

STATE OF THE CITY REPORT

CITY OF EDMONTON

APRIL 2010 TO MARCH 2011

CITY COUNCIL



(elected October 18, 2010)

Back row (left to right): Don Iveson, Dave Loken, Amerjeet Sohi, Bryan Anderson.

Middle row (left to right): Tony Caterina, Ben Henderson, Mayor Stephen Mandel, Kerry Diotte, Ed Gibbons.

Front row (left to right): Linda Sloan, Kim Krushell, Jane Batty, Karen Liebovici.

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MESSAGE FROM MAYOR MANDEL

The City of Edmonton has adopted a roadmap to create an increasingly vibrant, innovative, inclusive and sustainable city. “The Ways” represent the 10-year goals in our roadmap and reflect Edmontonians’ priorities in our City vision. This State of the City report outlines “The Ways” and how we are moving ahead together in our community. The goals have been set, now we are taking action to make the plans reality – bringing the vision to life.

I’m excited about the possibilities on our immediate horizon. As we move through 2011, our task is clear – we must boldly pursue opportunities if we are to become the kind of city that our future generations will be proud to call home. From creating strong, safe communities, to downtown development, from energetic and engaging arts and culture, to bustling business, Edmontonians are eager to see this city continue to grow as a vibrant, welcoming and exciting place for everyone.

Projects like the expansion of our LRT and our goal to increase density downtown help to bring people into the core and give it life by making it the hub of city activity. Our City Centre Redevelopment promises to be one of the most innovative and sustainable in the world, a chance to build a uniquely Edmontonian family-oriented community downtown. This is an exciting project that will mean opportunities for growth and partnership with NAIT and for local companies involved in realizing the final vision. This development will be a showcase of what’s possible when we work together.

These transformational projects do not happen without dedicated leadership. I am proud of the continued creativity and vision of our City Council who, in cooperation with our businesses, communities, and Edmontonians, are committed to positioning Edmonton for a successful future. I am honoured to have been part of these efforts to build a stronger and more vibrant city.

As Mayor, it is my pleasure to provide this 2010 State of the City Report which captures highlights of the past year.

My Council colleagues and I welcome questions and ideas on any of the information in this report. You can find our contact details and more information about “The Ways” by visiting www.edmonton.ca.



Mayor Stephen Mandel

EDMONTON'S BIG PICTURE

Vibrant. Innovative. Inclusive. Sustainable. That's our vision of Edmonton. And increasingly, that's who we are. Capitalizing on our strengths, building on undeniable excellence, the people of this northern city are transforming our great urban centre into one of the best in the world.

Edmonton — Alberta's capital city — straddles the picturesque North Saskatchewan River. Hundreds of kilometres of trails span the city to form North America's largest continuous urban parkland. A four-season climate provides generous opportunities to enjoy the abundant natural areas through diverse pursuits, from skating and skiing in winter to boating and cycling in summer.

This region of a million people enjoys internationally recognized, best-of-class education, from kindergarten to post-secondary institutions, an emphasis on lifelong learning, and a celebrated research community. An increasingly multicultural mosaic attracts the brightest minds to visit, do business and raise families. Located in a bountiful agricultural zone, Edmonton is also Canada's service centre for the world's second largest known source of oil and a hotbed of knowledge-sector industries.

Our entrepreneurial spirit is matched only by the artistic vitality and unparalleled volunteer ethic that permeate our community, connecting the people within local neighbourhoods and attracting enviable international events. In 2010 we welcomed the Edmonton Indy, the Canadian Country Music Awards and the Grey Cup. Volunteers also fuel the nonstop events calendar that makes us Canada's Festival City.

Edmonton is in a period of growth and renewal. Investment in city infrastructure has grown steadily in recent years, reaching a record \$1.0 billion in 2010. We revitalized neighbourhoods, rehabilitated roads and bridges and created new parks. We cut the ribbon on a new length of light rail transit, fire stations, a multipurpose recreation centre and more.

The revitalization of our downtown core continues unabated. The spectacularly transformed Art Gallery of Alberta drew crowds and accolades to the central Arts District all year, confirming the wisdom of daring design. Along the former rail yards, MacEwan University began work to consolidate four campuses at its flagship location. The 28-floor EPCOR Tower grew to full height, step one of a major mixed-use development. People are again choosing to live downtown; the population has doubled in the past dozen years and is expected to double again in the next 20.

Looking ahead, discussions about a new downtown arena and entertainment district are sparking innovative ideas for enhancing the vibrancy of the city's core. Meanwhile, visionary concepts for a sustainable City Centre Redevelopment propose a family-focused, walkable urban village near the dynamic heart of our city.

Capitalizing on a wealth of opportunity, Edmonton is transforming into an urban centre that is realizing its potential. Together, we are building on our strengths — environmental stewardship, community connectedness, lifestyle quality and economic stability — to create an even greater place to call home.

HOSTING HIGHLIGHTS 2010-11

- ▶ 2010 National Road Cycling Championships
- ▶ 2010 Edmonton International Track Classic
- ▶ 2010 Canadian Country Music Awards
- ▶ Canadian Finals Rodeo 2010
- ▶ 2010 Grey Cup

SIGNATURE EVENTS

- ▶ Edmonton Indy
- ▶ International Fringe Theatre Festival
- ▶ Edmonton Folk Music Festival
- ▶ International Street Performers Festival
- ▶ Heritage Festival
- ▶ Capital EX and Capital EX Parade
- ▶ Canada Day Fireworks
- ▶ Winter Light Festival
- ▶ The Works Visual Arts Festival
- ▶ Taste of Edmonton
- ▶ Cariwest Festival



STEADY RECOVERY

Edmonton staged an impressive recovery in 2010, building on relative economic stability not experienced in many other regions. In just 18 months, an economy that had shrunk almost 4% due to worldwide recession gained an estimated 3.2% in Gross Domestic Product. As the capital of a province with abundant natural resources and a strong knowledge economy, this city has what it takes to meet the challenges posed by a volatile global economy.

Coming as it did on the heels of a nearly decade-long boom, the economic turmoil of 2008-2009 had a silver lining. The regional economy was able to refocus while reining in price escalation through lower construction and labour costs.

Now, Edmonton's recovery is outpacing that of Alberta, which is vying with Saskatchewan for top spot among Canadian provinces. Our consumer price inflation rate of about 1.0% at year end remains well below the national average of 2.5%.

Edmonton's job creation rate is also outpacing the province. The labour force grew by 1.0% in 2010, employment rose 2.3% and the number of unemployed fell 17%. Our jobless rate stood at 5.8% in December 2010, down from nearly 8% at recession's bottom.

Businesses and residents continue to benefit from one of North America's most competitive corporate tax environments. A 2009 Conference Board of Canada scorecard rated Edmonton third in Canada for economic prosperity. In 2010, Conference Board estimates put our per capita personal income 20% higher than the Canadian average. The economic resilience is reflected in the City of Edmonton's AA (high) credit rating, not exceeded by any other city in Canada.

It's no surprise that our region attracts newcomers from across Canada and around the world. Statistics Canada tallies Edmonton Census Metropolitan Area population at 1,176,300, up 1.7% from 2009. Many come early in their career, joining a relatively young, highly skilled population that is fast-tracking Edmonton to the leading edge of a knowledge-based economy.

Edmonton is among North America's best places to invest in real estate according to the Real Estate Investment Network. Residential property sales dropped from 19,016 to 16,241 in 2010, yet the average house price rose \$8,544, ending the year at \$328,936.

3.2% economic
growth in 18 months

1.0%
consumer price
inflation rate
in December 2010

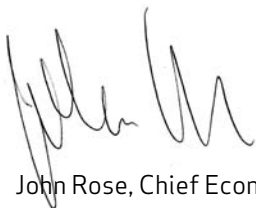
The Edmonton region has \$30 billion in recently completed, planned or underway capital projects, including a new \$5-billion oil sands upgrader set for construction to start in 2011. The City of Edmonton is a major contributor with an estimated \$3 billion in infrastructure projects budgeted for 2010 and 2011.

