Introduction

Neighbourhoods, Parks and Community Recreation works directly with citizens in the neighbourhoods in which they live to promote a culture of civic engagement, build great neighbourhoods, enhance family and community capacity, coordinate service delivery, operate and maintain parks, enhance the urban forest, and invest in revitalization initiatives.

Neighbourhoods, Parks and Community Recreation plays a key role in supporting The Way We Live plan. In 2013, the Branch continued to work with Edmontonians to create great neighbourhoods (implemented revitalization strategies in McCauley, Central McDougall / Queen Mary Park, Jasper Place, and Alberta Avenue), managed vibrant communities (managed 920 parks) and sustainable parks (oversaw 9,512 ha of park space and natural areas), provided services to 4,700+ citizens to connect them to



resources and to build capacity, and lead inclusive community recreation programs (ran 172 Green Shack playground programs).

The work of the Branch is delivered by four program areas:

Neighbourhoods, Parks and Community Recreation Districts maintains parks and open spaces throughout the year to keep the city attractive and active. The program uses technology and best practices to enhance the quality of green spaces while respecting the environment. The City is committed to clean, well maintained park and recreational spaces. Regular maintenance keeps these spaces safe and offers opportunities to exercise, fitness, and leisure to improve quality of life for Edmontonians. The program also supports community building by offering organizational development, information and referral, and parkland development services to neighbourhood community groups and organizations. The program ensures that recreational opportunities are available at the neighbourhood and community level by supporting community-run programs, and filling gaps where communities are unable to offer recreational programming.

Forestry, Beautification and Environmental Management maintains and enhances the urban forest by monitoring and caring for inventoried assets using best management arboriculture standards, and fosters citizen stewardship through public education and participatory programs. The program also coordinates beautification initiatives such as Communities in Bloom that foster civic pride, and coordinates the ISO 14001 certified Environmental Management System that ensures environmental standards are maintained.

Family and Community Support works collaboratively with key community partners to develop and deliver preventive social services that build individual, family and community capacity. It aims to build caring, inclusive and safe communities where people are connected to the resources they need to thrive and realize their potential. This is accomplished through assessment and Short Term Counselling, Community Building Social Work, Domestic Violence Intervention Teams, Elder Abuse Intervention team, Family Violence/Community Development, and Neighbourhood Empowerment Teams.

Community-led and City-supported, **Great Neighbourhoods** improves the livability of Edmonton's neighbourhoods by working with communities to create a vision, and through revitalization strategy implementation and activities invests and creates infrastructure and services for those communities. Building a great city one neighbourhood at a time, Great Neighbourhoods provides support for the neighbourhood renewal program by guiding neighbourhood redevelopment and physical improvement that creates the space for communities to congregate, to do business, to be safe, and to enjoy. The program is ideally placed to serve as the central coordinator for city services, ensuring the effective connection in a given neighbourhood of transportation, drainage, bylaw enforcement, land-use planning and other services. The program also makes Edmonton's mature neighbourhoods more sustainable through its work with the Edmonton Community Sustainability Coalition (ELEVATE). Together, creative solutions are found to share resources, break down barriers, and build partnerships. Great Neighbourhoods is also the City's liaison with the Edmonton Federation of Community Leagues which enhances the City's ability to work within a neighbourhood to affect change.



Approved 2014 Budget – Branch Summary (\$000)

		2012 Actual	2013 Budget		2014 Budget	ı	\$ Change '13-'14	% Change '13-'14
Revenue & Transfers								
User Fees, Fines, Permits, etc.	\$	1,930	\$ 1,586	\$	1,612	\$	26	1.6
Grants		2,617	1,512		1,490		(22)	(1.5)
Transfer from Reserves		451	 _				<u>-</u>	-
Total Revenue & Transfers	_	4,998	3,098		3,102		4	0.1
Expenditure & Transfers								
Personnel		36,194	39,232		40,997		1,765	4.5
Materials, Goods & Supplies		5,552	5,516		6,519		1,003	18.2
External Services		3,934	3,316		3,540		224	6.8
Fleet Services		7,335	7,420		8,392		972	13.1
Intra-municipal Services		1,252	1,145		1,219		74	6.5
Utilities & Other Charges		2,441	2,363		2,813		450	19.0
Transfer to Capital		-	-		1,000		1,000	100.0
Transfer to Reserves		1,102	 <u>-</u>	_	<u> </u>		<u>-</u>	-
Subtotal		57,810	58,992		64,480		5,488	9.3
Intra-municipal Recoveries		(2,982)	 (1,801)		(1,905)		(104)	5.8
Total Expenditure & Transfers		54,828	 57,191		62,575		5,384	9.4
Net Operating Requirement	\$	49,830	\$ 54,093	\$	59,473	\$	5,380	9.9
Full-time Equivalents		570.8	590.6		614.5		23.9	

