

Report to/Rapport au :

**Planning Committee
Comité de l'urbanisme**

**April 27, 2012
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CITY WIDE / À L'ÉCHELLE DE LA VILLE

Ref N°: ACS2012-PAI-PGM-0103

SUBJECT: INTRODUCTION TO THE NEIGHBOURHOOD CONNECTION OFFICE

OBJET : PRÉSENTATION AU BUREAU DE LIAISON AVEC LE VOISINAGE

REPORT RECOMMENDATION

That Planning Committee receive this report as supplemental information to the 2012 budget.

RECOMMANDATION DU RAPPORT

Que le rapport soit remis au Comité de l'urbanisme à titre de complément d'information au budget 2012.

EXECUTIVE SUMMARY

Assumption and Analysis

In June 2011, staff provided an update on the implementation strategies for two Neighbourhood Plans ([ACS2011-ICS-CSS-0012](#)) and committed to providing a report on the proposed changes for a new neighbourhood process in 2011.

The proposed changes were later approved through the Corporate Planning Framework and 2011 budget approval process pending a follow-up report outlining the proposed program and funding allocations. In February 2012, the Community Sustainability Department was reorganized and Neighbourhood Planning resources were moved to the Planning and Growth Management (PGM) Department. Accountability for reporting was also transferred from Environment Committee to Planning Committee.

On April 26, 2012, the City hosted a Planning Summit with stakeholders and residents to discuss the needs, challenges, and opportunities in shaping the future of Ottawa. Based on the need to address community issues at the neighbourhood level, a new Neighbourhood Connection Office (NCO) is proposed to support the development of complete, liveable neighbourhoods.

This report responds to the challenge of addressing community issues at the neighbourhood level and provides supplemental information about the services the new NCO will provide to enhance PGM's services, advance Council's priorities, and support the development of complete, liveable neighbourhoods.

The NCO will act as a coordinating body for the implementation of long-term sustainability goals, strategies and actions identified through the Corporate Planning Framework, the Planning and Growth Management Department Term of Council workplan and other guiding documents such as the Sustainability and Resiliency Plan.

The NCO will provide the following services on a neighbourhood wide basis to Councillor's and their neighbourhood stakeholders:

- 1) Needs Assessment and Priority Setting
- 2) Project Implementation
- 3) Stakeholder Relations

Next steps will include the development of tools and resources to support the services identified. This program will be piloted in 2012 with a full launch in 2013.

Financial Implications

The approved 2012 Sustainability Program funding includes \$100,000 capital funds, and \$150,000 Strategic Initiatives operating funds. The budget forecast includes an additional \$25,000 capital funds in 2013, and \$150,000 Strategic Initiatives operating funds in each of 2013 and 2014. The forecasted budget requirements will be brought forward for Council consideration through the budget process.

Public Consultation/Input

Best practice research, lessons learned from the Neighbourhood Planning Initiative pilot projects, and consultation with Councillors' offices, key community stakeholders and staff have informed the development of the NCO.

RÉSUMÉ

Hypothèses et analyse

En juin 2011, le personnel a fait le point sur les stratégies de mise en œuvre relatives à deux plans de voisinage ([ACS2011-ICS-CSS-0012](#)) et s'est engagé à présenter un rapport sur les changements proposés pour un nouveau processus pour les quartiers en 2011.

Les modifications suggérées ont par la suite été approuvées dans le cadre du processus d'approbation du Cadre de planification municipale et du budget 2011, en attendant le dépôt d'un rapport de suivi précisant les allocations de fonds et le programme proposés. En février 2012, le Service de la viabilité des collectivités a fait l'objet d'une réorganisation et les ressources ont été transférées au Service de l'urbanisme et de la gestion de la croissance. De plus, la responsabilité de la production de rapports ne relève désormais plus du Comité de l'environnement, mais du Comité de l'urbanisme.

Le 26 avril 2012, la Ville d'Ottawa a organisé un sommet de l'urbanisme regroupant des parties intéressées et des résidents afin de discuter des besoins, ainsi que des défis à relever et des perspectives quant à l'avenir d'Ottawa. Étant donné la nécessité de s'attaquer aux problèmes d'intérêt communautaire à l'échelle du quartier, il est proposé d'établir un bureau de liaison avec le voisinage afin de favoriser l'aménagement de quartiers complets, où il fait bon vivre.