LOOKING AHEAD

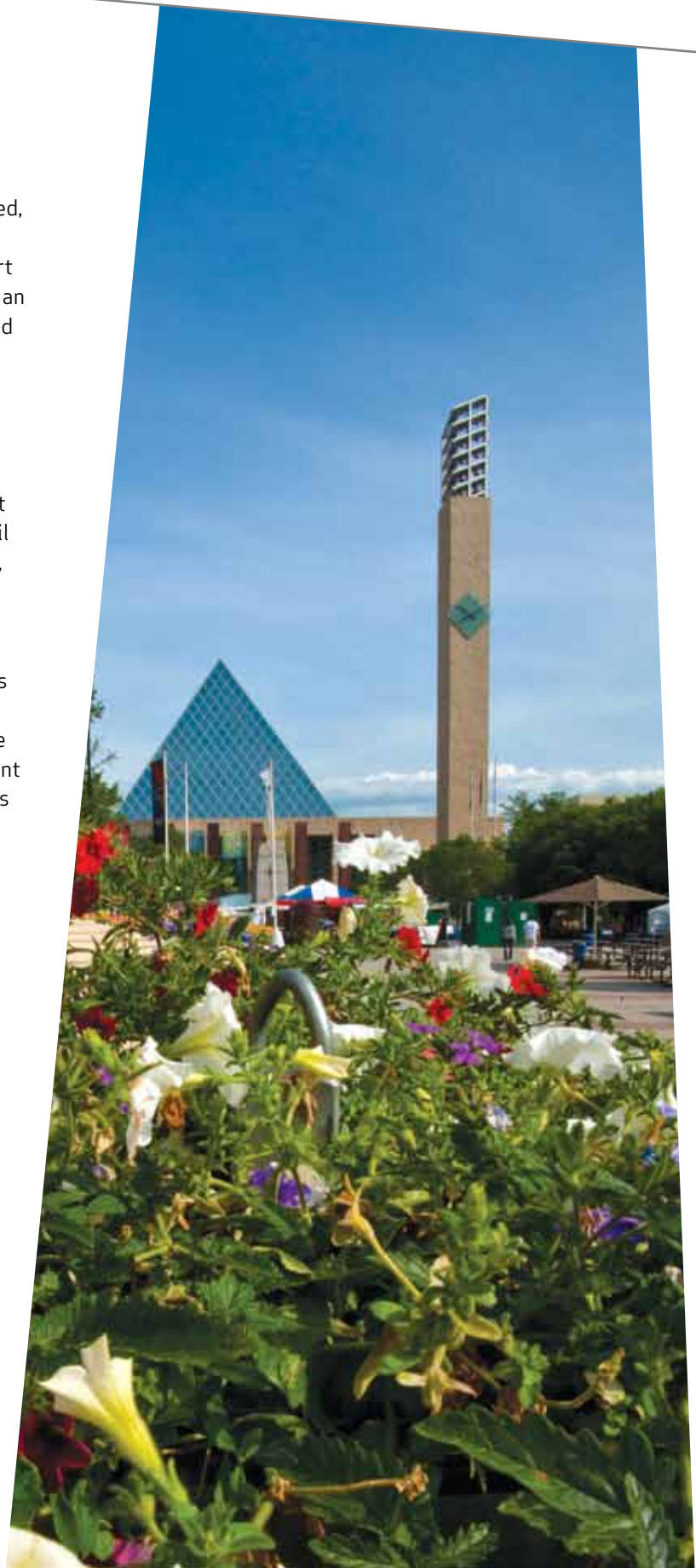
Although a sluggish U.S. economy could constrain export opportunities nationally, regionally and locally, robust oil prices and strength in sectors such as financial services, health care, technology and education should help keep the city's economic growth above the national average.

Nearly 4% growth is expected for Edmonton in 2011. This is well above the 2.3% gain predicted for Canada by the International Monetary Fund and supports an affordable and sustainable pace of development as major investment projects are stretched over a longer time horizon. Across Alberta, the Conference Board of Canada anticipates 2.8% growth in 2011 and 4.1% in 2012.

Few economies have prospects as bright as northern Alberta, at the geographic core of Canada's economic future. As the research and industrial workhorse of the province, Edmonton stands tall as one of Canada's most dynamic and prosperous urban centres.



John Rose, Chief Economist, City of Edmonton



THE WAY AHEAD

City of Edmonton Strategic Plan 2009 - 2018

As this report details, the City of Edmonton is staying true to *The Way Ahead*, the 10-year strategic plan approved by City Council to move us towards our vision of what kind of city this will be in 30 years. That vision, based on input from thousands of citizens, defines Edmonton as a place where artistic, business, cultural and community interests merge in a nimble, compact city that has the foresight and ability to manage growth and meet citizen needs in a highly effective and responsive way.

Toward that end, *The Way Ahead* gives us a unified framework for establishing priorities, making informed decisions and managing the opportunities and challenges ahead. Spanning the years 2009 to 2018, it sets out six overarching goals:

- ▶ preserve and sustain Edmonton's environment
- ▶ improve Edmonton's livability
- ▶ transform Edmonton's urban form
- ▶ shift Edmonton's transportation modes
- ▶ ensure Edmonton's financial sustainability
- ▶ diversify Edmonton's economy

This report contains examples of progress made towards these goals in 2010-2011.

In the past year, City Council has identified outcomes that can be expected as we move ahead on these six goals. Work is under way to confirm targets and performance measures that will help drive progress toward our goals. For more information please see "Going Forward," on page 30 of this report.





THE WAY WE GREEN

Our 10-year goal for preserving and sustaining Edmonton's environment:

In partnership with its citizens, businesses and institutions, Edmonton is the nation's leader in setting and achieving the highest standards of environmental preservation and sustainability, both in its own practices and by encouraging and enabling the practices of its partners.

Examples of action in support of our goal:

ENVIRONMENTAL LEADERSHIP

Green buildings. A committee of City representatives, local builders, architects and other stakeholders is developing a Green Building Strategy to encourage construction and retrofitting with the goal of making all buildings in Edmonton more environmentally sustainable and energy efficient. The strategy will apply to commercial, industrial, institutional, mixed-use and residential buildings.

Urban biodiversity. Edmonton was one of only five cities invited to Singapore in 2010 to shape the City Biodiversity Index, the global standard for biodiversity management in urban areas. More than 30 cities around the world now use this index. Edmonton is known for developing biodiversity performance measures to track the health of our local ecosystem. Edmonton's biodiversity leadership has been recognized by ICLEI Canada (an association of local governments and agencies committed to sustainable development), Environment Canada and United Nations University.

Sustainable city. Edmonton ranked second in Canada on a range of indicators in the Corporate Knights survey of the most sustainable cities in 2010. In 2011, Edmonton retained that standing and is ranked first in Canada for ecological integrity.

Visionary planning. With stakeholders from business, industry, education and non-profit organizations and with input from the public, the City began updating Edmonton's environmental strategic plan. Scheduled for Council review in May 2011, The Way We Green will zero in on the most important environmental challenges facing Edmonton and set standards that put this city at the forefront of environmental preservation and sustainability leadership.

ENCOURAGING GREEN PRACTICES

Park(ed). At least 1,500 people participated in two car-free events promoting eco-friendly transportation and active, healthy lifestyles. The events demonstrate how convenient it can be to get around by walking, cycling, inline skating and skateboarding rather than driving. To suggest alternative uses for the acres of land devoted to cars, a parking lot was turned into green space using sod, sand, turf and tents.

"It is exciting to see Edmontonians involved in cleaning up their city."

Kevin Moore, River Valley Clean Up Coordinator
On more than 400 volunteers signing on for clean-up duty

Incentives spur action. Several City programs succeeded in encouraging residents to make purchases that reap significant energy savings, while promoting the environmentally responsible practices to wider Edmonton audiences.

- ▶ A \$75 rebate for purchasing an energy-efficient washing machine spurred the purchase of 2,282 machines, with potential to reduce carbon emissions by 467 tonnes. Rebate requests exceeded program limits.
- ▶ A pilot demonstration project offered up to \$9,000 to homeowners and \$18,000 to business owners for going solar. Interest exceeded capacity, resulting in 17 residential and five commercial installations of solar photovoltaic systems with a combined capacity of 75.36 kilowatts, and potentially reducing carbon emissions by 61 tonnes.
- ▶ Grants of \$2,000 each made it possible for 28 low-income households to install high-efficiency furnaces in partnership with the Residential Rehabilitation Assistance Program (RRAP), preventing an estimated 28 tonnes of greenhouse gas emissions while heating homes for less cost.