Budget Changes for 2014 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$26

Increase is due to rate increases for picnic, sports fields rentals and community programming.

Grants (\$22)

The decrease is to align the budget for the provincial grant revenue for Domestic Violence Intervention Team with actual amount to be received.

Budget Changes for 2014 (\$000)

Expenditures & Transfers - Changes

Personnel \$1,765

Increase is due to \$1,204 of operating costs for new capital construction and contributed parklands, \$275 for Green Shack program and \$286 from movements within salary ranges, benefit increases and other personnel adjustments.

Material, Goods & Supplies \$1,003

Increase in materials is primarily due to operating costs for new capital construction and contributed parklands

External Services \$224

Increase in contract work is primarily due to operating costs for new capital construction and contributed parklands.

Fleet Services \$972

Increase of \$713 for future replacement of the fleet and an increase of \$194 for maintaining fleet. An increase of \$65 is attributed to a fuel cost increase. The increase over 2013 is related to growth equipment and fleet replacement.

Intra-municipal Services \$74

Increase is primarily due to increased charges for staffing support and corporate security.

Utilities & Other Charges \$450

Increase in utilities is due to inflation and operating costs for new capital construction and contributed parkland.

Transfer to Capital \$1,000

Increase of \$1,000 for fleet purchases.

Intra-Municipal Recoveries (\$104)

Increase is due to higher volumes of tree removals, tree replacements, pruning and ground maintenance.

Full-time Equivalents - Changes

Increase in FTEs are the result of increased operating costs for new capital construction 15.1, contributed parkland 4.0 and Green Shack program 7.0 offset by other personnel adjustments of (2.2). Of the new FTEs, 7.0 are permanent and 19.1 are temporary positions.

Approved 2014 Budget – Program Summary (\$000)

Program Name - Neighbourhoods, Parks and Community Recreation Districts

Link to 10-Year Strategic Goals





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Results to be Achieved

This program ensures functional, safe, clean public spaces and parks throughout the city, offers community building through organizational development and community based recreation programs, and works to maintain high citizen satisfaction with parks and green spaces maintenance as well as registered programs.

Cost Drivers

Number of programs Number of parks Park usage

Service Standards

The program will maintain 47.1 ha of turf per FTE, conduct 5-18 annual cut cycles for turf (varied by inventory type), adhere to ISO 14001 standards, offer subsidy of 75% for low cost summer programs, and manage 874 parks.

Resources (\$000)	2012 Actual	2012 Budget	2013 Sudget	2014 Sudget	
Revenue & Transfers Expenditure & Transfers	\$ 1,546 36,653	\$ 1,272 35,511	\$ 1,309 38,990	\$ 1,328 43,315	
Subtotal	35,107	34,239	37,681	41,987	
Intra-municipal Recoveries	(579)	(283)	(281)	(301)	
Net Operating Requirement	\$ 34,528	\$ 33,956	\$ 37,400	\$ 41,686	
Management		6.0	6.0	5.0	
Professional/Technical/Union Exempt		2.0	2.0	2.0	
Union		186.1	193.7	197.7	
Temporary		217.2	225.4	243.4	
Full - Time Equivalents		411.3	427.1	448.1	

2013 Services

This program maintained 4,260 ha of turf, 1,577,990 sq.m. of flowers and shrub beds, 1,661 sports fields and 405 playgrounds. Community Recreation Coordinators worked in partnership with 156 community leagues to offer community based recreation programs through 293 summer camps. It coordinated, supported and consulted with over 500 community groups and agencies on neighbourhood projects and effectively managed 41 off-leash areas. The program also provided a multi-disciplinary, ecological approach to the management of plant health problems and serviced amenity buildings and washroom access including snow removal around parking lots and facilities. It additionally increased maintenance of turf, horticulture, sportsfields, playgrounds, parking and trail assets in response to the increased new capital projects and contributed assets.