Le rapport permet de relever le défi consistant à s'attaquer aux problèmes communautaires à l'échelle du quartier et fournit de plus amples renseignements sur les services qu'offrira le nouveau bureau de liaison avec le voisinage afin de promouvoir les priorités du Conseil municipal, d'améliorer les services offerts par le Service de l'urbanisme et de la gestion de la croissance et de favoriser l'aménagement de quartiers complets, où il fait bon vivre.

Le bureau de liaison avec le voisinage agira à titre d'organisme de coordination pour la mise en œuvre des objectifs, des mesures et des stratégies de viabilité à long terme définis dans le Cadre de planification municipale, dans le plan de travail du Service de l'urbanisme et de la gestion de la croissance pour la période d'exercice du Conseil ainsi que dans d'autres documents-cadres, comme le Plan de durabilité et de résilience et les plans directeurs municipaux.

Le bureau de liaison avec le voisinage offrira aux conseillers et aux intervenants de leur quartier les services suivants :

- 1) évaluation des besoins et établissement des priorités du quartier;
- 2) mise en œuvre de projets;
- 3) relations avec les intervenants

Les prochaines étapes consisteront notamment à mettre au point les outils et les ressources pour soutenir les services désignés. Ce programme sera lancé en tant que projet pilote en 2012 et dans son état définitif en 2013.

Répercussions financières

Le Programme de développement durable 2012, qui a été approuvé, comprend des crédits d'immobilisation de 100 000 \$ et des crédits de fonctionnement pour les initiatives stratégiques de 150 000 \$. Le budget prévisionnel comprend des crédits d'immobilisation supplémentaires de 25 000 \$ en 2013 et des crédits de fonctionnement pour les initiatives stratégiques de 150 000 \$ par année en 2013 et 2014. Les besoins financiers établis dans le budget prévisionnel seront soumis à l'examen du Conseil lors du processus d'établissement du budget.

Consultation publique/commentaires

On a tenu compte de la recherche sur les pratiques exemplaires, des enseignements tirés des projets pilotes de l'Initiative de planification du voisinage ainsi que des consultations avec les bureaux des conseillers municipaux, avec les principaux intervenants communautaires et avec le personnel, pour la création du bureau de liaison avec le voisinage.

BACKGROUND

In February 2010, City Council approved the Neighbourhood Planning Initiative (NPI) Pilots Report ([ACS2010-ICS-CSS-0002](#)) and the Neighbourhood Plans for [Hintonburg/Mechanicsville](#) and [Vars](#). Council directed the former Community Sustainability Department to report back with implementation strategies for each Neighbourhood Plan and an assessment of how NPI could be integrated into the City's overall community planning processes.

In June 2011, staff provided an update on the implementation strategies for the two Neighbourhood Plans ([ACS2011-ICS-CSS-0012](#)) and committed to providing a report on the proposed changes.

In July 2011, Council approved the new Sustainability Program, which included the proposed changes resulting from the review performed, as part of the Corporate Planning Framework, pending budget approval ([ACS2011-COS-ODP-0011](#)).

On November 30, 2011, Council approved the 2012 budget, which included \$150,000 in strategic initiative operating dollars and \$100,000 in capital for the Sustainability Program, pending a further report on the details of the proposed changes prior to spending the approved funds.

In February 2012, the Community Sustainability Department was reorganized. The Sustainability Program resources were moved to the Planning and Growth Management (PGM) Department; therefore, accountability for reporting was also transferred from Environment to Planning Committee.

Further to this, on April 26, 2012, the City hosted a Planning Summit for stakeholders and residents to discuss the challenges in shaping the future of Ottawa. The Summit highlighted the importance of working with the community on issues at the

neighbourhood level and emphasized the importance of neighbourhood diversity and uniqueness to the fabric of the city.

This report will highlight the research, consultation, best practices, lessons learned and results of the recent Planning Summit that has all contributed to the formation of the NCO. By using existing resources the NCO will enhance PGM's services, advance Council's priorities, and support the development of complete, liveable neighbourhoods.

DISCUSSION

For the third year in a row, *MoneySense* magazine has named Ottawa the best city in Canada within which to live. Some of the key factors that helped Ottawa earn this title include diverse cultural offerings, access to services, and transit-friendly lifestyles. Many of these factors and quality of life indicators are experienced at a neighbourhood level. Neighbourhoods are the places we live, call "home", and pursue the many routines of everyday life including shopping, school, work, recreational activities, and social gatherings. Because neighbourhoods are such an intimate part of our daily life, residents want to be involved in how their neighbourhoods are planned, how they will grow, and how they will evolve over time.