Volunteers unearth green potential. The year 2010 marked the twentieth anniversary of the City's Master Composter/Recycler program. In two decades, the program's 615 graduates have donated 35,000 hours to teaching Edmontonians how to compost, recycle and take other green actions. These dedicated volunteers are major drivers behind the City's renowned waste management system and the dramatic diversion of waste from landfill.

PROTECTING OUR WATER

Reducing contaminants. The Edmonton Watershed Contaminant Index continued to improve, showing a significant reduction in contaminants discharged into the North Saskatchewan River. Tertiary treatment, ultraviolet disinfection and flow controls at the Gold Bar Wastewater Treatment Plant, coupled with storm water projects and sewer overflow reductions, have greatly improved the quality of water entering the river. A new Groat Basin end-of-pipe storm water treatment facility opening in 2011 will further reduce the amount of sediment, leaves, trash, metals and fertilizers washed into the river by rain and melting snow.

Reusing pool water. A record 4,729,000 litres (4,729 cubic metres) of dechlorinated water from swimming pools, spray parks and other facilities were reused in 2010 for irrigation of trees and other vegetation. Since 2006, pool water reuse has greatly reduced Edmonton's overall potable water consumption, while nurturing the trees and grasses that enhance our air quality and provide aesthetically pleasing landscapes and leaf cover in our city parks.

RECONNECTING WITH NATURE

Planting native species. More than 400 volunteers helped restore environmental integrity to the urban landscape by planting 7,500 native trees and shrubs in 2010, supporting the City's practice of naturalization. In the long term, naturalized landscapes cost less to maintain than ornamental plantings, encourage native plant communities, prevent erosion and help re-establish bird and wildlife populations.

Using less pesticide. To maintain safe, aesthetically pleasing and usable park space, while ensuring ecosystem and human health, the City has reduced pesticide use by 68% since 1999, meeting or exceeding federal and provincial requirements. The City's Integrated Pest Management program uses a holistic approach focusing on cultural, mechanical and biological pest control, and using registered pesticides as a last resort.

Adding parks and natural areas. Almost a third of Edmonton's population lives within a five-minute walk of a natural or river valley area. Half lives within a 10-minute walk and three quarters within a 20-minute walk. As Edmonton grows, still more land is needed for parks, schools and natural areas. About 97 hectares of natural area were acquired in 2010 and negotiations are underway to obtain more. This effort is aided by a \$20-million fund created specifically to acquire natural areas that are at risk of being lost.

36 million litres
of biofuel to be produced from
municipal solid waste

Natural play. Play Rangers, a free after-school pilot program serving Castledowns, began inviting kids to play in nearby Dunluce forest. The initiative is helping to overcome youthful hesitations about using the forest for free play outside. The success of this effort prompted the school to use the forest for educational purposes and launch an environment club.

WASTE AS A RESOURCE

Enhanced recycling. Construction began on Canada's largest energy-efficient dome structure at the Edmonton Waste Management Centre. This \$12-million facility will bring even more effective recycling to Edmonton, converting waste paper, glass and textiles into products we can use again. Greys Paper Recycling Industries, the City's partner in this enterprise, will process over 15,000 tonnes of waste paper annually.

Turning garbage into fuel. Construction began in mid-2010 on the world's first industrial-scale municipal waste-to-biofuels facility. Owned and operated by Enerkem Alberta Biofuels, the facility will turn 100,000 tonnes of municipal solid waste that would otherwise be sent to landfill every year into 36 million litres of biofuel – the equivalent of removing 42,000 cars a year from our roads. The facility will reduce our carbon dioxide footprint by six million tonnes over the next 25 years. This \$80-million facility is part of a \$131-million initiative co-financed by the Government of Alberta and the City that also includes a feedstock preparation facility and an Advanced Energy Research Facility.

7,500 trees
and shrubs
planted by volunteers



THE WAY WE LIVE

Our 10-year goal for improving Edmonton's livability:

Edmonton is one of Canada's most livable cities. Welcoming to all, it is safe and clean, fosters its heritage, supports its arts and multicultural communities, encourages active lifestyles through recreational opportunities and engages its citizens in the city's vision and directions.

Examples of action in support of our goal:

CIVIC LEADERSHIP

Strategic planning. After extensive community input, The Way We Live: Edmonton's People Plan received City Council approval in July 2010. The plan gives residents, community stakeholders and the City a blueprint for coordinating and delivering people services to meet our 10-year goal of improving Edmonton's livability.

Community Sustainability. A Community Sustainability Task Force was appointed by the Mayor to explore ways to support mature neighbourhoods as part of a healthy and vibrant city core. It will present a final report to City Council and partners by the end of 2011. This is another example of how citizens contribute to the governance of our community every day. Other examples include over 25 distinct advisory boards, agencies and commissions, many of which began as task forces to tackle specific community challenges or opportunities such as homelessness, community safety and environmental preservation.

Accessible election. Edmontonians went to the polls in October to elect a City Council and two school boards. Fewer people with limited dexterity needed assistance to cast ballots this year, thanks to a new hands-free sip/puff interface. Other accessibility features included a touch screen with added zoom and contrast, a keypad with Braille markings and an audio ballot.

ENGAGING YOUTH

Democracy in action. Somali youth participated in a simulated council session and election so that they can teach others in their families and community about civic government, democracy and the importance of voting.

Making a better city. Nearly 600 students participated in Make a Better City, a new Grade 6 program exploring why urban centres need rules and bylaws and how people can make a difference in their community. The unit includes an online game, teacher resources and grant opportunities to support a community initiative.

92% of
Edmontonians
reported a positive quality
of life in Edmonton

Muttart
Conservatory
named one of Canada's "most
astonishing flower gardens"
Via Rail's Garden Tour

World café. The Next Gen Committee hosted “Engage: Your City, Your Voice,” a public input session for 80 youth to discuss five issues affecting life in the urban core. Findings were submitted to Council through public hearings on the Capital City Downtown Plan.

Inaugural awards. Edmonton’s first-ever Youth Excellence Awards saluted 19 leaders of tomorrow for excellence in arts and culture, environmental leadership, science and technology, strength of character or volunteering and community service.

Career symposium. About 260 young people and 120 parents attended the City’s first-ever Youth Career Symposium. The event, a partnership with multicultural organizations, particularly from Edmonton’s Somali community, built awareness of employment and career planning support available at the City and in the community.

Leading the way. Aboriginal youth in the City’s Nîkâniheh program received cultural teaching and guidance from elders as well as water safety education, first aid, CPR and leadership skills. Since its inception in 2002, 150 have participated in the program, with the 2010-11 year seeing the highest number of registrants. Nîkâniheh means “one who leads the way.”

COMMUNITY CONNECTIONS

Rewarding participation. More than 400 people participated in the Edmonton Community Challenge to become involved in their community leagues while doing good works in the neighbourhood. The City’s Next Gen Committee partnered with the Edmonton Federation of Community Leagues on the challenge, attracting 19 teams. BoardWalk Rental Communities and Telus donated the \$15,000 prize, which funds an improvement in the winning team’s neighbourhood.

Great neighbourhood connections. Five hundred citizens explored everything from backyard composting and flood prevention to recreation programs, counselling services and safety at Connections 2010, a series of expositions in different parts of the city organized through the City’s Great Neighbourhoods initiative. City employees were available to speak with the public at more than 40 displays and live presentations on civic projects, programs and services that help our neighbourhoods thrive.

VALUING SENIORS

Declaring our intent. Edmonton launched a Seniors Declaration to advance City Council’s vision of an age-friendly city that values seniors. A first in Canada, the declaration describes how City administration will use best-available knowledge to make the vision a reality. In December 2010, the World Health Organization officially accepted Edmonton as a Global Age Friendly City. Only four cities in Canada hold this status.

Senior snapshot. Edmonton Seniors Coordinating Council and the City together published “Edmonton Seniors: A Portrait.” This summary of senior needs, interests and demographics is proving an essential resource as we work to become a more age-friendly city.

Driving angels. Launched in 2009, Edmonton’s Driving Angel program is a partnership of the Alberta Motor Association, the Edmonton Seniors Coordinating Council and the City. It salutes volunteers who drive seniors and encourages transportation providers to treat seniors well. Since its launch, the program has served about 400 seniors.

