

A photograph of a young child standing in a snowy field. The child is wearing a dark blue winter coat, grey pants, and a knit hat with a husky face design. They are holding several purple balloons with blue strings. The background is a soft-focus snowy landscape with falling snow. A semi-transparent teal box is overlaid on the middle of the image, containing the title text.

OUR PROGRESS

on The Way Ahead

2015 Results

Edmonton

ABOUT THE WAY AHEAD

10-YEAR STRATEGIC GOALS



TRANSFORM EDMONTON'S
URBAN FORM



ENHANCE USE OF PUBLIC TRANSIT &
ACTIVE MODES OF TRANSPORTATION



IMPROVE EDMONTON'S LIVABILITY



PRESERVE & SUSTAIN EDMONTON'S
ENVIRONMENT



ENSURE EDMONTON'S FINANCIAL
SUSTAINABILITY



DIVERSIFY EDMONTON'S ECONOMY

CORPORATE OUTCOMES

Edmonton is attractive and compact



The City of Edmonton has sustainable
and accessible infrastructure



Edmontonians use public transit and
active modes of transportation



Goods and services move efficiently



Edmontonians are connected to the
city in which they live, work and play



Edmontonians use facilities and
services that promote healthy living



Edmonton is a safe city



The City of Edmonton's operations
are environmentally sustainable



Edmonton is an environmentally
sustainable and resilient city



The City of Edmonton has a resilient
financial position



Edmonton has a globally competitive
and entrepreneurial business climate



Edmonton Region is a catalyst for
industry and business growth



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The City of Edmonton has sustainable and accessible infrastructure

Edmontonians use public transit and active modes of transportation

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The City of Edmonton's operations are environmentally sustainable

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The City of Edmonton has a resilient financial position

Edmonton has a globally competitive and entrepreneurial business climate

Edmonton Region is a catalyst for industry and business growth

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MESSAGE FROM THE CITY MANAGER

I am pleased to present the City of Edmonton's Progress Report on *The Way Ahead*.

City Council and the citizens of Edmonton have charted a course for our future, and the City Administration is the steward of that vision. We are accountable for ensuring our best efforts every day move the city toward that vision, year by year.

This document tells the story of our progress in 2015 through simple figures that represent the work of 13,000 City employees who help make Edmonton a wonderful place to live. Together we are committed to the steady journey of bringing Council's vision to life, and we are proud to serve the people of Edmonton.



A handwritten signature in black ink that reads "Linda Cochrane". The script is fluid and cursive.

Linda D.M. Cochrane
City Manager



In 2007, Edmontonians took part in an intensive and ambitious public engagement effort to write the future of our city. Together, City Council and citizens set out a vision of what they want Edmonton to be in 2040.

In the years that followed, Council identified six strategic goals with tangible outcomes of how that vision will become reality. Administration worked with Council to develop performance measures and targets to monitor the achievement of those outcomes and to help keep the work on track.

Although new challenges and opportunities arise every year and are duly addressed, and though external forces may change the context in Edmonton over time, these performance measures help the City Administration remain on the course set out in *The Way Ahead*.

This report gives an account of how well the City is meeting its goals in pursuit of its overall vision. Specifically, it:

- Describes each performance measure and explains why it matters.
- Defines the 2018 targets (unless otherwise noted).
- Provides data to show our progress toward the targets.
- Explains the factors that help and hinder us in meeting the targets.

Each measure is connected to a corporate outcome, and each outcome supports one or more of the 10-year strategic goals—illustrated with icons for each of the measures in the Our Progress in Detail section.

OUR PROGRESS AT A GLANCE: OUR WAY AHEAD LOOKS OPTIMISTIC

The City of Edmonton continues to progress toward achieving its vision and strategic goals. Eighty-five per cent of our outcome measures are projected to be near or meet/exceed their targets.

However, slower economic growth in 2015 had broad impacts on the city that affected several measures, particularly impacting Crime Severity Index, Transit Ridership, Travel Time and Reliability for Goods and Services Movement, and the Edmonton Region Non-residential Permit Value.

Of our 26 measures:

- **Fifteen are currently expected to meet or exceed 2018 targets.**

The City continues to do well in supporting our outcomes related to infrastructure and transportation. The City's financial position and its support for the Edmonton region as a catalyst for industry and business growth continue on target, but if the energy sector continues to experience difficulty, there may be challenges for these outcomes in the future.

Of the 15 measures with green status, six are projected to exceed their targets and the rest are projected to meet their targets.

Measures exceeding targets:

- Edmontonians' Assessment: Access to Amenities and Services that Improve Quality of Life
- Travel Time and Reliability for Goods and Services Movement
- Edmontonians' Assessment: Connected to Community

- Recreation Facility and Library Attendance
- City Park Usage
- Edmontonians' Assessment: Safe City

Unfortunately, the slower economic growth in 2015 influenced the decline of one measure from green to red: Edmonton Crime Severity Index.

- **Seven are projected to be near targets and will require focused efforts or changes to the current conditions in order to reach their targets by 2018.**

Of the seven measures with yellow status, three have negative trends and are therefore at risk of being red in the next three years:

- Volunteer Rate
- Fire Rescue Events
- Community Greenhouse Gas Emissions

It should be noted that of these seven yellows, two saw an improvement in 2015 from red to yellow: Watershed Contaminant Reduction Index and Community Greenhouse Gas Emissions.

- **Three measures are not on track to meet 2018 targets.**

Regarding New Residential Units in Mature Areas, the City is actively advancing plans and initiatives including Edmonton's Infill Roadmap, Nodes and Corridor Planning and Transit Oriented Development Planning. In addition, urban core development work such as Blatchford and The Quarters will help move this measure toward its target. Success in reaching the target is influenced by market forces leading to positive city-wide growth with an emphasis on growth outside of mature areas.

For Crime Severity Index, Edmonton Police Service (EPS) in conjunction with Edmonton Police Commission is surveying the public and EPS members to determine service area priorities. This will assist in reallocation of resources to higher priority areas; however, EPS' influence over Crime Severity Index is limited as it is influenced by numerous factors outside of the organization's control.

For City Operation Greenhouse Gas Emissions, Edmonton's Community Energy Transition Strategy

Policy and corresponding action plan are anticipated to improve progress. Given the pace of progress, however, it is unlikely this target will be achieved without implementation of the reduction initiatives identified in the Energy Transition Strategy.

Four measures had red status in 2014.

- **One of the measures, Edmonton Economic Diversity Index, will not have data to report until the 2016 Municipal Census is completed.**

How to Read the Progress Summary:


























TREND: Trends are calculated using data from 2010 to 2015. For some measures, however, the trend is calculated based on fewer than six years of data (for example, Citizen Perception Survey measures are based on five years of data because the survey was not conducted in 2011).

















- Positive upward trend
- Positive downward trend
- Negative upward trend
- Negative downward trend
- Steady trend (any trend line with a per cent change of less than +/-1 per cent)

STATUS: Status is calculated utilizing linear projections to 2018, which use the available data from 2010 through 2015 compared against the 2018 target. "Green" means we are projected to meet or surpass the target. "Yellow" means we are projected to be within 20 per cent of the target. "Red" means we are projected to be more than 20 per cent off target.

- Projected to meet or surpass target
- Projected to be near target
- Projected to be off target

Progress Summary

OUTCOME MEASURE		2015 RESULT	2018 TARGET	TREND (2010-2015)	STATUS
1. EDMONTON IS ATTRACTIVE AND COMPACT					
1.1	New Residential Units in Mature Areas (<i>as a per cent of new residential units city-wide</i>)	13%	25%		
1.2	Edmontonians' Assessment: Well-designed Attractive City (<i>per cent of survey respondents who agree/strongly agree</i>)	50%	55%		
2. THE CITY OF EDMONTON HAS SUSTAINABLE AND ACCESSIBLE INFRASTRUCTURE					
2.1	Infrastructure Density (<i>City's population divided by the total kilometres of infrastructure</i>)	55.7	Increase over previous year		
2.2	Edmontonians' Assessment: Access to Amenities and Services that Improve Quality of Life (<i>per cent of survey respondents who agree/strongly agree</i>)	71%	70%		
3. EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE MODES OF TRANSPORTATION					
3.1	Transit Ridership (<i>Rides per capita</i>)	99.1	105.0		
3.2	Journey to Work Mode (<i>per cent of survey respondents who select auto passenger, transit, walk, cycle or other</i>)	24.3% (2014 result)	25.9%		
4. GOODS AND SERVICES MOVE EFFICIENTLY					
4.1	Business Satisfaction: Goods and Services Transportation (<i>per cent of survey respondents who are satisfied/very satisfied</i>)	49.7% (2014 result)	53.0%	N/A	
4.2	Travel Time and Reliability for Goods and Services Movement (<i>time in minutes: seconds to drive 10 km route</i>)	9:33 - 50% of time 12:03 - 85% of time	< 11:00 - 50% of time < 14:00 - 85% of time*		
5. EDMONTONIANS ARE CONNECTED TO THE CITY IN WHICH THEY LIVE, WORK AND PLAY					
5.1	Reported Volunteer Rate (<i>per cent of survey respondents who report volunteering in the past 12 months</i>)	47%	55%		
5.2	Edmontonians' Assessment: Connected to Community (<i>per cent of survey respondents who feel connected</i>)	52%	45% (2017 target)		
6. EDMONTONIANS USE FACILITIES AND SERVICES THAT PROMOTE HEALTHY LIVING					
6.1	Health and Wellness (<i>per cent of survey respondents who report increased health and wellness</i>)	90%	90%		
6.2	Recreation Facility and Library Attendance (<i>number of visits per capita</i>)	12.8	≥12		
6.3	City Park Usage (<i>per cent of survey respondents who report using a City park in the past 12 months</i>)	88%	83%		