Changes in Services for 2014

Core services for 2014 will remain consistent with previous years. Maintenance of turf, horticulture, sportsfields, playgrounds, parking and trail assets will increase due to new capital projects and contributed assets that will require implementation and maintenance. With the elimination of funding for the provincial Summer Temporary Employment Program (STEP), the first priority for the Green Shack program will be the high-needs communities.

Approved 2014 Budget – Program Summary (\$000)

Program Name - Forestry, Beautification and Environmental Management

Link to 10-Year Strategic Goals





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Results to be Achieved

The program improves Edmonton's neighbourhoods by protecting, maintaining and planting a sustainable forest, coordinating beautification initiatives, and upholding environmental regulations with the aim of achieving 100% of the tree pruning target and to achieve a 20% urban tree canopy.

Cost Drivers

Number of hectares Tree Canopy Number of annuals and perennials

Service Standards

The program oversees the ISO 14001 certified Environmental Management System, establishes, implements and maintains the Urban Forest Management Plan with the aim to achieve a 20% urban canopy, and ensures an average of 50-year lifespan for trees, supported by Corporate Tree Policy # C456A, and Urban Parks Management Plan, that adhere to the Corporate Health Promotion Program.

Resources (\$000)	2012 Actual	2012 Sudget	2013 Judget	В		
Revenue & Transfers Expenditure & Transfers	\$ 885 12,358	\$ 298 10,808	\$ 277 11,373	\$	284 12,473	
Subtotal .	11,473	10,510	 11,096		12,189	
Intra-municipal Recoveries Net Operating Requirement	\$ 9,070	\$ (1,410) 9,100	\$ (1,520) 9,576	\$	(1,604) 10,585	
Management		1.0	1.0		1.0	
Professional/Technical/Union Exempt		3.0	3.0		3.0	
Union Temporary		56.5 26.7	60.0 27.2		63.0 27.1	
Full - Time Équivalents		87.2	91.2		94.1	

2013 Services

The program ensured the safety and health of the urban forest and optimization of assets and their life cycle - 49,475 trees were pruned. It encouraged grassroots beautification of the city - managed and maintained 309,000 ornamental trees. The program also managed natural environments and greening of the city - over 16,000 trees were planted towards the 20% urban canopy target. Furthermore, it evaluated and implemented workplace health and wellness initiatives and increased forestry services, including greening operations due to new capital projects and contributed assets. As well, it upgraded and planted 4 existing parks to standard and supported local Communities in Bloom program with over 2100 front yards in bloom nominations. It created conditions to ensure a 50-year lifespan for trees, through a positive Tree Health Assessment. The program also, developed and launched an enhanced tree planting initiative - Root for Trees.

Changes in Services for 2014

Core services for 2014 will remain consistent with previous years. The program will continue the implementation of the Root for Trees initiative and development of a City-wide greening plan. Forestry services, including greening operations (pruning, watering, fertilizing, nursery), will increase due to new capital projects and contributed assets that will require implementation and maintenance.

Approved 2014 Budget – Program Summary (\$000)

Program Name - Family and Community Support

Link to 10-Year Strategic Goals



Results to be Achieved

The program collaborates with key community partners to help develop and deliver preventive social services that build individual, family and community capacity, resulting in 85% of community groups reporting increased capacity. The program builds caring, inclusive, and safe communities, contributing to 95% of citizens feeling safe.

Cost Drivers

Growth in the number of people served Number and complexity of social issues

Service Standards

The program assesses and delivers appropriate preventive social services city-wide to individuals, families and communities, in collaboration with other funders, agencies and government bodies. This includes partnerships aimed at delivering collaborative services with Edmonton Police Services and other partners involving the Domestic Violence Intervention Team (DVIT), Neighbourhood Empowerment Teams (NET), and Elder Abuse Intervention Team.