Aging in place. Two 18-month demonstration projects are testing innovative ways to support seniors who wish to stay living at home as they age. Edmonton was the only urban centre to receive provincial funding to participate in this pilot initiative. Results will inform a provincial aging-in-place toolkit.

HOUSING FOR ALL

Ensuring accessibility. An action committee formed in response to a 2009 Mayor’s roundtable on accessible housing began seeking ways to meet the housing needs of seniors and others with mobility challenges. Possibilities include policy improvements, new housing models, incentives and awareness initiatives. Unique in Canada, the committee involves seniors, persons with disabilities, allied groups, municipal staff, planners, architects, researchers, the University of Alberta, housing providers and developers.

Affordable homes. The community gained 383 affordable and transitional housing units in 2010, thanks in part to \$33.3-million from the City’s Cornerstones Plan. Since 2006, the five-year Cornerstones Plan has committed \$120.6 million towards adding 2,542 affordable and transitional units, exceeding its goal of 2,500 units by 2011.

Addressing homelessness. Edmonton's homeless count on October 5, 2010, found 2,421 homeless, down from 3,079 reported in 2008. This is the first count conducted since the City and province each adopted a 10-year plan to combat homelessness—and the first time since the counts began in 1999 that the number declined.

INVOLVED CITIZENS

Active volunteers. More than 13,000 volunteers donated over 194,000 hours in 2010 to support a range of civic events, programs and services - from cleaning up the city and interpreting history at Fort Edmonton Park to advocating for victims and assisting adults with disabilities.

Centre for Public Involvement. The City partnered with the University of Alberta's Faculty of Extension to launch the Centre for Public Involvement. The Centre will build best practices and research-based knowledge and promote awareness and understanding of public involvement.

INCLUSIVE EDMONTON

Translated guidebook. Somali and German speakers who are new to Edmonton now have access to the Edmonton Newcomers Guide in their own languages. Also available in English, French, Spanish, Arabic, Hindi, Vietnamese and Mandarin, the guide has essential information about living and working in Edmonton.

Barrier free. With new barrier-free pathways, the Tropical Pyramid at the Muttart Conservatory, the most visited pyramid, is now fully accessible for all visitors to enjoy.

Racism free. The City and its 13 partners in Racism Free Edmonton launched a campaign called "I'm Committed to a Racism Free Edmonton." The campaign to eliminate racism in employment, education, policing and justice, housing, media and among young people gathered 2,000 personal declarations to fight racism during the last two months of 2010. Racism Free Edmonton involves school boards, post-secondary institutions, Edmonton Police Service, non-governmental organizations, other orders of government and the City.

Smart giving. Have a Heart – Give Smart, a campaign offering alternatives to panhandling, reached 8,500 people at festivals and farmers' markets. Using a donated Smart Car as a mobile kiosk, teams encouraged Edmontonians to offer strategic help to people on the street through targeted programs. The campaign was part of an integrated approach that includes an outreach worker to connect panhandlers with resources such as housing, addictions treatment and mental health supports.

Enterprising financing. A made-in-Edmonton Social Enterprise Fund is offering business expertise and flexible financing to help Edmonton non-profits and cooperatives build sustainable business ventures and affordable housing projects. In its second year, the fund is a unique partnership of the City and the Edmonton Community Foundation.

WONDERFUL WEB

Open data. Already advancing Edmontonians' access to information through its Open Data Catalogue <http://www.edmonton.ca/OpenData>, the City is partnering with the cities of Toronto, Ottawa and Vancouver to develop a national open government strategy addressing data standards, a common data licence and open data terms of use. The initiative aims to increase transparency of government business, foster greater potential for citizen engagement and create opportunities for private-sector development of information services.

Web forums. For the first time, Edmonton voters had the option of participating in candidate forums via the web. With one forum in each ward and two for the Mayor's race, voters could catch the discussion no matter where they were, submit questions online and consult archived forum videos any time before the election. The site recorded more than 15,000 page views.

Property details on demand. A new online tool at edmonton.ca provides quick and easy access to detailed property value assessments and records of all property sales used to assess properties, facilitating fair and equitable market assessments. The information service is expanding in 2011 and includes a tax calculator.

NEW PATHS TO FUN AND FITNESS

St. Francis Xavier Sports Centre. A partnership between the City of Edmonton and Edmonton Catholic Schools created the new St. Francis Xavier Sports Centre in 2010, serving students and the community. The centre features three full-size gymnasiums, an elevated walking/jogging track, spectator seating and equipment to support basketball, volleyball, badminton, soccer and more.

Terwillegar Community Recreation Centre. Construction on Terwillegar Community Recreation Centre wrapped up in 2010, with the official opening taking place February 26, 2011. Rated “excellent” for accessibility, this premier facility promises to attract people of all ages to socialize, exercise and relax in safety and comfort. It features aquatic and fitness centres, program studios, an indoor walking/jogging track, a triple gymnasium, four NHL-size sheets of ice, a children’s wing, multi-purpose rooms and commercial retail spaces.

Multipurpose hubs. Plans for a first-in-Edmonton multipurpose community hub were unveiled at a March 2010 open house. Slated for Clareview, the complex will integrate a district park with a library, a community recreation centre, a completion school and space for multicultural not-for-profit organizations. Construction continues in 2011 on the Commonwealth Community Recreation Centre. This facility is scheduled to open in 2012.

“Thanks to everyone who donated... We are happy with the success of this campaign and the high quality of food collected.”

Marjorie Bencz, Executive Director of the Edmonton Food Bank
On 34,643 kg of food being donated to the 2010 ETS Stuff a Bus campaign

ARTS AND HISTORY

Historian on duty. The City appointed Ken Tingley as Historian Laureate, a first among Canadian municipalities. Over a two-year term, our laureate will research and interpret the city’s rich history and work closely with both the Edmonton Historical Board and the recently formed Edmonton Heritage Council to bring our community heritage to life.

Cultural senate. Valuing the viewpoints artists bring to civic discourse and planning, Edmonton began developing a Cultural Senate as an advisory body to Mayor and Council. A first in North America, the senate will involve leading artists from various disciplines, including the poet laureate, the writer-in-exile and the historian laureate.



KEEPING SAFE

Quick time. Edmonton Fire Rescue Services implemented a Quick Accept Protocol in early 2010 that significantly improved call evaluation and dispatch. Fire calls answered within 90 seconds, an industry standard, improved by more than 20% in the ensuing six months.

Accredited. Edmonton was one of only three Canadian cities whose Fire Rescue Services achieved full agency accreditation from the Commission on Fire Accreditation International.

Shrinking crime. Edmonton Police Service (EPS) reported an unprecedented 18% reduction in crime in eight major crime categories in 2010, with 5,700 fewer crimes committed. Overall, violent crime decreased 8% and property crime decreased 22%. There was an increase in reported sexual assault, and this is an area on which EPS continues to place additional resources.

REACH for safety. A new coordinating body for community safety launched in June 2010 and began laying the groundwork for the generational shift needed to make safety a way of life. Quickly attracting 80 community agencies and over 100 individual Edmontonians as members, REACH Edmonton Council for Safe Communities obtained funding from all three orders of government for collaborative projects. It also launched community hubs in three schools, took steps toward creating a centre of excellence to inspire citizen engagement and coordinated agency action.

Responsible nightlife. “Alberta Best Bar None” launched in Edmonton to help eliminate violence in and around licensed establishments. At the pilot initiative’s first ceremony in November, 38 clubs, pubs, bars and lounges received awards for exceptional public safety and customer service.

The program is a partnership between the Alberta Gaming and Liquor Commission, Edmonton Police Service and the City. It complements the work of Responsible Hospitality Edmonton, a joint initiative between the City and interest groups that addresses how we plan, manage and police vibrant places where people can socialize in safety and comfort.

CLEAN AND CARING

Neat and tidy. With a 2010 Tidiness Award from the national Communities in Bloom Awards in Halifax and an audited litter reduction of 29%, Edmonton is clearly seeing results from Capital City Clean Up. The program’s Schoolyard Clean Up involved 170 schools in 2010, up from 29 in 2009. A new “15 to Clean” initiative encouraged businesses and individuals to take 15 minutes to pick up litter or report graffiti so that our city is clean, attractive and safe.