OUTCOME MEASURE		2015 RESULT	2018 TARGET	TREND (2010-2015)	STATUS
7. EDMONTON IS A SAFE CITY					
7.1	Fire Rescue Events (<i>number of events per 1,000 population</i>)	54	Decrease from previous 3-year avg.		
7.2	Edmontonians' Assessment: Safe City (<i>per cent of survey respondents who agree/strongly agree</i>)	68%	68%		
7.3	Edmonton Crime Severity Index (<i>Annual total of reported crime weighted by type and population</i>)	111.8*	84.0		
8. THE CITY OF EDMONTON'S OPERATIONS ARE ENVIRONMENTALLY SUSTAINABLE					
8.1	City Operations Greenhouse Gas Emissions (<i>Tonnes of carbon dioxide equivalents</i>)	353,870	179,228		
8.2	Watershed Contaminant Reduction Index (<i>Contaminants discharged to the North Saskatchewan River divided by population</i>)	6.7	6.9**		
9. EDMONTON IS AN ENVIRONMENTALLY SUSTAINABLE AND RESILIENT CITY					
9.1	Community Greenhouse Gas Emissions (<i>Tonnes of carbon dioxide equivalents</i>)	15,773,440	Downward trend		
9.2	Ecological Footprint (<i>Resource consumption with land area [hectares] divided by population</i>)	7.45	Maintain or decrease		
10. THE CITY OF EDMONTON HAS A RESILIENT FINANCIAL POSITION					
10.1	City of Edmonton Credit Rating (<i>Standard & Poor's rating</i>)	AA+	AA+		
10.2	City Asset Sustainability (<i>Actual expenditure on capital infrastructure divided by required expenditure</i>)	0.99	1.00		
11. EDMONTON HAS A GLOBALLY COMPETITIVE AND ENTREPRENEURIAL BUSINESS CLIMATE					
11.1	Edmonton Economic Diversity Index	Data avail. in 2016	To be est. in 2016	N/A	N/A
11.2	Edmonton Small to Medium-sized Business (<i>per cent of growth</i>)	1.9%	Positive growth rate		
12. EDMONTON REGION IS A CATALYST FOR INDUSTRY AND BUSINESS GROWTH					
12.1	Edmonton Region Gross Domestic Product (<i>in 2007 \$ millions</i>)	88,029	98,750		
12.2	Edmonton Region Non-residential Permit Value (<i>Billions of \$</i>)	2.14	2.79		

* This result is an estimate - actual will be provided when data becomes available

** This target is recommended by City Administration and has not yet been approved by City Council

OUR PROGRESS IN DETAIL



CORPORATE OUTCOME**1. EDMONTON IS ATTRACTIVE AND COMPACT****CORPORATE MEASURE****1.1 New Residential Units in Mature Areas****ABOUT THIS MEASURE**

New Residential Units in Mature Areas measures the number of net new residential units in mature areas¹, including downtown, as a percentage of new residential units city-wide. This measure is calculated annually using residential permit data. Permits for new residential units less demolition permits in mature areas including downtown are divided by total permits for new residential units less demolition permits city-wide. A unit can be a house, an apartment, a garden suite or a garage suite. This measure monitors progress in directing growth to existing urban areas where there is capacity to accommodate dwelling units and population to achieve a compact city.

WHY IT MATTERS

This measure reflects reinvestment and redevelopment in existing neighbourhoods. The City supports making better use of its land infrastructure by encouraging growth to existing urban areas. An increased proportion of growth in mature areas, where there is already infrastructure capacity, contributes to a compact, sustainable city.

TARGET

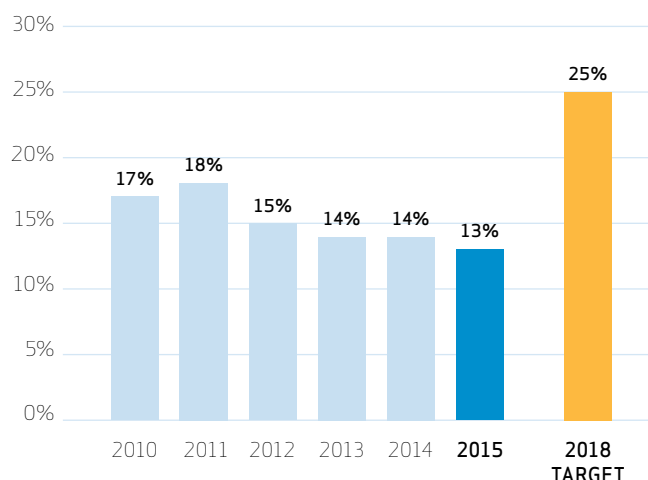
25 per cent by 2018

ABOUT OUR PROGRESS

The result for this measure declined from 14 per cent in 2014 to 13 per cent in 2015. Market forces resulted in a decrease of 1.6 per cent in net new residential units in areas measured, coupled with a 7.1 per cent increase in net new residential units city-wide. Although, at a slower rate

New Residential Units in Mature Areas

Percentage



Data source: City of Edmonton, Residential Permit Data. POSSE data collected by Sustainable Development at the time new residential and demolition permits are issued.

than the previous years, the rate of growth city-wide far outpaces mature area development. Market behaviour is complex and an economic decline may cause a slowdown in residential development within the downtown and mature areas. However, Edmonton is currently experiencing an increase in infill housing development within mature areas, which has led to a net gain of approximately 8,500 units in the past six years.

Policies, regulations and funding for infrastructure renewal can facilitate redevelopment of existing neighbourhoods. It is expected that the rate of growth within the mature areas will increase as the City actively advances plans and initiatives that support market transformation, including: progressing Edmonton's Infill Roadmap, Nodes and Corridor Planning, and Transit Oriented Development planning such as Stadium Station. Additional growth will also occur through urban core development work in downtown and surrounding neighbourhoods, such as Blatchford and The Quarters Downtown.

Risks to achieving the target: Unfavorable market climate, economic conditions, future land annexation and development, and a higher rate of growth in non-mature areas may present unfavourable conditions for obtaining the ratio of 25 per cent mature area growth.

¹ Includes CPR Irvine, Gainer Industrial and Griesbach

CORPORATE OUTCOME**1. EDMONTON IS ATTRACTIVE
AND COMPACT****CORPORATE MEASURE****1.2 Edmontonians'
Assessment: Well-designed
Attractive City****ABOUT THIS MEASURE**

Edmontonians' Assessment: Well-designed, Attractive City measures the percentage of respondents to the Edmontonians' Perception Survey who agree or strongly agree that Edmonton is a well-designed, attractive city. A third-party vendor conducts the survey by telephone. The vendor also collects demographic data to assess whether participants reflect the population. Survey methodology and the demographic results are provided in the Appendix.

WHY IT MATTERS

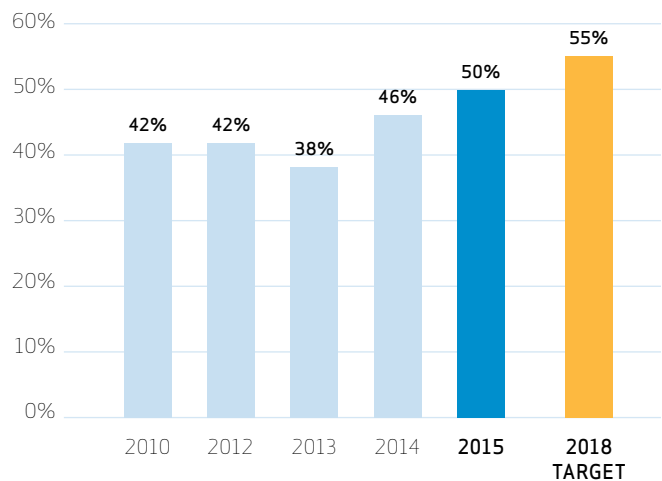
The City of Edmonton wants to retain existing and attract new residents. Many factors impact why Edmontonians choose to stay in Edmonton, including a liveable environment. Citizens' perception that Edmonton is an attractive and well-designed City is an established measure of a livable city.

TARGET

55 per cent by 2018

**Edmontonians' Assessment:
Well-designed, Attractive City**

Percentage that agree or strongly agree



Data sources: Banister Research and Consulting Inc. Citizen Perception Survey (2010), Leger Citizen Perception Survey (2012, 2013) Leger Edmontonians' Perception Survey (2014, 2015)

ABOUT OUR PROGRESS

In 2015, 50 per cent of respondents indicated that they agreed or strongly agreed that Edmonton is a well-designed, attractive city. This result is a 4 per cent point improvement over 2014 data and continues on a positive trend. Edmonton is primarily perceived as culturally diverse with many desirable, well-maintained parks and recreation areas throughout. Similar to 2014 findings, additional survey responses about design and attractiveness indicated that fewer residents consider city streets to be well maintained and well designed. Perceptions about the transit system were also weaker. Survey results are expected to improve as policies, regulations and funding for infrastructure are implemented. The perceptions are also likely to continue to improve as the City continues to advance the following key initiatives:

- The Urban Design Framework,
- Improved transit,
- Capital projects, such as Rogers Place, community recreation centres and other significant investments,
- The Open Space Strategy.

Risk to achieving the target: People's responses can be impacted by environmental factors and/or life circumstances existing at the time of the survey. Because this is a perception measure, the City is limited in identifying direct relationships between perceptions and policies.

CORPORATE OUTCOME**2. THE CITY OF EDMONTON HAS SUSTAINABLE AND ACCESSIBLE INFRASTRUCTURE****CORPORATE MEASURE****2.1 Infrastructure Density****ABOUT THIS MEASURE**

Infrastructure Density looks at the City's efficiency in providing infrastructure. It is calculated as a ratio of the city's population divided by the quantity of infrastructure assets. The quantity of infrastructure assets is represented by the total estimated length of the following:

- Arterial, collector and local roads (centre-line kilometres),
- Alleys (kilometres),
- Sidewalks (kilometres) and
- Sanitary, storm and combined sewers (kilometres).

The infrastructure data for a particular year is based on information from City Operations as of the end of the previous year. For example, the 2015 quantity of infrastructure assets is based on the data as of December 31, 2014. It should be noted that although assets are reported on an annual basis, some assets are not physically assessed every year.

WHY IT MATTERS

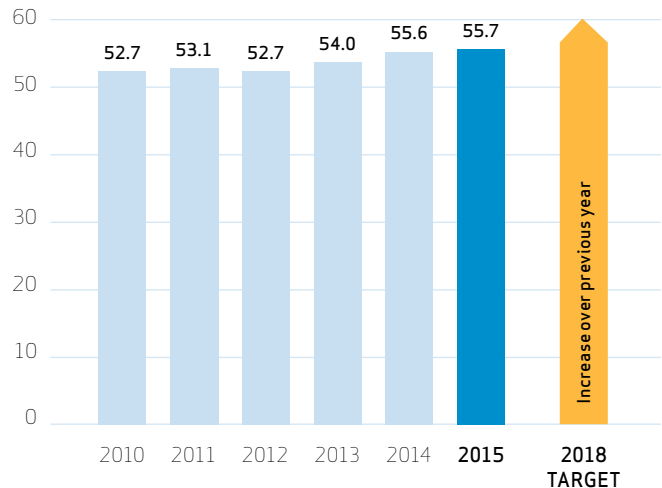
This measure helps assess the sustainability of the city's overall infrastructure. Incrementally more people are making use of the existing infrastructure, which increases sustainability and cost effectiveness.

