rather than *with* them, yet they are the ones who know their neighbourhood best and the ones who live with the consequences of redevelopments. On the other hand they also feel powerless even when revitalization plans are created *with* them because plan implementation relies on investments – both public and private investments. Without the power to direct investments, community people can only react to development proposals created by others, proposals which may or may not be envisioned in the revitalization plan.

Community people need a tool for directing investments.

#### Recommendations:

##### Investments in private property

**1.1:** *That the City of Edmonton work with the other levels of government to establish and fund a Neighbourhood Redevelopment Corporation with the mission of revitalizing older urban neighborhoods by mobilizing public, private and community resources at the neighborhood level.* The non-profit corporation would focus on reinvesting in private property which would increase the collective wealth and well-being of the neighbourhood(s). It would be modeled after Neighborworks in the United States.

The Neighbourhood Redevelopment Corporation would complement the work of the Office of Great Neighbourhoods. While the Office of Great Neighbourhoods coordinates the

replacement of old public infrastructure, or enhancement of parks, the Redevelopment Corporation would invest in private properties.

Unlike other developers investing in private properties, the Neighbourhood Redevelopment Corporation would be focused on projects which would create the most benefits for the neighbourhood, and it is community-driven. The involvement of citizens from the beginning of the projects will greatly reduce citizen opposition.

The Corporation would invest in properties which are bringing down the quality of life in the neighbourhood. For example, a contaminated site or a small derelict retail strip containing a predatory businesses could be purchased and redeveloped as a mixed commercial-residential development. These sites may be too risky for a private developer, but the benefits to the neighbourhood may be great, and may attract additional investments in other parts of the neighbourhood.

The Neighbourhood Redevelopment Corporation could also invest in certain types of developments which the neighbourhood is seeking. For instance, attractive affordable family housing may be part of the neighbourhood's renewal plan. The Corporation could help organize the local residents and future owners to acquire appropriate properties, arrange collective financing, and develop a condo or perhaps some form of co-housing or mutual housing (housing co-op, co-housing) which is affordable and community-oriented.

Often neighbourhood revitalization plans are never realized because they require investments which are not attractive to private developers, or require the cooperation of several partners. The Neighbourhood Redevelopment Corporation could find partners, broker deals with financial institutions and use small amounts of government money to leverage significant reinvestments. Profits made from one project would be used to help finance the next project.

#### Investments in public property

Investments in public infrastructure and services are important as well. For example, the mature neighbourhoods benefit from reinvestments in street and drainage infrastructure, as well as the upgrading of old recreation facilities.

As the city grows, and budgets become tight, it will be tempting for the City to channel recreation facility investments into new neighbourhoods, while decommissioning older facilities in the older neighbourhoods. It will also be tempting to repurpose park land and school grounds for housing or other purposes in order to achieve the City's goals. However, the loss of nearby recreation facilities, park land and other amenities is detrimental to mature neighbourhoods.

There is a threat that several school grounds owned by the school boards could be declared surplus by the school and sold for any number of purposes. The City has an opportunity, but is under no obligation, to purchase the surplus school grounds. It would be a huge loss to neighbourhoods if the school grounds were not retained as play-fields and park space.

**1.2:** *That the City reinvest in the existing public infrastructure in mature neighbourhoods, including community league buildings, community recreation facilities and small city owned recreation facilities, and park lands.*

**1.3:** *That the City purchase all school grounds in mature neighbourhoods which have been declared surplus by the School Boards, recognizing that the school grounds provide essential sports fields and park space for mature neighbourhoods.*

## 2. Community School Investment Strategy

Most mature neighbourhoods have been designed with the neighbourhood park, school and community league facilities in the centre of the neighbourhood. The school and the community league provide community related services and programs, and provide spaces for neighbours to meet. Together they form a dynamic community hub. School closures greatly weaken the community hub. Instead, community leagues want schools to remain in their neighbourhood and want to strengthen their symbiotic relationship with the schools.

Schools within a safe and easy walking distance are important to students, parents and the community. Neighbourhood schools provide an opportunity for children and parents to build exercise into their daily routine, as well as providing informal opportunities for neighbours to interact and strengthen community cohesion.

The City's Municipal Development Plan envisions a pedestrian friendly, transit-oriented, compact city. The location of schools is a critical factor in achieving this goal. Elementary and Junior High schools should be within walking distance for students, and High Schools should be on a major transit route. Plus schools with programs of choice and magnet schools, which draw students from all areas of the city, should be in central locations.

Given the many benefits of retaining mature neighbourhood schools and given the future redevelopment plans of the city, retention of schools should be the long-term goal, despite the past decline in the child population. If the population of the mature neighbourhoods does increase as envisioned in the City's Municipal Development Plan, most school sites will be needed by the School Boards in years to come.

In the meantime, measures should be taken to save the small community schools. If the schools have excess space or the schools need to temporarily close, the surplus school space and school lands should remain in the public domain and be used for alternative uses of benefit to the community. The relevant ministries and organizations should bear the capital and operating costs of the community services in the school buildings, rather than having the School Boards burdened with the full costs. School Boards do not have the mandate or the resources to subsidize community programs. This must be a joint effort.