Animal care. A new veterinary hospital enhanced animal care at the Valley Zoo. The facility includes a surgery, a laboratory, a quarantine area, space for animals needing longer term care and advanced medical equipment. Construction also began on a new eco-friendly habitat, Arctic Shores, that will provide a new and improved home for seals, sea lions, Arctic fox and ground squirrels.

Helping hand. More than 175 people with reduced mobility benefited from a new assisted waste collection program. Collectors pick up garbage and recycling right from the door of the homes of those who registered and qualified for the service, promoting independent living and reducing the risk for dangerous slips and falls caused by icy or wet conditions.

7,493 square metres
of graffiti removed in 2010,
59% more than in 2009.

300,000 free
recreation facility admissions for
low-income Edmontonians through
the Leisure Access Program

AWESOME EVENTS

Paving the way for Indy Race. A deal struck with race promoter Octane Motorsports Events, Inc. in early 2011 paves the way for Indy car racing to remain in Edmonton for the 2011-2013 seasons. Signaling a community commitment to the internationally acclaimed event, local businesses agreed to contribute financially to keep the event in Edmonton.

On the international stage. In addition to the Edmonton Indy, in 2010 Edmonton hosted the Canadian Country Music Awards and the 98th Grey Cup. The National Aboriginal Awards, Canada's premier Aboriginal event, returned in March 2011. Another return event, the International Triathlon Union World Cup, arrives in July, making its only Canadian stop.

Public Space. Public and stakeholder consultation identified several design, program and operational enhancements to increase casual use of Sir Winston Churchill Square year round. Improvements to the physical environment (chairs, tables, planters and more food vendors), enhanced safety, increased recreational activities and entertainment, and the presence of the Winter Market on the Square in November and December drew people to this space at the heart of our community.

OUR ESSENTIAL LIBRARY

Rebranding. Edmonton Public Library (EPL) launched a new brand in April 2010, complete with funky new library cards, colourful transit ads and clever television commercials. Besides boosting the library's profile as a contributor to quality of life, the new brand attracted international awards, including the prestigious John Cotton Dana Public Relations Award.

Increased use. With the help of self-checkout technology EPL tracked a 23% increase in library borrowing. Self-checkout is not only efficient, but more inclusive, as some checkout stations offer service in multiple languages.



THE WAY WE GROW

Our 10-year goal for transforming Edmonton's urban form:

Edmonton has increased its density and optimized existing infrastructure, maintaining and revitalizing strong, vibrant neighbourhoods while ensuring high standards of urban design, adopting best land use practices and preserving natural areas and public spaces.

Examples of action in support of our goal:

SUSTAINABLE FROM THE CORE

Planning our growth. The major plan that directs Edmonton's growth and development for the next 10 years received City Council approval in May, following nearly four years of public consultation. Called The Way We Grow, our new Municipal Development Plan charts a course toward a more compact, transit-oriented, sustainable city. In concert with The Way We Move, our Transportation Master Plan, The Way We Grow integrates transportation and land use with the goal of attracting residential growth downtown, in mature neighbourhoods and near LRT stations and transit centres. The plan also calls for quality urban design and eco-industrial planning to attract the creative people and sustainable enterprises needed to thrive while protecting our natural environment.

Downtown plan complete. A new Capital City Downtown Plan received City Council approval in July after several years of public input. The plan envisions a more vibrant, attractive, walkable core with double the number of residents and a mix of uses that attracts people to the downtown day and night. It proposes several strategic public investment projects – a housing incentive program, street level LRT, central gathering places, a high-profile bikeway system and green buildings.

"This project reflects the great community spirit and compassion of Edmontonians for their neighbours—the inclusive Welcome Village is aptly named."

Jonathan Denis, Minister of Alberta Housing and Urban Affairs
On the 2010 groundbreaking for Boyle Renaissance Phase I

Mobilized. A citizen-driven initiative to host EXPO 2017, which ultimately did not go forward, was an excellent process that gained provincial support and allowed our City and community participants to strengthen partnerships across Alberta. Championed by the University of Alberta, the City of Edmonton, the Edmonton Economic Development Corporation and the Edmonton Chamber of Commerce, the work to support a bid mobilized widespread interest, ideas and resources. We are now better prepared to showcase our innovation to the world, and the work allowed us to refine our vision for long-term infrastructure needs in our community.

The Quarters Downtown. Stakeholder consultation continued on the design of The Quarters, 18 city blocks directly east of the downtown core. Work to transform this 40-hectare area into a vibrant, diverse and inclusive community with easy river valley access began in 2010 with infrastructure upgrades, including sewer installation along 96 Street. Now home to about 2,400 residents, the area has room for up to 15,000 people with an attractive park corridor running through it. While plans for a community revitalization levy to help fund redevelopment continue to be refined to meet provincial regulations, the City is building relationships with potential investors and taking a more active role in land development.

Boyle Renaissance. Phase I of Boyle Renaissance broke ground and began construction in 2010. The development will renew a key part of Edmonton's downtown. Featuring a range of quality affordable and market housing options coupled with social, recreation and other services, the redevelopment will serve current and future community members. The City is continuing to work with partners to design the housing component of Phase II and to redevelop the York Hotel. In addition, the team is exploring funding options and seeking investment for Phase III.

Proposed downtown arena. In April 2010, Edmonton Oilers ownership submitted a rezoning application with the intent to develop an arena and entertainment district in the downtown, prompting broad civic discussion and debate. Citizen participation in public consultation sessions, open houses, an online questionnaire and a telephone survey revealed general support for the idea. City Council continues to gather and analyze information and input so that Council can make a decision in the best interests of Edmonton – how a facility could be funded and operated, and the potential impact on the downtown and Rexall Place.

INNOVATIVE DESIGN

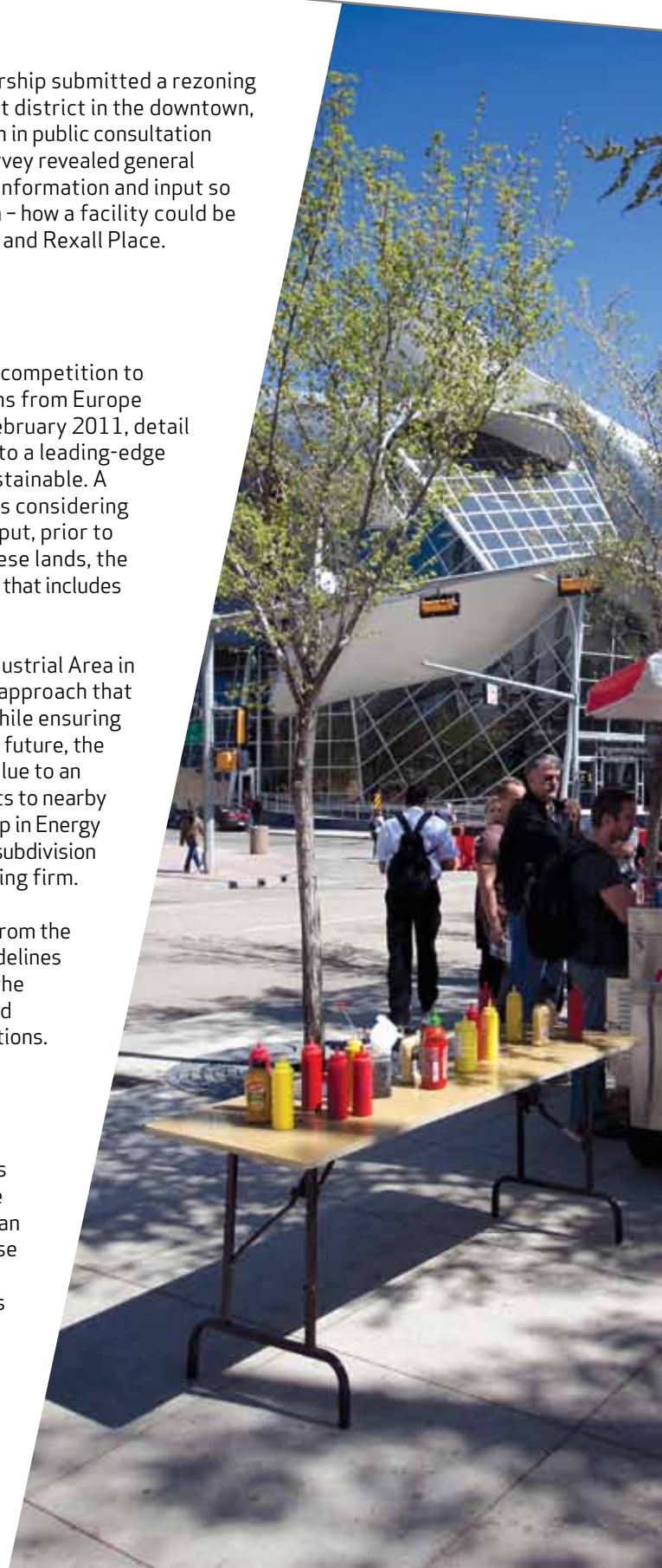
City Centre redevelopment takes flight. An international design competition to redevelop former airport lands attracted five world-leading teams from Europe and North America. The resulting conceptual plans, unveiled in February 2011, detail five unique ways to achieve Council's vision of turning the area into a leading-edge community that is environmentally, socially and economically sustainable. A selection committee of local, national and international experts is considering all information provided by the design teams, as well as public input, prior to recommending the winner to City Council. As the developer of these lands, the City will lead a 15-month planning process with the winning team that includes robust public engagement involving citizens and stakeholders.