TARGET

Increase over the previous year

Infrastructure Density

Persons per km (roads, alleys, sidewalks, sewers)



Data sources: Infrastructure data is from City Operations. Population information is from Statistics Canada, Municipal Census and City of Edmonton Chief Economist estimates.

ABOUT OUR PROGRESS

The results show an overall increase in infrastructure density between 2010 and 2015, as well as an annual increase year over year, with the exception of 2012. The City is continuing to make use of its existing infrastructure while building new infrastructure to support its growing population.

Only a very minor increase in infrastructure density of 0.17 per cent occurred from 2014 to 2015. This modest growth can likely be explained by slower population growth as compared to previous years. While the city's population increased by more than 30,000 people from 2013 to 2014, it increased by only slightly more than 17,000 people between 2014 and 2015. This downward trend in population growth could continue over the next year if Alberta's economy does not improve.

Risks to achieving the target: A slowing of population growth combined with rapid growth in infrastructure construction could negatively affect this measure.

CORPORATE OUTCOME**2. THE CITY OF EDMONTON HAS SUSTAINABLE AND ACCESSIBLE INFRASTRUCTURE****CORPORATE MEASURE****2.2 Edmontonians' Assessment: Access to Amenities and Services that Improve Quality of Life****ABOUT THIS MEASURE**

Edmontonians' Assessment: Access to Amenities and Services that Improve Quality of Life measures the percentage of respondents to the Edmontonians' Perception Survey who report having access to amenities and services that will improve their quality of life. The methodology for this survey question has varied slightly in how the question has been introduced and presented each time it has been asked. A third-party vendor conducts the survey by telephone. The vendor also collects demographic data to assess whether participants reflect the population. Survey methodology and the demographic results are provided in the Appendix.

WHY IT MATTERS

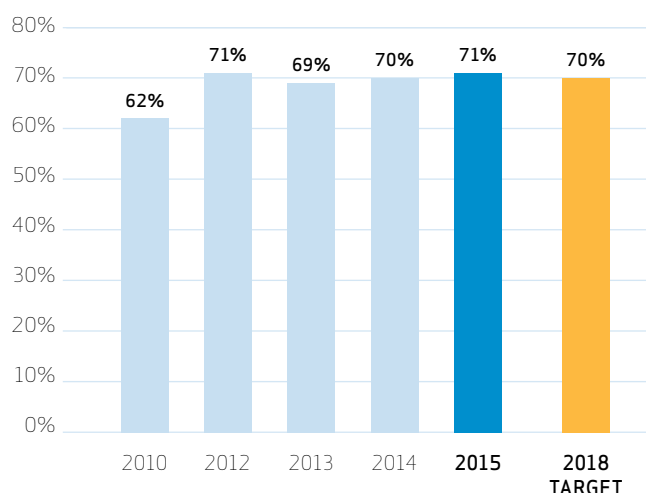
Infrastructure is designed, operated and maintained to be accessible to all Edmontonians regardless of physical, geographic, demographic or socio-economic barriers. Public infrastructure ranges from buildings and parks to libraries and affordable housing and from roads and bridges to light rail transit.

TARGET

70 per cent by 2018

Edmontonians' Assessment: Access to Amenities and Services that Improve Quality of Life

Percentage that agree or strongly agree



Data sources: Banister Research and Consulting Inc., Citizen Perception Survey (2010), Leger Citizen Perception Survey (2012, 2013), Leger Edmontonians' Perception Survey (2014, 2015)

ABOUT OUR PROGRESS

The majority (71 per cent) of Edmontonians agree or strongly agree that they have access to infrastructure, amenities and services that improve their quality of life. The trend is increasing over time and already exceeds the performance target of 70 per cent.

Follow-up responses in the 2015 survey show that accessible parks, effective solid waste management, sufficient library branches and effective street lighting garner the strongest positive ratings. This result is consistent with previous survey findings. On the other hand, endorsements are relatively weaker on the ability of the transit system to take people where they need to go and the management of commercial development. As the City implements the Urban Design Framework, improves transit, builds capital projects such as the Downtown Arena and new LRT stations, enhances nodes and corridors, develops and implements the Open Space Plan and renews facilities; these perceptions may improve.

Risk to achieving the target: Perception-based questions are influenced by recent events, expectations and life circumstances. Improving the areas where Edmontonians have low satisfaction levels should result in increased satisfaction.

CORPORATE OUTCOME**3. EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE MODES OF TRANSPORTATION****CORPORATE MEASURE****3.1 Transit Ridership****ABOUT THIS MEASURE**

Transit Ridership measures the level of transit use in Edmonton. It is calculated by dividing the annual transit ridership by the city's population. Edmonton Transit estimates ridership based on cash collected at the fare box and the number of fare products sold, such as tickets and monthly passes, multiplied by rides per fare type. The estimated number of rides per fare type is based on surveys conducted by Edmonton Transit. The city's population is obtained from the Municipal Census or population forecasts provided by the City's Chief Economist.

WHY IT MATTERS

Transit is one of the most efficient means of transporting large numbers of people in an urban environment. Ridership per capita is an indication of Edmonton's public transit use. Increasing transit ridership per capita means that more people are taking transit and implies that a greater proportion of daily trips are being made by transit.

TARGET

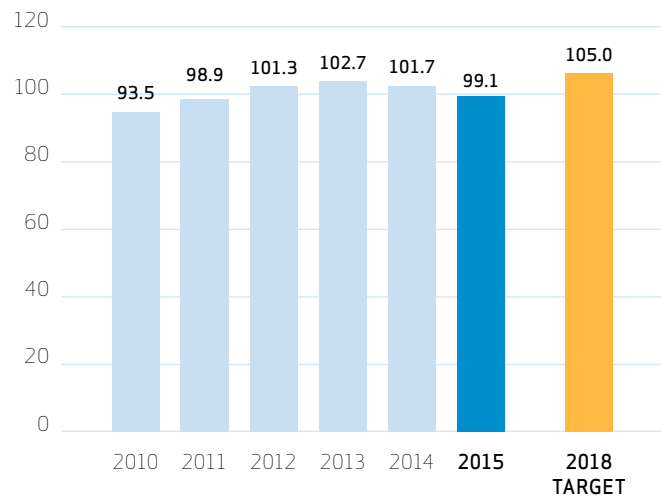
105.0 rides per capita by 2018

ABOUT OUR PROGRESS

Transit ridership per capita was 99.1 in 2015. Between 2010 and 2013, the measure results increased. In 2014, ridership per capita decreased by one percentage point and further declined by 2.6 percentage points in 2015. The decreases over the past two years may be linked to the following two main factors:

Transit Ridership

Rides per capita



Data sources: City of Edmonton, Edmonton Transit (ridership information); Statistics Canada, Municipal Census and the City of Edmonton Chief Economist estimates (population information)

- Population has increased at a faster rate than transit service hours, particularly in the outer areas of the city where there is limited introduction of new service.
- Research shows that unfavourable economic conditions and increased levels of unemployment negatively impact transit ridership.¹

Factors that could have impacted transit ridership specifically in 2015 include operating speed restrictions introduced on the newly opened Metro Line LRT, a reduction in frequency on the northeast Capital Line LRT and a deterioration in on-time buses as a result of increased roadway congestion. Planned initiatives that are expected to have a positive impact on ridership levels include ongoing expansion of the Smart Bus solution in 2016, which will provide transit customers with real-time schedule information. ETS is also working to address capacity and service issues by reallocating resources from underperforming routes. Bringing the Metro and Capital Lines to full operation will also have a positive impact on ridership per capita. These initiatives coupled with an economic recovery could make it possible to achieve the target.

Risks to achieving the target: Meeting the target is dependent on the city's land development patterns, broad economic recovery and funding for operations.

¹ Increasing Transit Ridership (Mineta Transportation Institute, 2002)
Energy, the Economy and Mass Transit (Office of Technology Assessment - Congressional Board, 1975)

CORPORATE OUTCOME**3. EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE MODES OF TRANSPORTATION****CORPORATE MEASURE****3.2 Journey to Work Mode****ABOUT THIS MEASURE**

Journey to Work Mode measures the percentage of people who choose to get to work by a method of transportation other than driving themselves in a vehicle.

The data is collected as part of the Municipal Census. One question asks people how they normally travel from home to work. Journey to Work Mode is a sum of the percentage of respondents who select “auto passenger,” “transit,” “walking,” “cycling” or “other modes of transportation.” There are data limitations because the data is not sensitive to seasonal variations in travel patterns and it underemphasizes less frequent travel behaviour.

The journey to work question was asked as part of the Municipal Census in 2012 and again in 2014. There were slightly different methodologies applied that have been adjusted for in the reporting of the result. Asking the journey to work question on the Municipal Census allows for a reliable and consistent means of obtaining this data. The question will be asked again on the 2016 Municipal Census along with an additional question about the place of work, which will enrich the understanding of Edmontonians' journey to work.

WHY IT MATTERS

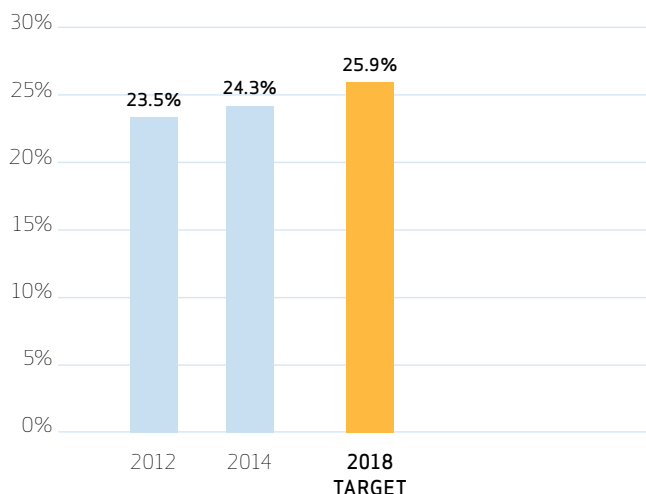
This measure looks at how people normally travel to work in Edmonton. Although only 26 per cent of all daily trips made are to or from work, commuting sets the travel pattern for the day, results in periods of traffic congestion and influences the capacity requirements of the transportation network.

TARGET

25.9 per cent by 2018

Journey to Work Mode

Percentage (auto passenger, transit, walk, cycle or other)



Data source: Edmonton Municipal Census (2012, 2014)

ABOUT OUR PROGRESS

While there was a 0.8 per cent increase from 2012 to 2014, there is not enough comparable historical information to reliably describe a trend. The next data point for this measure will be collected from the 2016 Municipal Census.