Ideally, the Province would tie school facility funding (including maintenance and janitorial budgets) to community use with the idea of separating the school budgets from community use of these facilities to ensure schools remain and in fact develop into better community hubs. This should be designed to encourage collaboration between schools and community and it should help recognize the importance of school facilities to healthy communities.

### Recommendations:

**2.1** *That the Ministry of Education and the School Boards reinvest in the upgrades of older schools and construct new schools in mature neighbourhoods.*

**2.2** *That the Ministry of Education provide additional resources to the School Boards for small schools, and with the School Boards explore cost saving measures.*

**2.3** *That the Ministry of Education and the School Boards mandate that magnet schools and schools with programs of choice be kept in central locations of the City, and that local children be given priority enrollment.*



**2.4** *That the School Boards lease the surplus school space to develop the schools as community hubs, with programs such as early child education programs, child care, health services, social services, senior's programs, community programs, and life-long learning programs.*

*That the relevant ministries provide a financial incentive to the schools and the programs which locate in the community school hubs.*

**2.5** *That the School Boards develop strategic partnerships with the relevant Alberta Ministries, the City of Edmonton and umbrella non-profit organizations to assist with the leasing of surplus school space. All partners should be encouraged to lease the space themselves.*

**2.6** *That the City of Edmonton, the Ministries of Children and Youth Services, and Culture and Community Spirit provide funding to schools for the community use of school facilities during non-operational school hours.*

**2.7** *That the School Boards and the City do joint long range planning for the school sites in mature neighbourhoods.*

*That the School Boards adopt a moratorium on school closures and the disposition of school land until a joint long range plan has been adopted.*

### **3. Family Housing Strategy**

As the mature neighbourhoods and their transit-oriented areas are being transformed into a more compact urban form, every caution must be taken to ensure that the transformed neighborhoods have a stable residential population with a healthy balance of ages, including children. Drawing upon the experiences of other cities and the suggestions of community league representatives, EFCL recommends a number of approaches.

#### **Recommendations:**

**3.1:** *That the City develop zoning bylaw regulations which will ensure that future higher density housing developments in mature neighbourhoods include attractive housing options for families with children. More specifically we recommend the City*

- *Enhance the definition of family-oriented dwellings to include essential design elements*
- *Require every multi-unit infill development to include a portion of family-oriented dwellings*
- *Require the majority of infill near schools to be family-oriented*
- *Adopt Child/Family Friendly Guidelines to evaluate infill housing proposals. (See EFCL's [Draft Child/Family Friendly Housing Guidelines](#))*

**3.2:** *That the City promote child/family friendly housing by sponsoring design competitions.*

**3.3** *That the City promote child/family friendly infill housing by providing grants for the creation of exemplar higher density family-oriented housing on sites within walking distance to*

*a school, in a Transit-Oriented Development area, in a mature neighbourhood, with a low child population.*

**3.4** *That the City partner with others to create financial incentives for young families to purchase homes in mature neighbourhoods, including the following:*

- *Partner with the Federal and Provincial governments to provide additional renovation grants for families with children to renovate their homes built prior to 1972, with particular emphasis on increasing energy efficiency.*
- *Provide a property tax rebate for families with children in mature neighbourhoods.*
- *Broker location efficient mortgages which allow people to buy more expensive homes than they normally would be able by factoring in the money they'll save on transportation costs given the location of their home.*
- *Encourage the use of rent to own financing models which have been successfully used by Habitat for Humanity.*
- *Encourage various types of intergenerational mutual housing (co-ops, co-housing) which tend to be more affordable forms of home ownership.*
- *Educate the public on the individual and taxpayer costs of living in the suburbs, and the savings of living in the core.*

**3.5** *To encourage long term residency, the City, the Urban Development Institute and the Canadian Home Builder's Association should promote the development of flexible multi-generational infill housing which can easily be adapted to a changing household. (See CMHC's FlexHousing Approach and Avi Friedman's Grow Homes in Montreal.)*

**3.6** *To encourage long term residency, the Provincial government should provide rent subsidies to people, rather than funding buildings, so that people can remain in their dwellings when their incomes increase or decrease.*

**3.7** *To ensure an adequate supply of family housing, all levels of government should discourage adult only buildings, including considering adopting fair housing legislation (similar to US legislation) which prohibits adult-only housing, with the exception of seniors' housing.*

## **4. Public Safety Strategy**

As the City has grown, the central neighbourhoods have experienced more 'through traffic'. To increase traffic safety, particularly for pedestrians and cyclists, EFCL and some Community Leagues have followed the advice of traffic safety experts and have sought lower speed limits. The speed limit reduction pilot project in Edmonton has been particularly well received by participating mature neighbourhoods.

Unlike newer neighbourhoods, the mature neighbourhoods do not have multi-use trails. Thus, to increase safety for cyclists in mature neighbourhoods, on-street barriers will need to be utilized in order to create protection zones for cyclists.

To create streets and public places safe from crime, community leaders have suggested keeping the streets and parks active with organized social and recreational activities. They also suggested keeping both the public and private property well- maintained, rather than abandoned looking.