Resources (\$000)		2012 ctual	_	2012 udget		2013 udget	_	014 Idget	
Revenue & Transfers Expenditure & Transfers	\$	2,560 6,003	\$	1,512 5,261	\$	1,512 5,386	\$	1,490 5,428	
Subtotal		3,443		3,749		3,874		3,938	
Intra-municipal Recoveries Net Operating Requirement	\$	3,443	\$	3,749	\$	3,874	\$	3,938	
Not operating requirement	Ψ	0,110	Ψ	0,7 10	Ψ	0,07 1	Ψ	0,000	
Management				1.0		1.0		1.0	
Professional/Technical/Union Exempt				1.0		3.0		3.0	
Union				50.0		48.0		48.0	
Temporary				0.3		0.3		0.3	
Full - Time Equivalents				52.3		52.3		52.3	

2013 Services

NET reduced property and violent crime indicators at targeted locations. DVIT, in partnership with EPS, responded to over 800 individuals involved in high risk domestic violence situations. The program also provided services to 4,700+ citizens to connect them to resources and to build capacity to address problems. The Elder Abuse Intervention Team educated 400 professionals, improved public awareness and worked directly with 190 seniors. Community Development for the Prevention of Family Violence educated 250 professionals on family violence prevention. Community Building social workers partnered with more than 110 networks and mobilized more than 2,200 community contacts to improve services to vulnerable populations. The Empower U community program (financial literacy and asset building) has expanded, leveraging matched savings of over \$145K and training over 115 facilitators.

Changes in Services for 2014

Core services for 2014 will remain consistent with previous years. The program will continue to respond to increasing need for services for emerging at risk populations with increasingly complex community and social needs and will continue to collaborate with the Capital Region Housing Corporation to develop programming and activity strategies for the Capital Region Housing Corporation's residential City leased tenant centres. It will strengthen and expand community partnerships to respond to increasing demand.

The program improves the livability of Edmonton's neighbourhoods by making physical and social infrastructure improvements, builds community capacity in Edmonton's high-need neighbourhoods, coordinates the effective and efficient delivery of City services and, through partnerships, improves the

Approved 2014 Budget – Program Summary (\$000)

Program Name - Great Neighbourhoods

Link to 10-Year Strategic Goals

Results to be Achieved











sustainability of Edmonton's mature neighbourhoods.

Cost Drivers

Number of people and neighbourhoods served Number of projects

Service Standards

The program oversees 4 neighbourhood revitalizations, works with communities to support walkability, and acts as the City's Liaison to Edmonton Federation of Community Leagues (EFCL) in implementing the Partnership Agreement and the Tri-Partite License Agreement. It also implements the Great Neighbourhoods Framework and Great Neighbourhoods Corporate Capital Program. The outcome of this work is an increased corporate collaboration and coordination in service delivery and capital projects.

Resources (\$000)	2012 Actual	_	2012 udget	_	2013 udget	_	2014 udget	
Revenue & Transfers Expenditure & Transfers Subtotal Intra-municipal Recoveries	\$ 7 2,796 2,789	\$	2,837 2,837	\$	3,243 3,243 -	\$	3,264 3,264	
Net Operating Requirement	\$ 2,789	\$	2,837	\$	3,243	\$	3,264	
Management Professional/Technical/Union Exempt Union Temporary			1.0 8.0 11.0		1.0 8.0 11.0		1.0 8.0 11.0	
Full - Time Equivalents			20.0		20.0		20.0	i

2013 Services

This program lead the implementation of 4 Council-approved revitalization initiatives including the investment of \$350,000 in over 60 community led projects. It invested \$23 million in neighbourhood revitalization projects and \$2 million in neighbourhood improvements coordinated with Transportation and Drainage. It coordinated 6 corporate projects including McCauley Top 5 Strategies, Kinder Morgan Vegetation Management, Mid-City Trailer Park, and Corporate Approach to Wayfinding, involving 14 City branches. It developed 8 community walking maps. It provided Corporate strategic advice and support to City Departments engaging Edmonton Federation of Community Leagues (EFCL). The program also worked with its partners to implement the ELEVATE governance model and recommendations.

Changes in Services for 2014

Core services for 2014 will remain consistent with previous years. The program will enhance the livability of Edmonton's neighbourhoods by continuing to collaborate to advance the neighborhood agenda for Edmonton, both internally and with external partners such as the Edmonton Community Sustainability Coalition and EFCL.