Through the development of the NPI process, the City heard that residents wanted a service delivery model that linked land use, community services, and infrastructure planning together; therefore the NPI pilots adopted a model to support this need. The pilots resulted in collaborative, place based, long-term plans that reflected the neighbourhood's needs, priorities, and concerns, however the process was labour intensive and the plans were difficult to implement as they were not aligned to City priorities and budgets.

Based on the benefits and lessons learned from the NPI pilot projects and current resource availability, staff recognized that the existing NPI model was not replicable, practical, or sustainable on a city wide basis and could not be integrated in its existing form into the City's overall community planning processes. This recognition led to an examination of lessons learned from the Neighbourhood Planning Initiatives (NPI), best practice research from five North American cities, and stakeholder consultation in order to assess how an improved model could be integrated into the City's overall community planning processes.

Although not replicable, the City has gained valuable insights from this process and has since created and launched other successful initiatives such as the Community Development Framework (CDF). The CDF has been in existence for three years, and during this time has developed into a service delivery model supporting five of Ottawa's more vulnerable neighbourhoods.

Residents today have high expectations about what is included in planning processes and how plans will be implemented. Residents expect planning processes to include and address economic, environmental, cultural and social issues and opportunities. The principal tools that address planning at the neighbourhood level in Ottawa are: Secondary Plans, Community Design Plans, and Community Improvement Plans. This

broad suite of planning tools serve a legislative and technical purpose and focus on long-term land use, urban design, zoning, and infrastructure. They are not always suited for addressing complex neighbourhood issues.

Residents want to be involved though; for example, the number of resident requests for planning services exceeds PGM's capacity to deliver them. In this term of Council, PGM has prioritized planning services for "areas of growth" such as arterial main streets, mixed use centers, and transit stations in the Light Rail Transit (LRT) corridor. Although dedicated PGM services exist for rural communities through the Rural Affairs Office, there is a need to provide dedicated PGM support to urban and suburban neighbourhoods that increase neighbourhood access to planning services in these areas now.

The formation of the NCO will support the creation of complete, liveable neighbourhoods through needs assessments, priority setting, City coordination, stakeholder engagement and project implementation.

The new office will work with Councillors and the community on issues at the neighbourhood level and act as a coordinating body for the implementation of long-term sustainability goals, strategies and actions identified through the Corporate Planning Framework, the Planning and Growth Management Department Term of Council workplan ([ACS2012-PAI-PGM-0064](#)) and other guiding documents such as the Sustainability and Resiliency Plan.

Tools and resources will be available to all neighbourhoods – urban, suburban, and rural – but the focus of the NCO will be on suburban and urban neighbourhood priorities given the services already provided to rural neighbourhoods through the Rural Affairs Office and the recently completed Rural Village Review.

The NCO will work collaboratively with other City departments by sharing neighbourhood priorities as they are identified and applicable to the relative City departments for their consideration in future work plans. The NCO will participate in the existing Municipal Services Table, a communication mechanism currently used for departments supporting the CDF in order to use an existing forum to share information.

The NCO will contribute to each of the PGM work plan priorities as outlined below:

1. Advancing the Transportation Agenda to connect the Transportation System to Neighbourhoods:

During this term of Council, PGM will undertake a series of planning and transportation studies to maximize economic development and neighbourhood connectivity opportunities along the proposed Light Rail Transit Corridor. The NCO will work with neighbourhoods to identify any missing links to key neighbourhood destinations, for example, Bus Rapid Transit and future Light Rail Corridor routes that will support the Cycling and Pedestrian Plans in order to increase neighbourhood connectivity and liveability.

2. Service Excellence to our Clients

PGM will review several of its business processes and standard procedures with the aim of moving towards a Gov 2.0 platform removing bureaucratic and internal barriers to the development process, and promoting a culture of measured risk and empowerment through a common customer-oriented culture. The NCO will support PGM as it focuses on customer service and community outreach through evolving consultation techniques to include on-line consultations, social media, and refreshes to Ottawa.ca/planning. The NCO will take a client centered approach with providing a point of contact for Councillors and neighbourhood stakeholders interested in improving the liveability of their communities.

3. Bringing Certainty to the Design Priority Areas

PGM will undertake several planning exercises to provide certainty about where residential intensification will be encouraged and where communities will be minimally impacted by development. As the City works towards intensification targets, the need for amenities and services at the neighbourhood level will also intensify. In order to create liveable, complete communities, the NCO will work with neighbourhoods to identify service and amenity priorities associated with intensification. This work can be used to inform future planning and development processes.