The community leaders in neighbourhoods with a concentration of poverty claim that predatory businesses and criminals are attracted to their neighbourhood partly because there are many vulnerable people in their neighbourhoods. The relatively inexpensive housing, and the concentration of social services and supportive housing in the inner city brings people with financial, social, mental and physical health problems. Many people come to the inner communities of Edmonton from central and northern Alberta because Edmonton is the major provider of health, social and financial services for this region. Specialized health services, mental health services, prison release programs, and a host of social services and supportive housing are not available throughout the Province. It is felt that Edmonton, and particularly our central neighbourhoods, do more than their share of supporting the disadvantaged in Alberta. There is a striking imbalance that needs to be addressed for the sake of those needing help and for the sake of our communities.

## **Recommendations:**

**4.1** *That the City of Edmonton extend their speed reduction program, with priority given to high traffic mature neighbourhoods.*

**4.2** *That the Province of Alberta pass legislation making it easier and less costly for municipalities to reduce their speed limits.*

**4.3** *That the City fast track the Bicycle Transportation Plan, with greater emphasis on physically protected bike lanes in mature neighbourhoods.*

**4.4** *That Community Leagues, recreation and arts organizations enhance the perceived safety of neighbourhoods by increasing the use of public spaces for recreation activities.*

**4.5** *That measures be taken to encourage the redevelopment of vacant lots and derelict housing, including:*

- providing grants for cleaning up and developing contaminated brownfield sites (Feds, Province, City)*
- increasing property taxes on vacant lots (City)*
- placing a time limit for development on lots with Direct Control zones (City).*

**4.6** *That the City increase enforcement of property maintenance; assign a specific Compliance Officer to each neighbourhood and market their services.*

**4.7** *That the City restrict the number of predatory businesses in a given area via Licensing.*

**4.8** *That the Province develop a specific poverty reduction strategy to address some of the systemic roots of crime in central mature neighbourhoods.*

**4.9** *That the Province, City and the voluntary sector dedicate sufficient resources to the distribution of social services and supportive housing throughout the Province and Edmonton to reduce the current concentrations of poverty and vulnerable persons; and enable the distribution and accessibility of social services and supportive housing that reflects the needs, and choices of low-income and vulnerable persons, as well as other community residents, and is in keeping with sound principles for the development of healthy, diverse communities.*

## **5. Strategy to Revitalize Neighbourhood Commercial Areas**

Most importantly, people want a return of their local grocery store. Not only for the convenience of shopping, but also as an anchor for their local retail area. Restrictive grocery store covenants are a major barrier to the re-establishment of grocery stores in numerous mature neighbourhoods. The City needs to work with the Province to resolve this problem.

### **Recommendations:**

**5.1** *That the City of Edmonton work with the Province to amend the Land Titles Act to put a time limit in place on restrictive covenants specifically designed to eliminate or reduce competition in the market place.*

**5.2** *That EFCL and local associations promote shopping local.*

**5.3** *That the City of Edmonton amend zoning regulations to remove barriers to establishing mixed commercial and housing developments which are desired by neighbourhoods.*

## **6. Collaborative and Coordinated Strategy**

Reinvestments and policy changes affecting mature neighbourhoods may be working at cross-purposes unless they are coordinated and done in collaboration with the neighbourhoods they impact. The City has recognized the importance of coordination at the neighbourhood level and has created the Office of Great Neighbourhoods to coordinate city services.

Although very significant, the City is only one of many players having an impact on the well-being of neighbourhoods. School Boards and the Ministry of Education is the one obvious jurisdiction which greatly impacts neighbourhoods and needs to be included in the coordinated response to sustaining healthy mature neighbourhoods. There are several Provincial Ministries which also need to be included because they have the power to provide the resources and make policy decisions which address provincial concerns and impact local neighbourhoods.

## **Recommendation:**

**6.1** *That a multi-jurisdictional Mature Neighbourhood Sustainability Agency be established with the mandate to sustain healthy, vibrant mature neighbourhoods.*

The responsibilities of this Agency would be to

- Monitor the health (quality of life) within all mature neighbourhoods to identify distressed neighbourhoods and those at high risk of becoming distressed due to major changes such as school closures or extensive redevelopments
- Be a resource for distressed mature neighbourhoods to assist in mobilizing coordinated changes, both policy changes and reinvestments.

The Agency would include

- City departments, including the Office of Great Neighbourhoods, Sustainable Development, the Housing Branch, Transportation and Infrastructure, Edmonton Transit, Recreation Facility Planning
- School Boards
- Provincial Ministries, including Education, Housing and Urban Affairs, Culture and Community Spirit, Employment and Immigration (Income Supports)
- The proposed Neighbourhood Redevelopment Corporation
- Non-government entities, including the Edmonton Federation of Community Leagues, Edmonton Chamber of Voluntary Organizations, Edmonton Business Associations, Urban Development Institute and the Canadian Homebuilder's Association – Edmonton Branch.

This Agency, with the combined resources of all the partners, would be a powerful resource for neighbourhoods wishing to take action to ensure the future well-being and sustainability of their neighbourhoods.