Balanced development. Planning moved ahead on the Rampart Industrial Area in northwest Edmonton, which the City is developing using a unique approach that balances conservation of a natural area with economic benefit. While ensuring the Henry Singer Wetlands remain intact and sustainable into the future, the plan includes a multi-use trail network that will add recreational value to an adjacent sports field complex and provide a commuter link for cyclists to nearby St. Albert. Sale of the industrial lots will encourage LEED (Leadership in Energy and Environmental Design) building development. The first phase of subdivision has created two large industrial lots for sale to a major warehousing firm.

Planning prowess. The City of Edmonton won two awards of merit from the Alberta Professional Planners Institute for its Residential Infill Guidelines and Secondary Suites Program. The two initiatives work toward the common goal of creating a more compact, fiscally responsible and environmentally sustainable city that offers a variety of housing options.

GROWING COMMUNITY

Fort Edmonton footbridge. Pedestrians can now reach both sides of the river valley in southwest Edmonton, thanks to a footbridge opened in late 2010. The footbridge crosses the North Saskatchewan River upstream of Fort Edmonton Park, connecting the new multi-use Trans Canada Trail around Fort Edmonton Park with communities across the river. Unique in design and construction, the bridge has only two piers in the river, minimizing environmental disruption. The bridge and trails project also provides access to Centennial Lands, new parkland on the west side of the river that was purchased in 2007.





THE WAY WE MOVE

Our 10-year goal for shifting Edmonton's transportation modes:

Modes of transportation shift to “fit” Edmonton's urban form and enhanced density while supporting the City's planning, financial and environmental sustainability goals.

Examples of action in support of our goal:

UPGRADING OUR ROADS

Dawson Bridge renewal. The refurbished Dawson Bridge reopened in December 2010, with both lanes of traffic flowing and the north sidewalk complete. Work on the south sidewalk continued through the early winter months, with paving of bridge approaches scheduled for completion in spring 2011. The renewed and historic bridge promises to serve our community another 50 years.

Whitemud Drive over 17 Street. Plans were laid for a new overpass and interchange at Whitemud Drive and 17 Street. The overpass will provide uninterrupted travel on Whitemud Drive, reducing traffic delays at peak periods while improving vehicle and pedestrian safety. Scheduled for completion in fall 2012, the project also includes improvements to 17 Street from 37A Avenue to about 400 metres north of Whitemud Drive.

“As a walking enthusiast myself, I found the series of walking maps on the City of Edmonton website a very useful tool to connect people to their neighbourhoods.”

Ivar Rand
Walking map app developer

CAPITALIZING ON RAIL

South LRT stations open. Completion of the South LRT Extension to Century Park in April 2010 marked a key milestone in shifting Edmonton's transportation modes. With all four South LRT stations open, weekday LRT ridership nearly doubled and overall ETS ridership climbed to 76.3 million, an increase of 7.8 million over that of 2009 (68.5 million). This award-winning infrastructure continues to teach us about best practices for building and using transit.

North LRT planning. The next phase of Edmonton's LRT network will extend from Churchill Station northwest to NAIT, with major strides being taken in 2011 to prepare for construction. North LRT is scheduled to open in 2014. It is expected to add more than 13,000 weekday LRT passengers and serve as a precursor to northwest extension to city limits near St. Albert.

Boosting LRT capacity. Numerous retrofits, including South LRT platform extensions, occurred in 2010 so that the LRT system can accommodate four- and five-car trains. Increasing transit capacity is key to running an efficient system that generates revenue and attracts riders away from less eco-friendly modes of transportation.

TOP-NOTCH SERVICE

DATS reminders. Riders on DATS, the City's Disabled Adult Transit Service, began receiving reminder calls the night before a scheduled trip. The service also offers riders the option of canceling their requests. The automated reminders significantly reduce the number of no-shows, enabling DATS to shorten wait times and accommodate more same-day trip requests.

AIR MILES for rail travel. ETS customers purchasing transit tickets online gained access to a broader array of AIR MILES earnings and products as the City's agreement with the rewards system expanded. Regular transit riders can now earn 150 AIR MILES reward miles by being among the first 500 online customers to buy eight adult monthly passes within the year. Each month, the first 1,000 adults to purchase a monthly pass earn 15 reward miles. For those who ride ETS less often, a new online offer gives three reward miles to the first 1,000 customers each month who purchase an Adult Ticket Strip.

Game-day transit. Eskimo fans continued using their game day tickets to travel free on ETS to and from home games. Building on a successful pilot, ETS and the City signed a three-year contract with the Edmonton Eskimos to run the "Green and Go" program through the 2011 season. Game day tickets are valid two hours before and after the game for bus, LRT and ETS Football Park & Ride service. The program helps to improve pedestrian safety and reduce parking pressure and traffic congestion in and around Commonwealth Stadium on game days.

Expanding ETS service. A new Meadows Transit Centre at 17 Street and 40 Avenue opened in April 2010, expanding service in the growing neighbourhoods of Tamarack, Wild Rose, Larkspur and Maple Ridge in eastern Mill Woods. A paved parking lot adjacent to the transit centre has more

than 300 stalls as well as emergency phones, security cameras and enhanced lighting. Two similar transit centres are scheduled to open in 2011: Eaux Claires in the north and Lewis Farms in the west.

A SAFE RIDE

Traffic safety. Injuries resulting from motor vehicle collisions on Edmonton streets dropped 34% between 2007 and 2010. Efforts to reduce collisions, excessive speed and impaired driving included a Heads Up Campaign regarding pedestrian safety; Speed Watch, which broadcasts the speed of passing vehicles on digital displays, and Curb the Danger, which encourages citizens to report suspected impaired drivers by calling 911.

Improving transit security. A series of initiatives improved safety for transit users and staff. More transit peace officers are riding buses, and special duty inspectors are stationed at key transit centres during peak hours to seek out and serve customers with concerns. Other security improvements include an upgraded public address system on buses and at LRT stations, a new bus fleet radio system and closed circuit television coverage at transit terminals and on retrofitted LRT cars. Operator safety shields also underwent testing, and "Zero Tolerance" stickers on all buses provide visible reminders that assaults against operators are taken very seriously.

DIVERSIFYING OUR TRAVEL

Walking map app. Edmonton's expanding array of community walking maps is now available on iPhones, thanks to a new Edmonton Walking Maps application. For \$1.99 per download, users can find walking routes, toboggan hills, coffee shops, off-leash parks, art galleries and more in 46 communities – and counting. The app is based on Communities on Foot walking maps (www.edmonton.ca/walkmap), which are cooperatively created by the City and local communities. Ivar Rand, a member of a seniors walking group in the river valley, developed the app using data shared by the City as part of its effort to involve citizens in using the latest technology to serve our community.

Injury collisions down
34%, 2007-2010

76.3 million
overall ETS ridership



Google your bike route. Edmonton cyclists can now use Google Maps to look up the most efficient routes, customize trips, find bike lanes and avoid big hills. Based on cycling data shared by the City, the Google team chose to include Edmonton in a select group of Canadian cities whose bike routes deserve to be posted first on Google Maps. The maps can also help you decide whether to bike, walk, bus or drive to a destination, supporting the City's goal of diversifying transportation methods.