4. Sustainable Planning

PGM will undertake several initiatives to include economic, social, cultural and environmental considerations in the development review process. The NCO will support the implementation of the Sustainability and Resiliency Plan long-term sustainability goals, strategies, and actions at the neighbourhood level. The NCO will help stimulate creative thinking, highlight opportunities, and build support in neighbourhoods.

Neighbourhood Connection Office

With the goal of developing complete, liveable neighbourhoods, the NCO objectives to achieve this goal are outlined below:

- a) Improve neighbourhood access to PGM services.
- b) Increase resident engagement and build capacity to “help neighbourhoods help themselves” through the provision of tools and resources that support resident connections, the identification of neighbourhood needs and setting priorities.
- c) Identify priorities for the future services and amenities required to achieve complete, liveable neighbourhoods as our neighbourhoods continue to grow and intensify.
- d) Identify and engage community partners that may be able to contribute resources to neighbourhoods, and to provide funding for projects or support the completion of applications to other funding sources.

The scope of services that the NCO will provide to Councillor's and neighbourhood stakeholders are as follows:

1) Neighbourhood Needs Assessment and Priority Setting

Neighbourhoods are the fundamental building blocks of our city, and there is a need for action at the local level to address city wide goals. The NCO will support PGM planning capacity in urban and suburban neighbourhoods through the following:

- a) Needs Assessment– the NCO will work with Councillors, neighbourhood stakeholders, and residents to identify the neighbourhood's needs, assets, opportunities and barriers to improving liveability.
- b) Priority Setting – the NCO will lead facilitated priority setting sessions with Councillors, neighbourhood stakeholders and residents to identify the neighbourhood's top three to five key priorities.

2) Project Implementation

Projects will be initiated, planned and implemented by neighbourhood stakeholders and residents with the support of Councillors and the NCO. The NCO will support project implementation by providing advice, guidance, and connections to relevant stakeholders, funding, partial funding, or the completion of funding applications.

Projects will be defined by neighbourhood priorities. Priority will be given to projects that align with City priorities, advance neighbourhood priorities, and are short term in nature with completion within one year. The NCO will triage projects and work with relevant staff to develop implementation strategies. For example, if the NCO process identifies the need for reconsideration of some of the zoning in the neighbourhood, the NCO office will share the request with a zoning team that will work with the neighbourhood and property owners on the specific concern. The NCO will also support neighbourhoods advance projects that align with Council's priorities through the following project categories created for illustrative purposes:

- a) Pop-up projects – temporary projects that literally 'Pop Up' in different locations around the city. Examples of pop-up projects could include pop-up plazas, cultural events, and temporary use of vacant lots or buildings for community cafes, art installations, and stores.
- b) Pilot projects – small scale projects that evaluate whether or not innovative project ideas could be replicated in other neighbourhoods. Examples of pilot projects could include economic revitalization, neighbourhood energy audits, or urban design measures to make business areas more attractive, pedestrian, and cycling-friendly.

- c) Stock projects – pilot projects which have demonstrated their feasibility in another neighbourhood or another municipality and could be expanded to other areas. Examples of stock projects could include bike share programs, local food markets, and painted murals on local roads for traffic calming measures.

In 2012, staff will generate a list of pop-up, pilot, and stock projects in collaboration with stakeholders.

To implement projects, the NCO will provide support through:

- a. Funding Projects – For those neighbourhoods selected to work with the NCO funding will be made available to support the three to five key priorities identified by the neighbourhood. For those projects that require additional funding or do not qualify may need to be identified through future budget considerations or through alternative funding sources. It is anticipated that more funding will be requested than is allocated. The NCO will identify sources that neighbourhoods can access through traditional foundations, community, or corporate fundraising.
- b. Grant writing services – The NCO will provide grant writing support to access alternative funding sources.

3) Stakeholder Engagement

Essential to providing the services listed above will be positive stakeholder relationships with Councillors, neighbourhood stakeholders, community groups, residents, and City departments. In order to strengthen these relationships, a communications and engagement plan will be developed in 2012 to prepare for the launch of the NCO.

One of the primary considerations in the development of this model has been inclusiveness, wanting to ensure that the NCO services were accessible to all neighbourhoods. The [Ottawa Neighbourhood Study](#) (ONS), led by the University of Ottawa, set geographic boundaries for over 100 neighbourhoods in Ottawa through an extensive consultation process involving many collaborators including City staff.