Many factors affect Edmontonians' transportation choices and not all are under the City's control. Factors under the City's control include infrastructure availability, service and infrastructure quality and the marketing of transportation choices. The introduction of the new peak period transit service into developing communities and the opening of the Metro Line LRT in late 2015 are expected to have a moderate positive effect on this measure. Introduction of Smart Bus, expected to come online in 2016, could also have a positive impact on mode shift to transit. New major bike routes on 127 Street through Westmount neighbourhood as well as in the city's central area on 83 Avenue and 102 Avenue (construction to begin in 2016) are expected to increase the number of cycling commuters by providing high quality cycling infrastructure. Longer-term initiatives that will affect this measure positively include the 1-Day-a-Week Pledge program; investments in transit, cycling and walking infrastructure; and having a more compact urban form.

Risks to achieving the target: Meeting the target is dependent on funding for major infrastructure, current land use patterns and meeting public expectations for the strategic directions.

CORPORATE OUTCOME**4. GOODS AND SERVICES
MOVE EFFICIENTLY****CORPORATE MEASURE****4.1 Business Satisfaction:
Goods and Services
Transportation****ABOUT THIS MEASURE**

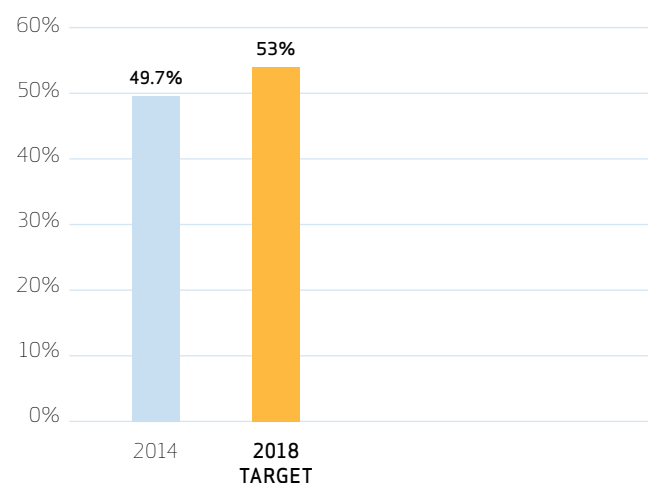
Business Satisfaction: Goods and Services Transportation measures the percentage of respondents to the Business Satisfaction Survey who indicate they are satisfied or very satisfied with the transportation system. This survey is administered online and by mail every three years. The survey asks that an individual, who is most familiar with how the business' operations are impacted by the Edmonton transportation system, reply on behalf of the business. In 2014, the survey was sent to 3,500 randomly selected businesses, which are proportionally distributed by city quadrant and include businesses from industrial, commercial, retail, wholesale and transportation sectors. The sampling method used for this measure did not include businesses from agriculture, government and education sectors in order to better reflect feedback from businesses that are most likely to be directly impacted by the city's transportation system. In 2014, approximately 400 businesses completed the survey. The next survey is scheduled to be collected in spring 2017.

WHY IT MATTERS

The Edmonton business community's opinions about the performance of the transportation system provide information about the efficiency of the movement of goods and services. Businesses are direct users of the transportation system and are able to provide feedback on the how and to what degree the transportation system impacts their business, which in turn, impacts the city's economic vitality.

**Business Satisfaction:
Goods and Services Transportation**

Percentage that are satisfied or very satisfied



Data source: City of Edmonton Business Satisfaction Survey on the Transportation System. Results from the 2011 survey are not reported here as the survey sampling methodology used in 2011 is not comparable to the method used in 2014.

TARGET

53 per cent by 2018

ABOUT OUR PROGRESS

According to an analysis of the 2014 survey results, the most effective immediate actions to increase overall satisfaction of the transportation system are to increase investment in pavement renewal, focus the current renewal investment and improve effectiveness of pavement repairs. In addition to these actions, in order to increase satisfaction with the transportation system and achieve the target measure, the following actions should also be considered:

- Commissioning a goods movement task force
- Increasing communication with businesses
- Improving infrastructure in existing industrial areas
- Improving traffic signal technologies
- Reviewing existing services and maintenance such as transit and winter roadway maintenance

Risks to achieving the target: Meeting the target is dependent on funding for major infrastructure, technology implementation, asset maintenance and operations funding. The subjective nature of the survey and the measurement of satisfaction at a particular point in time also limit the data.

CORPORATE OUTCOME**4. GOODS AND SERVICES
MOVE EFFICIENTLY****CORPORATE MEASURE****4.2 Travel Time and
Reliability for Goods and
Services Movement****ABOUT THIS MEASURE**

Travel Time and Reliability for Goods and Services Movement measures how long it takes for a vehicle to travel along the inner ring road and highway connectors under typical driving conditions and peak driving conditions (see the transportation system map on the next page). The dataset is purchased from TomTom, which relies on data collected from GPS navigation systems. To arrive at a single representative value for a year, the travel times are scaled based on relative truck volumes and the length of the corridors.

- Travel times are calculated for a 10 km trip between 6 a.m. and 6 p.m. on weekdays, excluding holidays.
- The median travel time represents typical driving conditions where half the observed vehicles will travel in less than the median time and half will take longer.
- The 85th percentile travel time represents the longest peak travel times that are not influenced by extreme weather or extraordinary traffic events, in which 85% of vehicles take less than that time and 15% take more.

WHY IT MATTERS

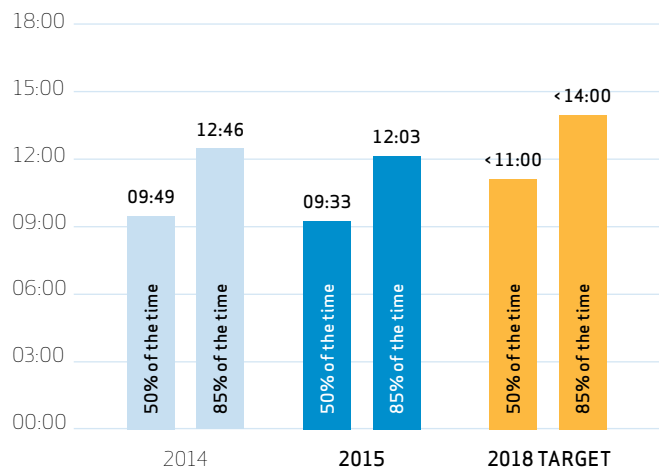
The movement of goods and delivery of services are key to Edmonton's economic vitality. Maintaining travel times on these corridors means businesses in Edmonton and the region have access to an effective and reliable transportation network.

TARGET

50 per cent of the time result <11:00 minutes by 2018
85 per cent of the time result <14:00 minutes by 2018

**Travel Time and Reliability
for Goods and Services Movement**

Time in minutes & seconds to make a 10km trip



Data source: TomTom

Note: The City measured travel time and reliability in previous years; however, the results were based on a different methodology and are not comparable. Therefore, 2014 is the baseline year for this measure.

ABOUT OUR PROGRESS

The 2015 result indicates that goods movement travel time and reliability continues to remain on target. In 2015, a slowing in the economy, particularly in the oil and gas sector, led to slower economic growth for Edmonton. This reduced the overall volume of goods movement, which may have resulted in slightly improved travel times on goods movement corridors compared to 2014. While there was an improvement in travel times in 2015, there is not enough comparable historical information to describe a trend. Two critical factors that affect travel times on the inner ring road and highway connectors are:

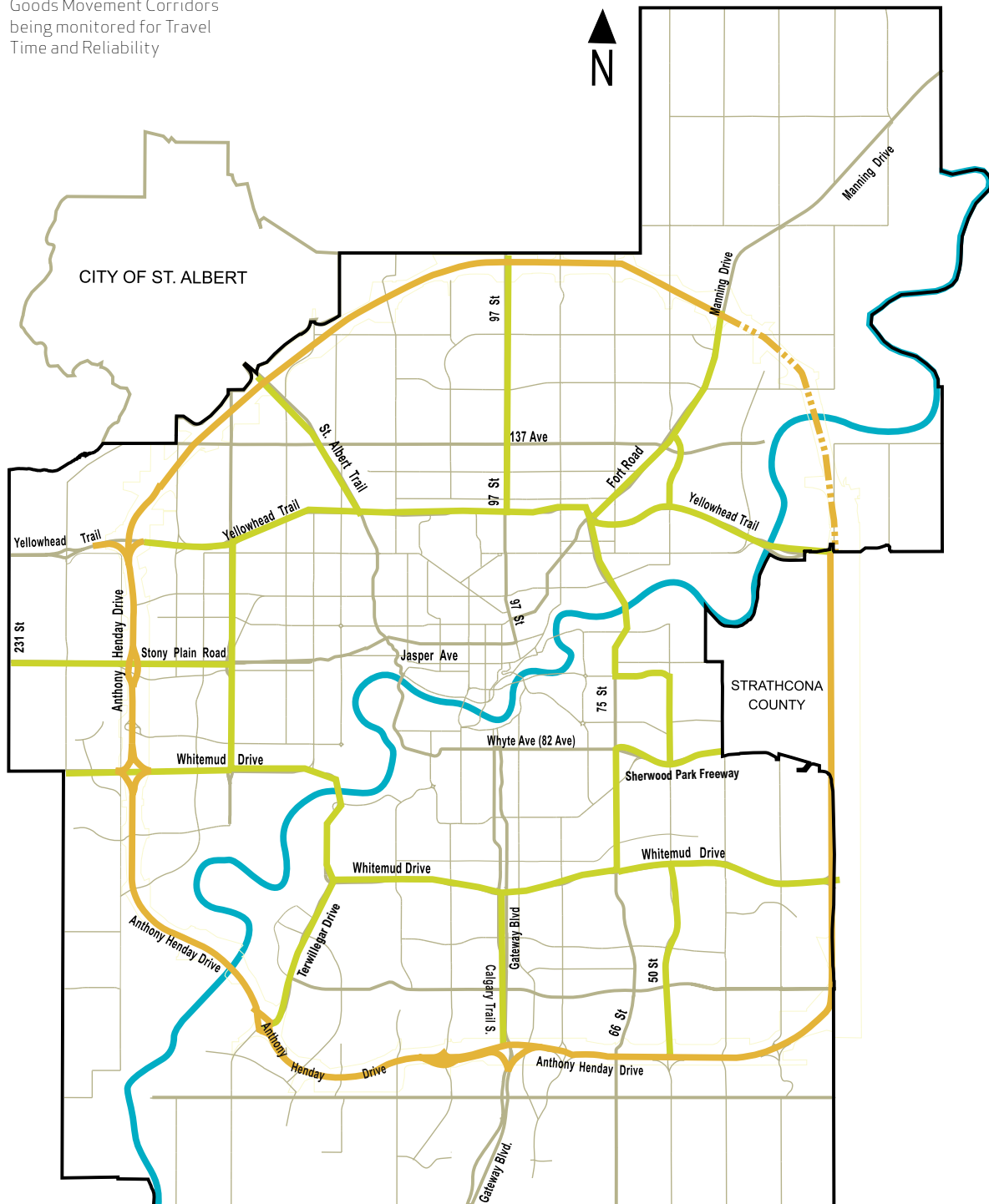
- Increasing traffic volumes nearing roadway capacity due to a growing region
- Delays from weather, accidents and construction.