Program - Neighbourhoods, Parks and Community Recreation Districts Operating Impacts of Capital 2014

FUNDED

Results to be Achieved

This service package allows for the maintenance and operations of new and renewed park inventory, turf lifecycle maintenance, tree planting and naturalization, landscaping, facility snow removal, community development, River Valley renewal, and the operational costs of the Council approved Outdoor Aquatic Strategy, as well as William Hawrelak Park Lake redevelopment. Maintenance is required for previously approved capital projects that are now coming on-line. This initiative aligns with the Council goal of Improving Edmonton's Livability and ensuring Edmonton is an attractive and safe city.

Description

This service package identifies the on-going funding required to operate and maintain the 2014, Council approved, capital profiles with significant parks projects requiring ongoing maintenance of these new assets. In addition, this funding will also provide for the required cycles of mowing and trimming in parks and roadways inventories. 15.1 FTEs (6.0 permanent and 9.1 temporary) are required to manage and maintain the increase in the amount of turf, horticulture, sportsfields, playgrounds, parking, and trail assets. These approved projects include:

Meadows and Clareview Recreation Facilities and Abbottsfield Recreation Centre Park renewal and pavilions for Borden Park, Castledowns Park, John Fry Park, Millwoods Park, and Callingwood Park.

Tree Planting and Naturalization

Utilities and Access Renewal

Neighbourhood Parks and Outdoor Aquatic Strategy and Amenities – New and Renewal District and City Parks and Outdoor Aquatic Amenities – New and Renewal

Operational Equipment:

This request will enable Neighbourhood, Parks and Community Recreation Branch to purchase vehicles and equipment and move away from the practice of renting vehicles and equipment or retaining them beyond their life cycle.

Background

Operating impacts of capital are based on historical cost analysis that assigns operating costs based on service level, type of maintenance standard, design standards and historical trends. These estimates range between 1% to 4% of total capital cost. In addition, adjustments are needed to help maintain service levels and avoid the erosion of existing park maintenance cycle as Edmonton has moved from 8 years of drought growing conditions to good growing conditions and heavy rainfall for the past three years. For example, July, 2012 had the heaviest rainfall conditions ever recorded.

Options

This is a response to the approved capital projects that will ensure the operation of park space and community development/programming is delivered to Edmontonians upon completion of capital construction and to ensure assets and public safety are protected. Operations activities, such as turf, and sports field maintenance or residential boulevard tree maintenance impact Edmontonians' appreciation of parks immediately.

Implications of Not Funding

If this program is not funded, the City of Edmonton will be unable to avoid the erosion of existing park maintenance cycles that ensure park infrastructure is maintained to acceptable levels. Public expectations will not be met, as existing systems and processes will not be kept up to date to facilitate continued stewardship of the parks system in an efficient and effective manner.

incremental (\$000)		201	4			20′	15		2016						
. ,	Ехр	Rev	Net	FTEs	Ехр	Rev	Net	FTEs	Ex	р	Rev	Net	FTEs		
New Budget Annualization	3,358 615	-	3,358 615	15.1 5.1	\$ (47		(47)	9.3	\$	427 -	-	427 -	4.3		
Total	\$ 3,973	-	3,973	20.2	\$ (47) -	(47)	9.3	\$	427	-	427	4.3		

Program - Neighbourhoods, Parks and Community Recreation Districts Operating Impacts of Contributed Assets 2014

FUNDED

Results to be Achieved

This service package allows for the maintenance and operations of previously approved developer projects and other civic department and community projects that are now coming on-line. This initiative aligns with the Council goal of Improving Edmonton's Livability and ensuring Edmonton is an attractive and safe city.

Description

This service package identifies the on-going funding required to operate and maintain the 2014 assets transferred from developers, other civic departments and community projects to the City with significant parks projects requiring ongoing maintenance of these new assets. In addition, this funding will also provide for the required cycles of mowing and trimming in parks, roadways inventories and trees. 4.0 FTEs (1.0 permanent and 3.0 temporary) are required to manage and maintain the increase in the amount of turf, horticulture, sportsfields, playgrounds and water features, park furniture and fixtures, trail and tree assets.