Given the large number of neighbourhoods, it will be necessary to develop on-line solutions that provide tools to residents to participate in creating complete, liveable communities. With an on-line social media tool, any size of groups of motivated individuals living in proximity could take action in creating an improved neighbourhood at any time of the day without having to necessarily participate in meetings. The NCO will work with Service Ottawa to ensure alignment with corporate plans and policies surrounding the creation of an interactive website.

Examples that have emerged to meet the objectives of the NCO are outlined below. The NCO will provide:

- a) An Interactive Website – The website will provide an overview of the NCO, details on this Term of Council priorities, information on what the City is doing to advance these priorities and how a neighbourhood can get involved. The website will be an on-line hub for activities such as crowd-sourcing campaigns, social media postings, and awareness videos to spark interest and involvement. It will connect and network stakeholders (ex. teleconferencing and webhosting). The online hub will post "how-to" information for residents to identify their neighbourhood needs, how to set priorities, how to implement and manage projects and apply for funding. The website will be bilingual and designed according to the new accessibility requirements. The website will be linked to www.ottawa.ca.
- b) Tools and Resources – The NCO will offer in-person assistance through various resources including information sessions, webinars, project management and facilitation tools.

As identified previously the City conducts planning through a diverse range of tools including the Official Plan, Secondary Plans, Community Design Plans, and departmental strategic plans. The NCO will not replace other City planning processes. The NCO will complement and enhance PGM's current planning services by providing a mechanism to identify neighbourhood needs, work with neighbourhoods on setting their priorities, identifying, supporting and implementing projects that are aligned to current plans and City priorities.

The above section of the report established why the City requires an NCO and the types of services this new office will provide. The remainder of the report defines how neighbourhoods can participate, what resources are required to support the NCO, how success will be measured, and timelines associated with next steps.

Participation

The first tier of neighbourhood participation is open to all neighbourhoods and starts with the self-serve interactive NCO website. This website will provide tools and resources for motivated residents and stakeholders from any neighbourhood – urban, suburban, or rural – to complete a needs assessment and set priorities that will help them create a complete and liveable community. Staff will promote the current community grant options for the first tier neighbourhoods.

The second tier of neighbourhood participation involves the services (facilitated needs assessment, priority setting, project implementation and funding) provided by NCO staff for selected neighbourhoods. The NCO will work with approximately three to four urban/suburban neighbourhoods per year who:

- a) Have support from the Councillor's Office;
- b) Are not scheduled for a Community Design Plan during this term of Council;

- c) May have identified projects through a recently completed City planning process that align with this term of Council's priorities;
- d) Have demonstrated volunteer capacity to work with City staff; and
- e) Are willing to enter into an agreement that clearly outlines human and financial resource expectations, roles, and responsibilities of both the City and the neighbourhood organization.

An application process will be established in 2012 in preparation for the launch of this new office and its services. The application will include demonstration of the above noted criteria in addition to a statement of perceived needs of the neighbourhood in order for the NCO to determine whether the services it provides are the most appropriate for the neighbourhood applying: other City services may be more applicable in some cases.

Given it is anticipated the requests for assistance for the NCO services will surpass capacity, PGM will prioritize the requests and bring forward a recommended list of neighbourhoods as part of their annual work plan report to Planning Committee. Bay Ward for example has been following the NPI process and the development of the NCO and has volunteered to assist with participating in a pilot in 2012 as staff further develops the program prior to a full launch in 2013.

Bay Ward has identified a neighbourhood that will serve as an ideal candidate given it meets the above criteria and represents a neighbourhood that is aging and changing, however not demonstrating the levels of growth required to be considered for a Community Design Plan at this time. This community also meets the volunteer requirements and commitment to completing the process including project implementation. Once completed, this pilot may assist other neighbourhoods to help themselves by duplicating the process taken with this pilot on their own.

Resources

The NCO will be supported by four full-time employees (FTE's). These FTE's have been transferred to Planning and Growth Management from the former Community Sustainability Department; no additional funding is required at this time.

The 2012 budget includes \$150,000 in Strategic Initiatives operating expenses. These funds will be spent on the development of tools and resources needed to deliver the services identified above in the first year. Funds will be primarily spent on Purchased Services and Materials and Supplies. The \$150,000 in operating for 2013 and 2014 will be used primarily to support the implementation of neighbourhood projects.