Widening Whitemud Drive from 17 Street to 66/75 Street may temporarily increase travel times during construction, decrease travel times once additional lanes are in operation and then increase travel times again when the roadway volumes near the roadway capacity. This measure represents the system as a whole; a system that has many routes with different characteristics, such as speed limits, number of lanes and access.

Risks to achieving the target: Meeting the target is dependent on funding for major infrastructure, asset maintenance funding, current land use patterns and accelerated economic growth that outpaces infrastructure investment.

Transportation System Map

- Anthony Henday Drive (Province of Alberta)
- - - Proposed Anthony Henday Drive (Province of Alberta)
- Goods Movement Corridors being monitored for Travel Time and Reliability



CORPORATE OUTCOME**5. EDMONTONIANS ARE CONNECTED TO THE CITY IN WHICH THEY LIVE, WORK AND PLAY****CORPORATE MEASURE****5.1 Reported Volunteer Rate****ABOUT THIS MEASURE**

Reported Volunteer Rate measures the percentage of respondents to the Edmontonians' Perception Survey who report having volunteered during the past 12 months. This measure is used to assess whether Edmontonians are volunteering, which can lead them to feeling more connected to their community. A third-party vendor conducts the survey by telephone. The vendor also collects demographic data to assess whether participants reflect the population. Survey methodology and the demographic results are provided in the Appendix. Reported volunteer rate is considered an indicator.

WHY IT MATTERS

The City values volunteers and believes that volunteering promotes citizen involvement, social and civic responsibility and civic pride. It contributes to healthy communities and a vibrant Edmonton and improves Edmontonians' quality of life.

TARGET

55 per cent by 2018

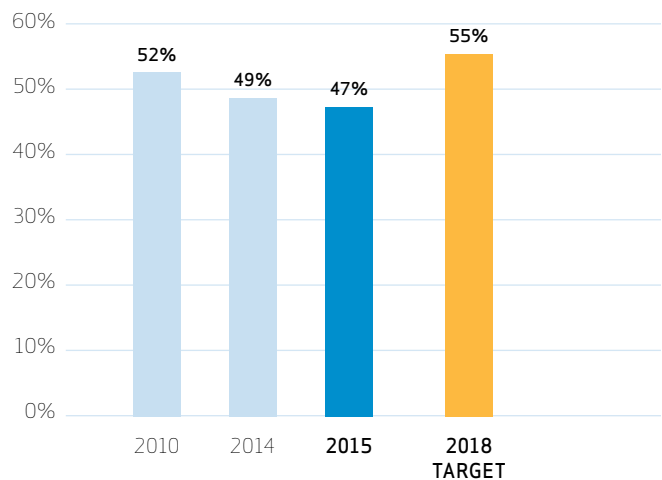
ABOUT OUR PROGRESS

The 2015 survey results show a decrease in the reported volunteer rate in Edmonton. This result is consistent with the declining rate of volunteers reported across Canada and Alberta.

The survey measured a 5 per cent decrease in volunteers between the ages of 35 to 44, continuing a trend measured in 2010 and 2014. This age group has multiple demands on their time, and many volunteer opportunities do not take full advantage of the skill set and experience of this age group.

Reported Volunteer Rate

Percentage that reported volunteering in past 12 months



Data sources: Banister Research & Consulting Inc., Citizen Perception Survey (2010); Leger Edmontonians' Perception Survey (2014, 2015). Note: The 2011, 2012, and 2013 results are not shown as the survey was not conducted in 2011 and a comparable question was not asked in 2012 and 2013.

The two clearest indicators for volunteerism were gender and level of education. 56 per cent of women surveyed (compared to 39 per cent of men) and 62 per cent of people with a university education said they had volunteered in the past 12 months. The City is committed to providing meaningful volunteer experiences for citizens and encourages community groups and corporations in Edmonton to support and recognize volunteering in Edmonton. Overall, the City of Edmonton attracted 1,500 more volunteers through its volunteer opportunities in 2015 than in 2014.

Furthermore, the City encourages volunteerism by providing a range of support for organizations that work with volunteers. For example, Family and Community Support Services—a major funding program—is a strong contributor of volunteer opportunities in Edmonton through grant recipient programs. Other examples include Fort Edmonton Park, Edmonton Valley Zoo and various programs associated with Capital City Clean Up including Adopt-A-Block and Graffiti Removal. In addition, volunteers work hard to support City Council initiatives such as NextGen and Youth Council.

Risks to achieving the target: Perception-based questions are influenced by recent events, expectations and life circumstances.

CORPORATE OUTCOME**5. EDMONTONIANS ARE CONNECTED TO THE CITY IN WHICH THEY LIVE, WORK AND PLAY****CORPORATE MEASURE****5.2 Edmontonians' Assessment: Connected to Community****ABOUT THIS MEASURE**

Edmontonians' Assessment: Connected to Community measures the percentage of respondents to the Edmontonians' Perception Survey who indicate they feel connected to their community. A third-party vendor conducts the survey by telephone. The vendor also collects demographic data to assess whether participants reflect the population. Survey methodology and the demographic results are provided in the Appendix.

WHY IT MATTERS

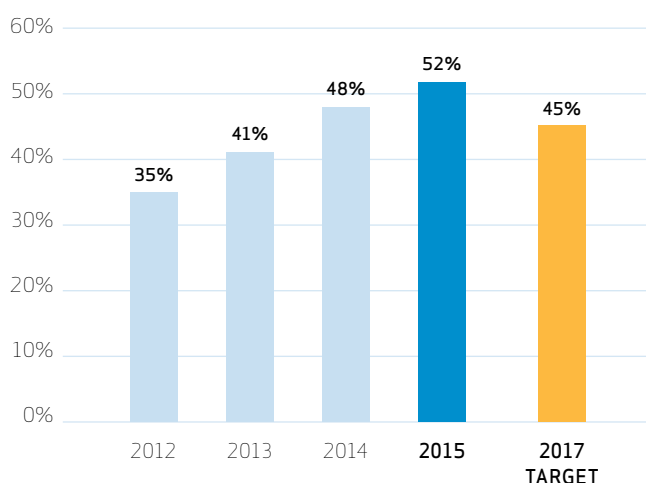
Personal happiness is closely tied to the level of community social connectedness and trust, which is a strong predictor of quality of life. Community strength can be found in human relations. To achieve this, people need to be involved, feel capable of working through issues and be supported by their fellow citizens.

TARGET

45 per cent by 2017

Edmontonians' Assessment: Connected to the Community

Percentage who feel connected



Data sources: Leger Citizen Perception Surveys (2012, 2013), Leger Edmontonians' Perception Survey (2014, 2015)

ABOUT OUR PROGRESS

The annual perception survey found that 52 per cent of Edmontonians felt connected to their community in 2015, which represents a marked increase in connectedness since 2012. Survey respondents indicated that Edmonton's variety of attractions and events and great facilities influenced their perception positively.

The perception survey also examined connectedness as it relates to age, gender and language. Each demographic measured at target or above for connectedness, but those most connected to the City included individuals between the ages of 35-54, individuals with children in their household, women and individuals whose first language is not English.

Some of these responses may be facilitated by City programming targeted at those populations, such as programming for children. One example is "Zoo Schools," a partnership between the Valley Zoo and schools in the K-12 range that offers students the opportunity to make the Zoo their classroom for an entire week to complement curricular objectives. Another example is the Leisure Access Pass program that provides opportunities for fair access to the City's recreation facilities for all Edmontonians.

Risks to achieving the target: Perception-based questions are influenced by recent events, expectations and life circumstances.

CORPORATE OUTCOME

**6. EDMONTONIANS USE FACILITIES
AND SERVICES THAT PROMOTE
HEALTHY LIVING**



CORPORATE MEASURE

6.1 Health and Wellness

ABOUT THIS MEASURE

Health and Wellness measures the percentage of survey respondents who report that their participation in services and programs offered by the City of Edmonton have contributed to their health and wellness.

Survey results were collected from users of facilities, programs and services offered by Edmonton Community Services. A random telephone survey with Edmontonians as well as registered participants was used to collect the data.

WHY IT MATTERS

City of Edmonton programs and services are intended to increase Edmontonians' health and wellness. A healthy city is an active one, and the City's programs and facilities contribute to the well-being of individuals and communities. Recreation is important because:

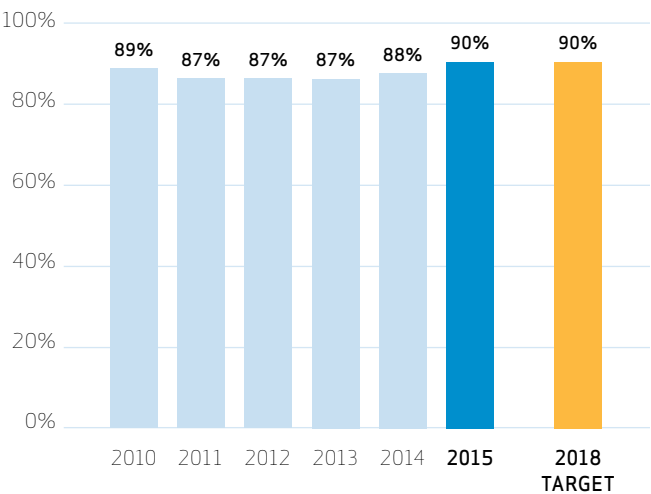
- It has the potential to reduce costs related to challenges such as obesity and sedentary living.
- It contributes to good physical and mental health.
- It is a fundamental need in all ages and stages in life.

TARGET

90 per cent by 2018

Health and Wellness

Percentage reporting increased health and wellness



Data sources: 2010 - 2014 Community Services Quarterly Survey, Hargreaves and Associates. 2015 Performance Measurement Survey, R.A. Malatest & Associates Ltd.