BUILDING FOR THE FUTURE

Walterdale Bridge. The concept planning study for the 100-year-old Walterdale Bridge replacement began in early 2010. Public consultation on the project in 2010 and 2011 included an open house, an information session, meetings with community and stakeholder groups, and input from members of aboriginal communities. The completed Walterdale Bridge will be a signature structure, complementing the scenic river valley and serving the citizens of Edmonton for the next 100 years.

LEGO moves. Transportation staff used LEGO® to help residents learn about The Way We Move, the City of Edmonton plan for evolving our transportation system. The resulting model of how Edmonton could move in the future was displayed at the TELUS World of Science, accompanied by a family challenge and educational presentations for Grade 4 students. The initiative sparked conversations about how each of us can choose to move and live differently, together taking a giant leap toward sustainability.

Centennial Garage. ETS opened its first new garage in 25 years in mid-April 2010. Located at Ellerslie Road and 156 Street, Centennial Garage meets LEED (Leadership in Energy and Environmental Design) Silver Certification. Environmental initiatives include a solar wall system to help heat the building on sunny winter days, drought resistant and/or local landscaping species, a snow melt cooling system and a water efficient bus wash. At more than 300,000 square feet, the garage is the transit system's largest facility, with room to house 250 regular and articulated buses, primarily those serving west and southwest Edmonton and downtown.

THE WAY WE FINANCE

Our 10-year goal of ensuring Edmonton's financial sustainability:

Edmonton is financially sustainable, with the revenue resources required to support its plans and provide the infrastructure performance and services citizens need.

Examples of action in support of our goal:

Investing in Neighbourhoods. Edmonton's mature communities continued to benefit from the Neighbourhood Renewal Program in 2010 as the City invested \$88 million on the physical infrastructure of neighbourhoods. The 2010 program saw work in 20 neighbourhoods, including total reconstruction of streets, sidewalks and streetlights started in four areas: Fulton Place, Parkallen, Rio Terrace and Sherbrooke and reconstruction completed in Lendrum and Meadowlark. Sixteen other neighbourhoods received maintenance work to extend the life of infrastructure through road overlays, sidewalk hazard repairs and road resealing.

Financial Planning. The Way We Finance, a new 10-year plan for financial sustainability, is being developed to ensure Edmonton has the right balance of funding tools for operations and infrastructure. Guiding principles and financing strategies will deliver a sustainable approach that is affordable to Edmontonians, achieve the level of services Edmontonians expect, and advance the community's long-term goals. Policy elements will include assessment and taxation; non-tax revenue; intergovernmental affairs; debt; infrastructure management; subsidiaries and corporatization, and utilities and enterprise.

Reduced risk. With approximately 37 million litres of fuel used by the City fleet annually, a spike in fuel prices can have a negative effect on the budget. The City is mitigating the risk by establishing firm costs for some of the City's fuel through a practice called hedging.

Top grades. The Office of the City Auditor achieved the highest possible rankings in an external audit conducted by PricewaterhouseCoopers. The report concluded that the office, which reports directly to City Council, maintains independence and objectivity while pursuing continuous improvement. PricewaterhouseCoopers based its evaluation on leading practices in public and private sector organizations and on the standards set by the Institute of Internal Auditors. The office plays a significant role in ensuring that our City is well managed and making best use of financial resources to provide the infrastructure and services citizens need.

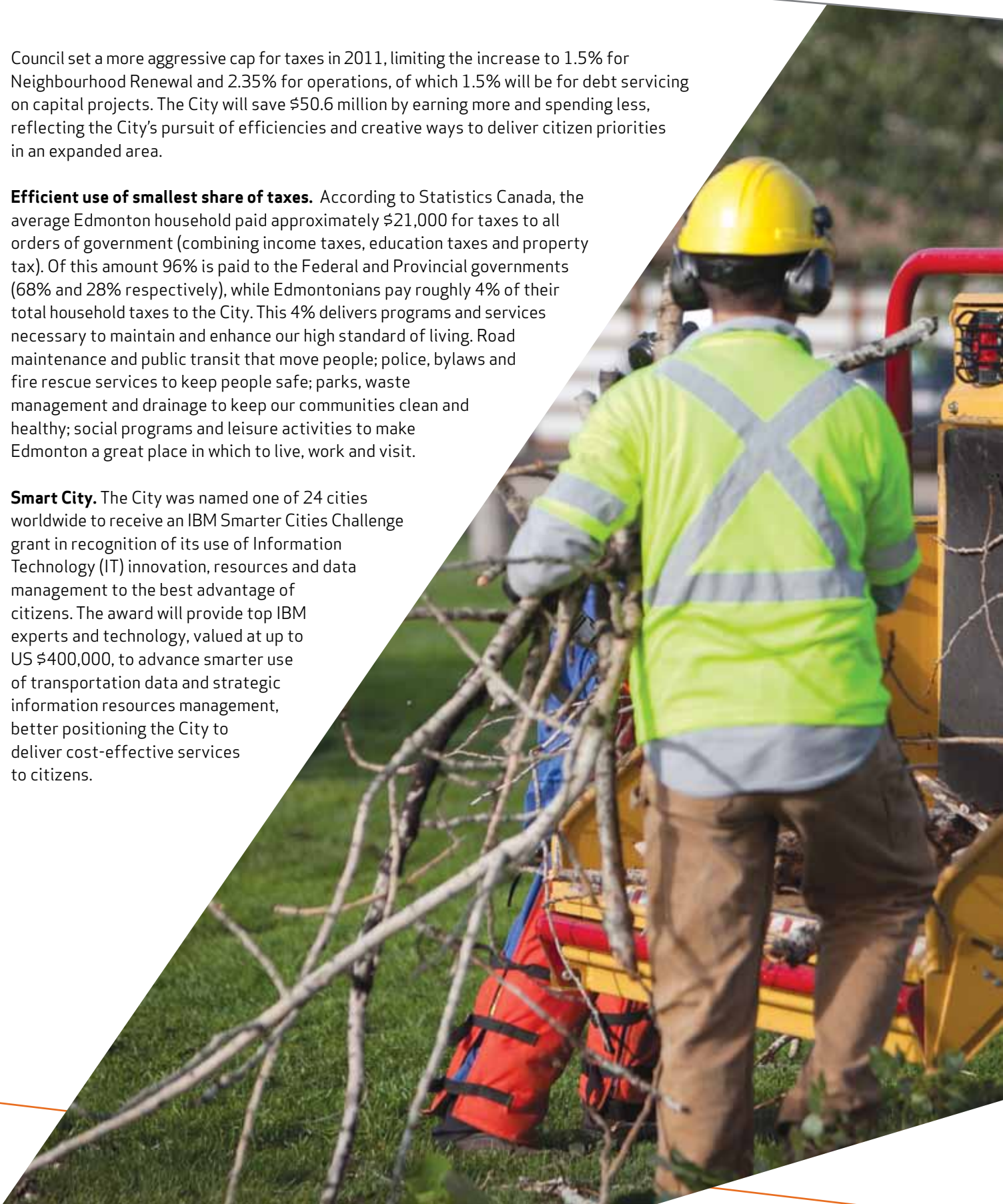
Responsible budgeting. The City aims to strike a balance of affordable taxes for property owners and affordable fees for residents who use certain services, while maintaining service levels the public expects. In the 2010 budget year, the City saved \$50.3 million to meet Council's tax target of 2% for Neighbourhood Renewal and 3% for operations.

86% of Edmontonians
say their property tax
bill gives them fair to
excellent value

Council set a more aggressive cap for taxes in 2011, limiting the increase to 1.5% for Neighbourhood Renewal and 2.35% for operations, of which 1.5% will be for debt servicing on capital projects. The City will save \$50.6 million by earning more and spending less, reflecting the City's pursuit of efficiencies and creative ways to deliver citizen priorities in an expanded area.

Efficient use of smallest share of taxes. According to Statistics Canada, the average Edmonton household paid approximately \$21,000 for taxes to all orders of government (combining income taxes, education taxes and property tax). Of this amount 96% is paid to the Federal and Provincial governments (68% and 28% respectively), while Edmontonians pay roughly 4% of their total household taxes to the City. This 4% delivers programs and services necessary to maintain and enhance our high standard of living. Road maintenance and public transit that move people; police, bylaws and fire rescue services to keep people safe; parks, waste management and drainage to keep our communities clean and healthy; social programs and leisure activities to make Edmonton a great place in which to live, work and visit.