Key requirements for this new service delivery will be the development of an interactive website that allows communities to solicit and share ideas, communicate with others who have similar interests, and generate volunteer support to implement projects within their neighbourhoods.

Funding will be used to create promotional material, educational and information modules on how a neighbourhood can conduct their own needs assessments, asset/opportunity inventories, set priorities, and generate momentum to take action.

Purchased Services Funding will include graphic designers, video, technical audio/visuals, IT consultants, licensing, translations, etc. Material and Services funding will be spent on pop-up project equipment that can be used by neighbourhoods to host pop-up projects such as temporary parks and cafes.

The \$100,000 allocated in the 2012 capital budget, will be spent on neighbourhood projects identified through the 2012 pilot and 2013 neighbourhoods. Beyond operating and capital funding received from the City, additional funding may be sought through external grants in order to support future neighbourhood projects.

Measurements of Success

The NCO will be successful when it supports three to four neighbourhoods each year in their development of complete, liveable communities. Connecting residents in neighbourhoods, connecting residents to stakeholders with similar interests, connecting neighbourhoods to their priorities, and supporting the delivery of actions at a neighbourhood level will form the foundation of a successful outcome.

Measurements will be developed in 2012 and reported through the Corporate Planning Framework Balanced Scorecard. An evaluation process will be developed to receive feedback on the NCO services provided.

Anticipated Timelines

- Q3 2012 – Develop tools, resources, list of potential projects, and communications plan
- Q4 2012 – Pilot Neighbourhood
- Q1 2013 – Launch

RURAL IMPLICATIONS

The first tier on-line tools and resources will be available to all neighbourhoods, rural, urban and suburban. Given the current service delivery offered through the Rural Affairs Office, and the completion of the Rural Village Review, the second tier NCO services will be prioritized for urban and suburban neighbourhoods.

CONSULTATION

The NCO is based on extensive consultation with the following stakeholders:

1. A Steering Committee composed of the General Manager of Planning and Growth Management and Directors from the former Organizational Development Performance (ODP) and the former Community Sustainability (CS) Departments.
2. Input from five North American cities with experience in neighbourhood planning.
3. A cross departmental Key Informant Group (KIG) including over 20 managers and staff with experience in NPIs, Planning, CDF, working with communities, and/ or working in the field of sustainability.
4. Councillors involved or interested in the NPI process.

5. Key community stakeholders.

Consultation results, best practice research, and lessons learned from the NPI process have informed the development of the NCO and the services offered. The NCO will undertake additional consultation with the pilot scheduled for fall 2012 to test its assumptions on the required services. Based on results, the NCO will refine its service delivery in preparation for a full launch in 2013.

COMMENTS BY THE WARD COUNCILLOR(S)

This is a City-Wide report – not applicable.

LEGAL IMPLICATIONS

There are no legal implications associated with this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk implications management implications associated with this report.

FINANCIAL IMPLICATIONS

The approved 2012 Sustainability Program funding includes \$100,000 capital funds, and \$150,000 Strategic Initiatives operating funds. The budget forecast includes an additional \$25,000 capital funds in 2013, and \$150,000 Strategic Initiatives operating funds in each of 2013 and 2014. The forecasted budget requirements will be brought forward for Council consideration through the budget process.

ACCESSIBILITY IMPACTS

The content of this report does not negatively affect people with disabilities or seniors. With respect to the communications products noted in the report, staff will ensure the products comply with the AODA standards for communications support. All community events will be designed to be accessible.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications with respect to implementing the recommendations set out in this report.

TECHNOLOGY IMPLICATIONS

There are no direct technical implications associated with this report.

TERM OF COUNCIL PRIORITIES

The NCO has the potential to contribute to the advancement of all Term-of-Council Priorities for the strategic direction of the City. The NCO supports the City Strategic Plan Governance, Planning, and Decision Making priority “Make sustainable choices” ([ACS2011-COS-ODP-0011](#)).

DISPOSITION

The NCO will replace the existing [Neighbourhood Planning Initiative \(NPI\) Pilot Program](#).

In 2012, staff will transition the two pilot NPI implementation plans to the respective neighbourhoods. NPI recommendations have been shared with all related departments, neighbourhood representatives, and Councillor’s Offices have agreed to monitor progress and results of their plans. Subject to Planning Committee receiving this report, staff will pilot the NCO services in Q4 2012 and launch in Q1 2013.