ABOUT OUR PROGRESS

Survey results indicate that 90 per cent of surveyed Edmontonians reported participating in City of Edmonton programs and services contributed to their health and wellness, which is a small increase over 2014's 88 per cent and matches the target for 2018. The City continues to strive for excellent customer service as well as clean and safe facilities that are operated as efficiently as possible. In 2015, a number of Safety and Security initiatives were approved by Council as part of the 2015-2018 Capital Profile. These projects helped to mitigate safety and security concerns felt by park and facility users.

Upcoming initiatives and projects include the development of the Recreational Facilities Master Plan to ensure facilities meet community needs as well as the continued planning and implementation of strategies at other facilities (Commonwealth Stadium Master Plan, John Janzen Nature Centre Master Plan Review, Kinsmen Sports Centre Master Plan, and Edmonton Valley Zoo Master Plan).

Risks to achieving target: Environmental factors at the time of survey (such as wait times and current activities offered at facilities) can impact results as well as survey response rates.

CORPORATE OUTCOME**6. EDMONTONIANS USE FACILITIES AND SERVICES THAT PROMOTE HEALTHY LIVING****CORPORATE MEASURE****6.2 Recreation Facility and Library Attendance****ABOUT THIS MEASURE**

Recreation Facility and Library Attendance measures visits per capita at City of Edmonton recreation facilities and libraries. Attendance numbers are collected on a daily basis by each individual recreation facility and library. The results are then combined to produce one annual total. Non-paying visitors who use these recreation facilities as community hubs (for example, to have coffee or socialize during a sports match) are not included in the attendance count.

WHY IT MATTERS

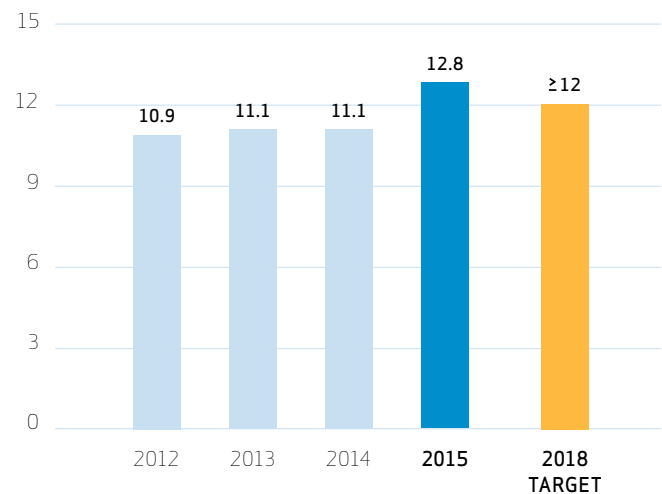
Along with increasing Edmontonians' health and wellness when they participate in the City's services and programs, it is important to show that Edmontonians are using facilities. Attendance should increase as a result of population growth and because programming needs are being met.

TARGET

12 or more visits per capita by 2018

Recreation Facility and Library Attendance

Visits per capita



Data sources: City of Edmonton: Community Recreation Facilities and Public Libraries. Population information is from Statistics Canada, Municipal Census and the City of Edmonton Chief Economist estimates. Note: The 2011 results are not shown as the methodology to calculate library attendance was not comparable to that used from 2012 - 2015. Included Library attendance data is estimated.

ABOUT OUR PROGRESS

The City of Edmonton achieved its target for recreation facility and library attendance. Recreation centres experienced an increase of 28 per cent in overall attendance results from the year before. In 2015, Edmonton Public Libraries (EPL) measured a 9 per cent increase in attendance compared to 2014.

Compared to 2014, EPL measured a 10 per cent increase in new members, an 11 per cent increase in active card holders, and an 85 per cent increase in the use of the EPL App. There was also an 18 per cent increase in in-house programs, which may have contributed to the growth in attendance.

Risks to achieving the target: The City cannot control whether Edmontonians choose to attend City-operated facilities or other health and wellness centres. Per capita attendance numbers should rise when new City facilities open but could stabilize over time.

CORPORATE OUTCOME**6. EDMONTONIANS USE FACILITIES AND SERVICES THAT PROMOTE HEALTHY LIVING****CORPORATE MEASURE****6.3 City Park Usage****ABOUT THIS MEASURE**

City Park Usage measures the percentage of respondents to the Edmontonians' Perception Survey who report they have used a City park in the past 12 months. This measure looks at whether Edmontonians are using facilities, programs and spaces the City of Edmonton has to offer that provide physical, social and mental health benefits. A third-party vendor conducts the survey by telephone. The vendor also collects demographic data to assess whether participants reflect the population. Survey methodology and the demographic results are provided in the Appendix.

WHY IT MATTERS

Parks and green spaces are key to improving the overall livability and wellness of communities. They also help address some of the most complicated and expensive physical and mental health challenges arising from poor nutrition and obesity. They can contribute to social sustainability, pedestrian movement, gathering, socializing and quality of life. In the national framework for recreation (*Pathways to Wellbeing*, 2015):

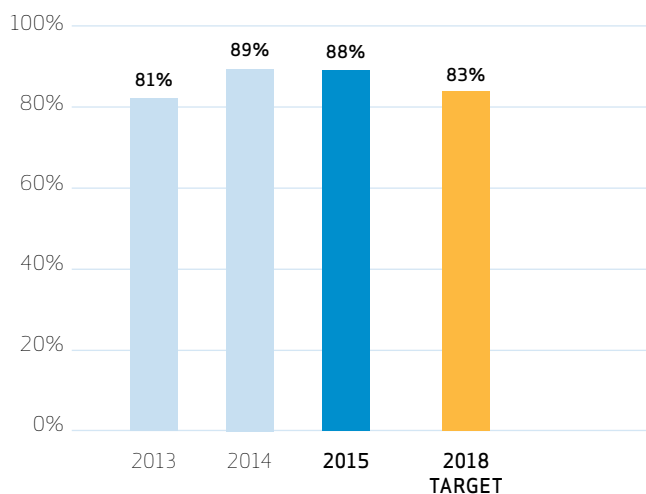
- 98 per cent of Canadians reported that parks and recreation benefit the community and are an essential service.
- 75 per cent indicated parks and recreation help children and youth lead a healthy lifestyle.
- 93 per cent indicated parks and recreation improve health.
- 89 per cent indicated parks and recreation boost social cohesion.

TARGET

83 per cent by 2018

City Park Usage

Percentage that used City park in past 12 months



Data sources: Parks Users Survey 2013, Leger Edmontonians' Perception Survey (2014, 2015)

ABOUT OUR PROGRESS

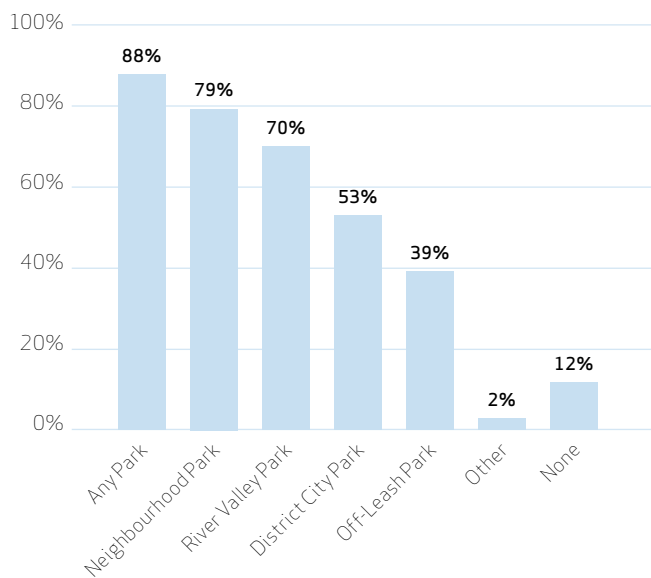
Eighty-eight per cent of Edmontonians reported visiting and using Edmonton parks in 2015. Edmontonians report that their personal connection to the park system includes using the trails and paths for improving personal fitness, connecting with family and friends in green spaces and connecting with the environment through programming such as bird watching clubs.

Neighbourhood parks remained the most visited park system but notable increments occurred in 2015 in visits to the River Valley park system and off-leash parks. These increases in attendance are likely due to increased animation in the River Valley system, such as the new Freezeway and amenities and the City's increased focus on improving the off leash park system. The City maintains and services 8,000 hectares of parkland including trail systems, amenity buildings, toboggan hills, cross-country ski trails, boat launches, outdoor skating rinks and River Valley cleanups including homeless camps.

Risks to achieving the target: The City has limited control of whether Edmontonians access parks and green spaces. Edmontonians' activity level, engagement and sense of community, as well as weather, can impact results.

City Park Usage Breakdown

Percentage



Data sources: Leger Edmontonians' Perception Survey (2015)

ADDITIONAL USEFUL INFORMATION

City Park Usage includes the following categories:

- Any Park
- Neighbourhood Park
- River Valley Park
- District City Park
- Off-leash Park
- Other
- None

The graph above shows what types of parks Edmontonians are using. This information can help with planning for parks' programs and services.

CORPORATE OUTCOME**7. EDMONTON IS A SAFE CITY****CORPORATE MEASURE****7.1 Fire Rescue Events****ABOUT THIS MEASURE**

Fire Rescue Events measures the total number of fire rescue events Fire Rescue Services responds to in a year, shown as the rate per 1,000 population. Fire rescue events include fire events, medical events and other public hazards, such as alarms, bombs, explosions and dangerous goods events. The measure is calculated based on the number of calls for which a response is dispatched. The data is collected through Computer Aided Dispatch as 911 calls come in to Fire Rescue Services. As the City has limited control over these events, Fire Rescue Events is considered an indicator.

WHY IT MATTERS

The City of Edmonton Fire Rescue Services protects the lives, property and environment of the people who live, visit and work in Edmonton. The number of events Fire Rescue responds to indicates how safe the city is and whether resources are adequate to meet demand.