Smart City. The City was named one of 24 cities worldwide to receive an IBM Smarter Cities Challenge grant in recognition of its use of Information Technology (IT) innovation, resources and data management to the best advantage of citizens. The award will provide top IBM experts and technology, valued at up to US \$400,000, to advance smarter use of transportation data and strategic information resources management, better positioning the City to deliver cost-effective services to citizens.



THE WAY WE PROSPER

Our 10-year goal for diversifying Edmonton's economy:

Edmonton is recognized as an economic powerhouse, maximizing the diversity of its economic advantages, including its location as Port Alberta and as a portal to the North; as the urban centre of regional industrial development; as a knowledge and innovation centre for value-added and green technologies and products, and as a place that attracts and supports entrepreneurs.

Examples of action in support of our goal:

EXPANDING TOURISM

Approved by China. Capitalizing on China's approval of Canada's Approved Destination Status (ADS), Edmonton welcomed its first post-ADS Chinese delegation of 21 visitors in 2010. ADS status makes it easier for Chinese citizens to visit Canada and for the Canadian tourism industry to market our assets to China. In preparation for this opportunity, Edmonton Tourism partnered with the Confucius Institute on cultural awareness training for front-line employees. In addition, Edmonton Economic Development Corporation (EEDC) also served as the base for quarterly visits by the Chinese Economic and Commercial Consul.

Showcasing our strengths. Edmonton welcomed international tour operators and industry members to the week-long Canada West Marketplace, promoting Edmonton as a destination not to be missed. Edmonton Tourism also opened seasonal visitor information centres at Edmonton International Airport and Sir Winston Churchill Square and launched an industry-supported initiative called FRESH to advance socially and environmentally responsible event planning.

Leading edge. EEDC and Edmonton Tourism were recognized for leadership by the International Economic Development Council, by the Economic Development Association of Canada, and by Economic Developers Alberta. A campaign to increase Greater Edmonton's share of tourists, innovative web development to attract investment information and two specific marketing initiatives – FRESH and Edmonton Festival City in a Box brought the accolades.

Future events. Capitalizing on our position as a world-class host city, Edmonton Events International secured the following events in 2010:

- ▶ 2011 Special Olympics Alberta Winter Games
- ▶ 2011 AthletesCAN Forum (Canada's largest gathering of high-performance athletes)
- ▶ 2012 and 2016 national swimming championships (summer)
- ▶ 2012 FINA men's water polo Olympic qualification tournament
- ▶ 2015 Speedo Western Canadian championships

"My company was attracted to Edmonton because we think our plant is a good fit for a waste management centre with so many innovative waste processing facilities."

Rajan Ahluwalia, CEO of Greys Recycling
On the 2010 inception of a plant to convert used material into new products

72% of Edmontonians say the city is a good place for investments, and 71% say Edmonton is a good place for businesses to relocate

\$48.6 million
estimated economic impact of
Shaw Conference Centre in 2010

FOR THE COMMON GOOD

ONEdmonton launch. Top leaders from a wide spectrum of perspectives and disciplines began gathering for discussion, debate and action as ONEdmonton, a new forum sponsored by EEDC. The group identified a vibrant urban core as a top priority and formed a Downtown Vibrancy Task Force to accelerate the development of a strong and vibrant downtown core.

Conscientious hosting. The Shaw Conference Centre hosted 45 major conferences and welcomed 455,000 visitors in 2010 while demonstrating community and environmental leadership. The conference centre received the 2010 Corporate Leadership Award for green initiatives from the Recycling Council of Alberta and earned “Building Environmental Standards” certification from the Building Owners and Managers Association. In May and October, the centre provided the venue for Homeless Connect, a community-inspired initiative that connects people who are homeless or at risk of being homeless with free services they could not otherwise obtain. The centre also continued to serve as home base for the award-winning Culinary Team Canada.

DIVERSIFICATION IN ACTION

New ventures. TEC Edmonton – a joint partnership of the University of Alberta and the City of Edmonton – added 24 new ventures to its portfolio in 2010 and signed 63 local agreements to move technologies to the marketplace. The list of active licensing opportunities with the potential to attract investment stands at 200.

Exciton dresses wounds. Among several 2010 success stories involving companies receiving TEC Edmonton support is Exciton, which received Health Canada approval to market its patented silver-coated wound dressing in Canada. The “exsalt” SD7 dressing, which uses antibacterial silver oxysalts, is designed to treat serious burns and chronic wounds such as diabetic ulcers and pressure sores. Exsalt has already received U.S. approval, and plans are underway to market the product throughout North America.

Supporting entrepreneurs. More than 900 entrepreneurs took advantage of TEC Edmonton services in 2010, leading to deals that raised more than \$10 million in business financing by the end of fiscal 2010. TEC Source, a first contact for entrepreneurs, provided consultation to more than 75 clients. Programs such as VenturePrize, Go-To-Market Planning and Alberta Deal Generator continue that work, developing the skills and talent that make entrepreneurs sought-after commodities.

Life-saving discovery. Metabolomic Technologies Inc. (MTI) announced the discovery of biomarkers in urine that may prove more accurate than current diagnostic tools in detecting colonic polyps before they become colon cancer. Developed by the University of Alberta’s Dr. Richard Fedorak, the test is proving 88% accurate. Once identified, a polyp can frequently be safely removed, greatly reducing a patient’s probability of colon cancer. MTI was developed with assistance from TEC Edmonton.

Federal support. With an investment of more than \$1 million from the Government of Canada, TEC Edmonton’s Executive in Residence Program will be better positioned to provide direct and substantive leadership to start-up companies by retaining experienced, senior-level business executives to help start-up companies and entrepreneurs navigate early-stage business development.

Inspiring Innovation. One of the ways the City is using technology and local know-how to serve Edmontonians better is through the use of open data – raw data on services and community activities, made available to citizens in computer-friendly formats. The Apps4Edmonton competition saw Edmontonians develop 32 apps and 86 new ideas using the raw data. The competition created useful tools citizens can use with mobile devices and web browsers, while creating opportunities for developers to launch marketable products or services. Thanks to Apps4Edmonton, people can now search for restaurant inspections, find a review for their favourite Fringe play, get a text message the night before their garbage is collected – and much more.

PARTNERSHIPS

Progressive Partnership. Joining the charge to further develop and attract new business, the City of Edmonton has signed on as the fifth municipal partner of Alberta’s Industrial Heartland Association (AIHA) – the first new municipal partner to join the Association since it was created in 1998. Light and medium industrial development planned for Edmonton’s northeast is linked directly to the Heartland, an area of more than 530 square kilometers, the largest hydrocarbon processing centre in Canada. The proposed Horse Hills Energy and Technology Park will focus on further processing the primary commodity product produced in the Heartland into marketable, consumer-ready products. The area is also envisioned as a centre for hydrocarbon processing and manufacturing, technology development and research.

GOING FORWARD

The City of Edmonton continues to lead the way in transforming our community into the special place our citizens envision: a northern city known for dynamic energy, smart design, global links, four-season recreation and culture and inspired diversity.

Driving our progress is *The Way Ahead*, the 10-year strategic plan established by Council in 2008 to move us towards the Edmonton we want to be by 2040.

The directional plans for each 10-year goal are in progress to guide the City's work toward each umbrella goal for transforming Edmonton, and to bring our civic vision to life.

DEFINING PROGRESS

City Council identified a number of expected corporate outcomes in July 2010. These outcomes (shown on the following page) flow out of each of the 10-year goals contained within the strategic plan. Identifying the desired results of our actions helps shape our approach to advancing the City's goals.

MEASURING PROGRESS

Work continues in first quarter 2011 to establish targets for each of the corporate performance measures. The targets clearly identify how far and how fast the City will proceed to deliver on each of its priorities – and thus determine the level of resources and strategies needed to advance towards the goals each year.

Individual departments will establish their own targets so their accomplishments can be measured against top-level corporate goals. Combined, the goals, outcomes, performance measures and targets create a roadmap that will be used to integrate strategic planning with budgeting and support better evaluation and reporting.

STRATEGIC ROADMAP



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