Background

The impacts of assets contributed from developers are based on cost analysis that assigns operating costs based on service level, type of maintenance standard, design standards and historical trends. The contributed impact is estimated each year using a formula that approximates a 3% increase on the previous year's growth and takes into account actual inventories that are FAC'd and entered into the inventory system.

Options

This is a response to the growth in parklands that will ensure the operation of park space and community development/programming is delivered to Edmontonians upon completion of contributed assets from developers and other partners and to ensure assets and public safety are protected. Operations activities, such as turf, and sports field maintenance or residential boulevard tree maintenance impact Edmontonians' appreciation of parks immediately.

Implications of Not Funding

If this program is not funded, the City of Edmonton will be unable to avoid the erosion of existing park maintenance cycles that ensure park infrastructure is maintained to acceptable levels. Public expectations will not be met, as existing systems and processes will not be kept up to date to facilitate continued stewardship of the parks system in an efficient and effective manner.

incremental (\$000)		2014						201	5		2016						
(\$000)	Exp Rev Net		Net	FTEs	s Exp		Rev	Net	let FTEs		хр	Rev	Net	FTEs			
New Budget Annualization	\$	379 -	-	379 -	4.0	\$	390 -	-	390	4.1	\$	402 -	-	402	4.2		
Total	\$	379	-	379	4.0	\$	390	-	390	4.1	\$	402	-	402	4.2		

Program - Neighbourhoods, Parks and Community Recreation Districts Green Shack Program

FUNDED

Results to be Achieved

This service package will ensure the continuation of the Green Shack program which provides children throughout the city with access to quality, safe summer recreation opportunities. The new funding will extend the City's ability to hire summer students to operate the program across the city, especially in neighbourhoods with high needs and where families may not have access to other opportunities. This initiative aligns with the Council goal of Improving Edmonton's Livability and ensuring Edmonton is a safe and inclusive city.

Description

The Green Shack program has been delivered through a cost sharing partnership between the City and community leagues and other community organizations (\$575). Community organizations relied heavily on receiving Provincial Summer Temporary Employment (STEP) grants for their portion. In 2013 the Province eliminated the STEP program and withdrew \$275 of the funding to the City's community partners. Community reaction was very negative and the Province provided one-time funding of \$150 to help sustain Green Shacks in 2013. With less funding available, City staff worked with communities to consolidate Green Shack programs and maximize efficiency wherever possible. With community organizations now unable to access Provincial funding, this service package would enable the City to sustain this critical program, focusing on the communities that need it most. \$275 would be used to offset the costs of roughly 137 part time staff during the summer (9 weeks of employment) - equivalent to 7.0 FTEs, providing the additional advantage of supporting Edmonton students to continue their education.

Background

Community groups have indicated that they do not expect to be able to fill this funding gap in the future. In addition, a survey conducted by InterCity Forum on Social Policy identified some of the impacts on the organizations that relied on the STEP. According to the findings, about half of the organizations were planning to hire fewer summer students, and a third were planning not to hire students because of the ending of the STEP. In addition, more than one third of the organizations reported they would offer fewer free summer programs for vulnerable groups.

Options

Administration will continue to actively work to mitigate the impacts of the Provincial grant withdrawal through continued collaboration with community partners and advocating the Provincial Government for an alternative funding model. However, since service organizations' funding is typically not provided for city-wide projects but for more area specific initiatives, a smaller scale version of the Green Shack program may be offered to a limited number of neighbourhoods.

Implications of Not Funding

Without additional government funding, the Green Shack programs would need to be further modified. As a result, with program level reductions fewer children in vulnerable neighbourhoods will have access to free summer programs. Lower level of summer programming will lead to decreased opportunities for child and youth development. When asked how satisfied participants were with the program they expressed a high satisfaction rate (2012 -94%, 2011-95%, 2010-98%). Reducing this program could in effect deprive some citizens of a service that they highly value.

incremental (\$000)			2014	4				201	5		2016					
(4000)	I	Ехр	Rev	Net	FTEs	E	Ехр	Rev	Net	FTEs	Ехр		Rev	Net	FTEs	
New Budget Annualization	\$	275 -	-	275 -	7.0 -	\$	-	-	-	-	\$	-	- -	- -	- -	
Total	\$	275	-	275	7.0	\$	-	-	-	-	\$	-	-	-	-	