TARGET

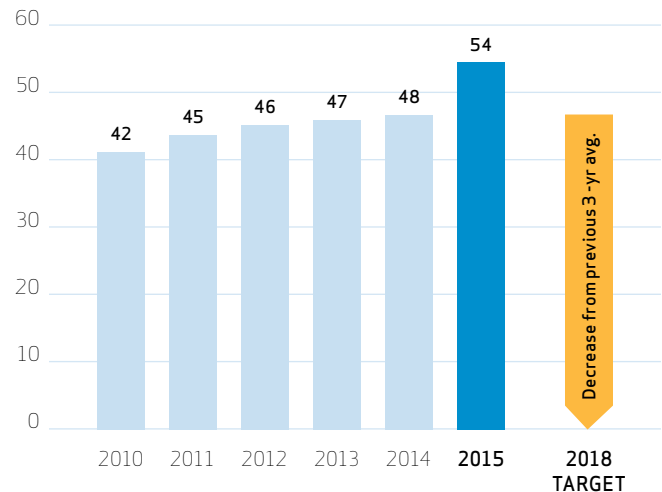
An annual decrease from the previous three-year average by 2018

ABOUT OUR PROGRESS

Fire rescue events per 1,000 population increased by 12 per cent from 2014 to 2015. The total number of emergency events that Fire Rescue units were dispatched to during 2015 increased by 14 per cent. All event type categories experienced increased call volume with the exception of structural fires (-9 per cent). The call volume decrease in this category may be attributed to progressive fire prevention and public education programming.

Fire Rescue Events

Events per 1,000 population



Data source: Fire Rescue Services Record Management System (RMS)

2015 emergency event call volume increases by category include rescues (26 per cent), medicals (17 per cent), non-structural fires (16 per cent), hazardous materials (5 per cent) and alarms (2 per cent). The call volume increases across these categories may be attributed to a growing population. Increased medical event call volume may also be attributed to additional factors such as an aging population, and the implementation in 2015 of the medical pre-alert pilot project, a collaborative partnership initiative with Alberta Health Services that improved response times to critical medical events.

Fire Rescue Services will continue its public education programming to help citizens become educated on fire prevention and better prepare for emergency circumstances. This ongoing activity will be targeted to influence call volume.

Risks to achieving the target: It is very challenging to achieve the target because fire rescue event call volumes have trended upward at a proportionately higher rate than population increases. It is important to note that this is an indicator rather than a performance measure and that the City's ability to impact the total number of fire rescue events may be limited.

CORPORATE OUTCOME**7. EDMONTON IS A SAFE CITY****CORPORATE MEASURE****7.2 Edmontonians' Assessment: Safe City****ABOUT THIS MEASURE**

Edmontonians' Assessment: Safe City measures the percentage of respondents to the Edmontonians' Perception Survey who report that, overall, Edmonton is a safe city. This measure is used to assess whether Edmontonians feel safe and are more likely to participate in activities outside the home. A third-party vendor conducts the survey by telephone. The vendor also collects demographic data to assess whether participants reflect the population. Survey methodology and the demographic results are provided in the Appendix.

WHY IT MATTERS

Individuals who feel safe are more likely to participate in activities and events outside the home. They are also more likely to use City resources such as parks and facilities, which contribute to social sustainability, health and wellness, community connectedness and quality of life. This measure relates to many City services including, but not limited to, fire, police, transit, community standards and neighbourhood renewal.

TARGET

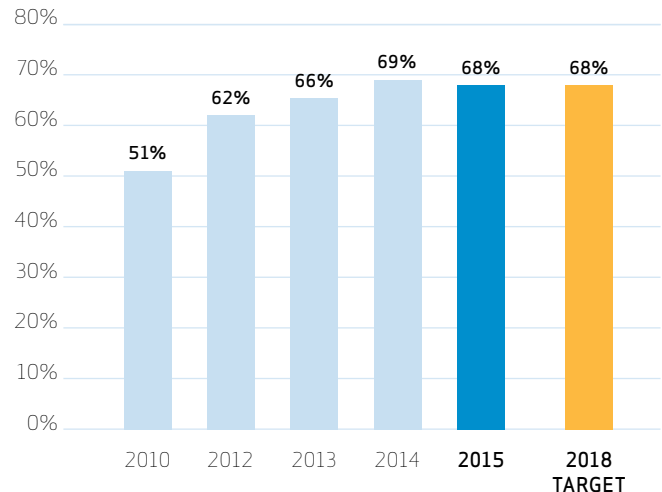
68 per cent by 2018

ABOUT OUR PROGRESS

The 2015 Edmontonians' Perception Survey measured Edmontonians' views about safety at home, in the community, in downtown, on public transit, in parks and in the city overall during the day and at night. The results demonstrated that the City achieved its overall target of 68 per cent, which was a slight decrease from 69 per cent

Edmontonians' Assessment: Safe City

Percentage that agree or strongly agree



Data sources: Banister Research & Consulting Inc., Citizen Perception Survey (2010), Leger Citizen Perception Surveys (2012, 2013), Leger Edmontonians' Perception Survey (2014, 2015)

in 2014. Overall, Edmontonians reported feeling safe in their home and in their neighbourhood/community. Edmontonians generally feel safest in the day (85 per cent), but this indicator is down by 5 per cent from 2014. The detailed information in this survey helps the City of Edmonton focus on interventions and programs that impact safety. In 2015, the Citizen Services department offered programming and services that worked toward achieving a safer city. For example:

- Edmonton Fire Rescue Services held public education and prevention activities.
- The Domestic Violence Intervention Team, in partnership with Edmonton Police Service, responded to more than 1,200 individuals involved in high-risk domestic violence situations.
- A gender-based violence prevention program was created by City Council initiative.
- Edmonton's Litter Audit results are showing a 25 per cent decrease in litter citywide.
- The Neighborhood Empowerment teams created targeted interventions based on data-modelling developed with the Open City team.

Risks to achieving the target: Crime statistics, media and current events affect citizens' perception of safety. Edmontonians' confidence in police and fire, citizens' personal experiences, neighbourhood conditions and world events (for example, 9/11) also affect perceptions of safety.

CORPORATE OUTCOME**7. EDMONTON IS A SAFE CITY****CORPORATE MEASURE****7.3 Edmonton Crime Severity Index****ABOUT THIS MEASURE**

The Edmonton Crime Severity Index (CSI) measures the severity of crime in Edmonton. Developed by the Centre for Justice Statistics (Statistics Canada), the CSI accounts for both the volume of crime occurring and the relative severity of these crimes, as well as factoring for a City's population. Every criminal code violation is assigned a numerical weight so that serious crimes (for example, homicide) have a larger impact on the CSI than relatively minor crimes (for example, theft from a vehicle). Data are collected by the Edmonton Police Service (EPS) and submitted to Statistics Canada by EPS. As crime is impacted by many factors, Edmonton Crime Severity Index is considered an indicator.

WHY IT MATTERS

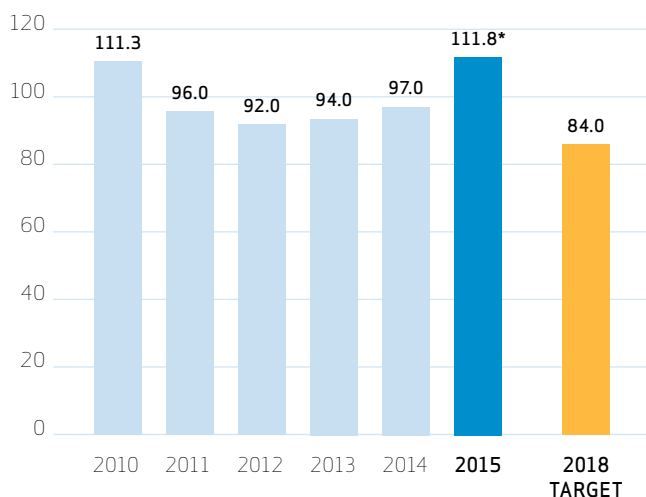
This measure is valuable because it provides a standardized assessment of the severity of crime occurring in Edmonton. The CSI is comparable over time and across policing jurisdictions and regions. It is an enhancement compared to a traditional crime rate measure as it covers all types of criminal code violations and recognizes that some crime types have greater societal impacts than others.

TARGET

84.0 by 2018

Edmonton Crime Severity Index

Index



Data sources: 2010-2014 data: Statistics Canada, CANSIM table 252-0088. (This data is based on consolidation and aggregation of monthly micro-data submissions from EPS to Statistics Canada.) 2015 data: EPS internal estimates based on similar methodology to that used by Statistics Canada.

ABOUT OUR PROGRESS

Edmonton's CSI in 2015 was 111.8, which represents a significant increase (up by 15.3 per cent when compared to 2014) after continual reductions seen between 2004, when the CSI had peaked at 169.0, and 2012.

While in 2015 crime increased across most criminal code violations, the increase was concentrated in EPS's four Property Crime Indicators, with a 20.7 per cent increase when compared to 2014, and followed by a 10.2 per cent increase in EPS's four Violent Crime indicators. Crime types with relatively large severity weights saw large increases: Break and Enters up 36.31 per cent; Theft over \$5,000 up 30.5 per cent and Robberies up 23.7 per cent.

Several factors impacted the CSI in 2015:

- Economic environment. The collapse in global oil prices in late 2014 led to a sharp increase in Alberta's unemployment rate and in turn the rise of property and violent crimes in Edmonton. This relationship was also observed in Calgary, with Calgary Police citing an increase of person crimes of 9.8 per cent and property crimes of 39.5 per cent from 2014 to 2015.

- Mild 2015 winter. Property crime exhibits seasonality, with fewer incidents occurring during winter. Edmonton's exceptionally mild winter in 2015 may have lessened this seasonal barrier, with offenders engaging in more criminal activity.
- Disruptions in EPS operations. Crime reduction requires constant monitoring, anticipation and active responses by patrol divisions. This process was interrupted by command structure disruptions in 2015 with the opening of EPS's new 6th North West division and a complete change in the command team in South West Division. This change bears out in EPS crime statistics, where South West division had the largest divisional percentage increases in violent and property crime in 2015, followed by North West division experiencing the second largest percentage increase in property crime among divisions.

Risks to achieving target: Current economic conditions, future budget allocations and staffing levels may not allow EPS to meet the corporate target for 2018, which would require a CSI reduction of 24.9 per cent from 2015 levels.

CORPORATE OUTCOME**8. THE CITY OF EDMONTON'S OPERATIONS ARE ENVIRONMENTALLY SUSTAINABLE****CORPORATE MEASURE****8.1 City Operations Greenhouse Gas Emissions****ABOUT THIS MEASURE**

City Operations Greenhouse Gas Emissions measures the amount of greenhouse gas (GHG) emissions from City operations including City infrastructure and buildings, outdoor lighting, landfill waste degradation and the municipal fleet. The measure also includes an estimate of the reduction in GHG emissions that is generated by the trees the City maintains and, beginning 2013, the emissions saved by the City's renewable energy certificate purchases. The measure is calculated using the ICLEI - Local Governments for Sustainability's Government Greenhouse Gas Reporting Protocol. Data is collected from billing information, the urban tree inventory and the landfill waste degradation model. Edmonton's City operations GHG inventory excludes emissions related to wastewater and water treatment and transportation emissions from Edmonton's transit fleet, transit centres and Edmonton Police Service's fleet. These emissions are captured in Measure 9.1.

WHY IT MATTERS

Climate change due to an increase in GHG emissions impacts Edmontonians' long-term quality of life. The City monitors its own trends to understand if it is meeting GHG emission reduction targets and commitments.

TARGET

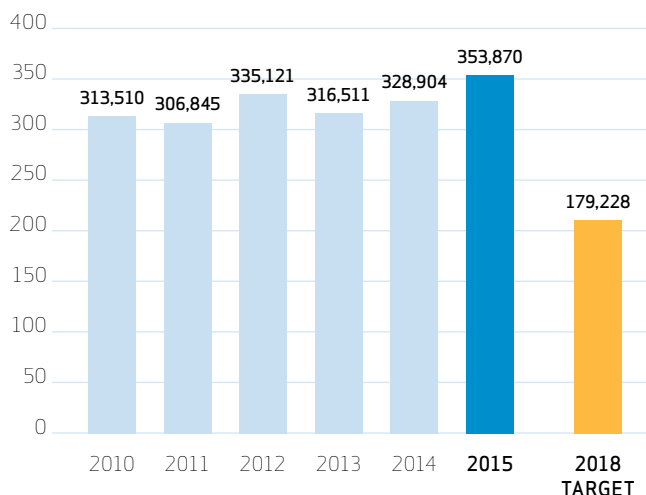
179,228 tonnes CO₂ equivalent by 2018

ABOUT OUR PROGRESS

City operations GHG emissions increased in 2015 to 353,870 tonnes CO₂ equivalent. Measure results are forecast to decline to approximately 288,000 tonnes in 2018, a 6 per cent reduction from 2008 levels, and short of the 2018 target.

City Operations Greenhouse Gas Emissions

Tonnes, carbon dioxide equivalent



Data sources: Office of Energy Management, Fleet Services, Utility Operations and Neighbourhoods. Note: 2010-2014 data values were updated for this report to reflect the addition of propane data from Waste Management Services

Reasons for this variance include the City Operations Greenhouse Gas Management Plan not being fully actioned due to budgetary constraints and unanticipated city growth, namely:

- Reduced funding for Green Power purchase,
- Delayed implementation of the Facility Energy Retrofit program,
- Slowed streetlight conversion (to LED), and
- Faster growth of the municipal fleet.

The Operating Budget provided \$301,000 for green power through purchase of renewable energy certificates (RECs). This was increased in the 2016-2018 Operating Budget with a total of \$1,550,000/year by 2018. This funding will significantly move the City toward its 2018 target, bringing the measure result to the 250,000 tonnes. Also of note, the \$301,000 funding in 2015 for REC purchases was carried over to 2016, causing higher 2015 emissions than would otherwise have been reported. Although RECs were available for purchase in 2015, a delay occurred as opportunities to incent local renewable energy investments and corresponding purchase of local REC's were explored. It is expected that local REC purchasing opportunities will be identified and funds spent in 2016. Some additional reductions could be made if LED streetlight conversion is accelerated.

Risks to achieving target: It is unlikely this target will be achieved without implementation of reduction initiatives identified in the Energy Transition Strategy.

CORPORATE OUTCOME**8. THE CITY OF EDMONTON'S
OPERATIONS ARE ENVIRONMENTALLY
SUSTAINABLE****CORPORATE MEASURE****8.2 Watershed Contaminant
Reduction Index****ABOUT THIS MEASURE**

The Watershed Contaminant Reduction Index measures drainage system releases to the North Saskatchewan River from the city of Edmonton, adjusted for population. The index is calculated annually using measured and estimated amounts of sediments, nutrients (ammonia and phosphorus) and bacteria discharged to the river, referenced to a baseline. Sources of these parameters from the City of Edmonton include the Gold Bar wastewater treatment plant, combined sewer overflow sites and stormwater outfalls. An increase in the index is good and means less contaminants were released into the river. A five-year running average is used to smooth out fluctuations due to weather.

WHY IT MATTERS

The City of Edmonton is committed to tracking and reducing contaminant discharges into the North Saskatchewan River to reduce the impact these contaminants have on river ecology and downstream communities. Parameters included in the calculation have also been identified as important to the North Saskatchewan River basin by the City's regulator, Alberta Environment and Parks, and are reported monthly and annually under the City's approval to operate its sewer systems.

TARGET

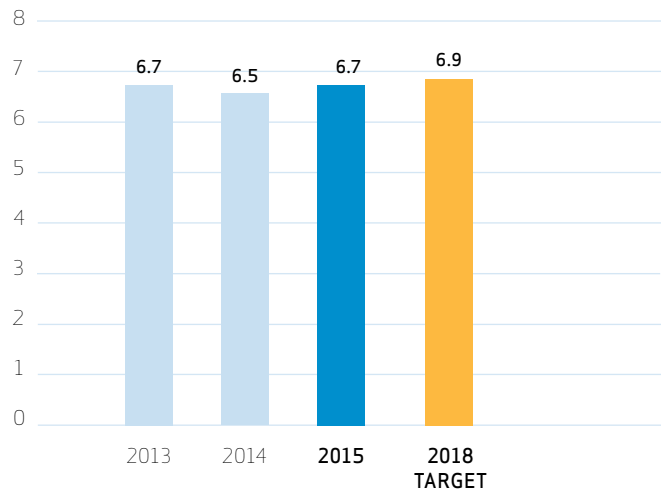
6.9 by 2018 (Administration-recommended target)

ABOUT OUR PROGRESS

The 2015 index result of 6.7 is considered fair. 2015 was a dry year, which resulted in a correspondingly low level of contaminants released into the North Saskatchewan

Watershed Contaminant Reduction Index

Index



Data sources: Sewer flows and water quality monitored and estimated by the City. Performance data from the Gold Bar wastewater treatment plant forms part of the loading information. Municipal Census and the City of Edmonton Chief Economist estimates (population information). Results from 2010 - 2012 are not reported here as the calculation methodology was not comparable to current methodology.

River. The index is expected to continue trending upward. Continued improvement in the City's combined sewer system performance and the implementation of the City's River for Life strategy will reduce discharges to the river through a structured, planned process. Continued cooperation with EPCOR's Gold Bar Wastewater Treatment Plant on managing and treating wet weather flows is essential to the City's environmental performance. Source control, enforcement of the Drainage Bylaw, development of the Low Impact Development Design Guide, continued updating of the City's design and construction standards and citizen education play a role in improving the index score. Overall citizen education about the impact that people have on the North Saskatchewan River will also help reduce the City's impact. The original 2018 target of 7.8 was set using a method for calculating the discharge of contaminants that has been superseded. Due to a more robust calculation method established in 2010 involving the use of rain gauge and land use data, Administration recommends that the 6.9 target forecast in the 2014 The Way Ahead progress report be adopted. This will ensure consistency between the target and the results going forward.

Risks to achieving the target: Extreme weather producing above average rainfall and above average loads discharged to the river.

CORPORATE OUTCOME
9. EDMONTON IS AN ENVIRONMENTALLY SUSTAINABLE AND RESILIENT CITY



CORPORATE MEASURE
9.1 Community Greenhouse Gas Emissions

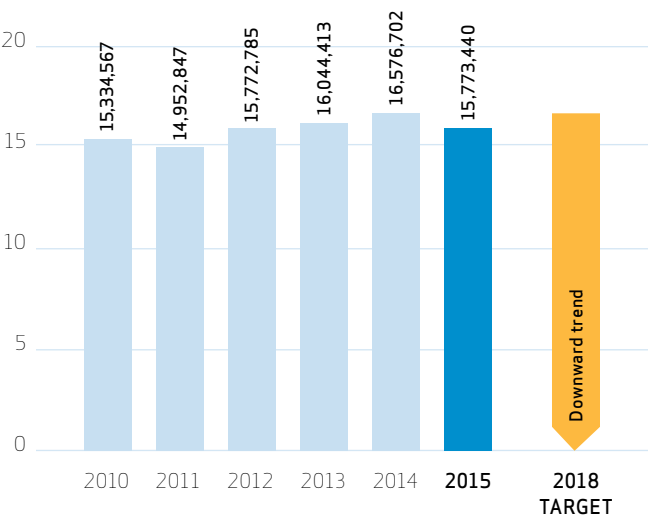
ABOUT THIS MEASURE

Community Greenhouse Gas Emissions measures the tonnes of greenhouse gas (GHG) emissions from Edmonton residential, commercial, industrial, transportation sources, and other emissions not related to fossil fuel or chemical products, such as landfill gases and nitrous oxide.

Data for this measure comes from several provincial and national data sources and is calculated using the ICLEI - Local Governments for Sustainability's Community Scale Greenhouse Gas Reporting Protocol. Edmonton's community GHG inventory includes direct emissions (sources from within city boundaries) and some indirect emissions (such as GHG emissions from electricity generated outside of Edmonton but consumed in Edmonton). It does not include the carbon sequestration from the urban forest. Emissions from all industrial processes are not captured, as reporting is voluntary. Emissions from all landfill sites are not captured.

Community Greenhouse Gas Emissions

Tonnes, carbon dioxide equivalent



Data sources: Atco Gas, EPCOR Distribution and Transmission, Alberta Transportation, City of Edmonton Utility Operations, Waste Management Canada, Statistics Canada.
Note: 2010-2014 values were updated from results reported in 2014 to reflect 1) International Panel on Climate Change changes in the global warming potential for CH4 and N2O and 2) Correction to the N2O emissions factor for regular gasoline

WHY IT MATTERS

GHGs absorb and trap heat in the atmosphere, which leads to climate change and impacts cities and Edmontonians through extreme weather and flooding, increased temperatures and heat waves, drought and reduced water supplies and loss of biodiversity.

Many cities are responding by setting GHG emission reduction goals. Edmonton is participating in various international and national climate change and protection declarations and programs. The City monitors community GHG emissions to understand its impacts and progress toward meeting reduction and mitigation targets and commitments.

TARGET

Downward trend by 2018

ABOUT OUR PROGRESS

Edmonton's community GHG emissions in 2015 were 15,773,440 tonnes CO₂ equivalent. The sources were transportation (33 per cent), industry (23 per cent), commercial buildings (19 per cent), residential buildings (19 per cent) and other community emissions (6 per cent). The decrease in 2015 from 2014 result was due in part to a reduction in emissions associated with residential, commercial and industrial natural gas usage, as well as diesel fuel usage.

Despite last year's decrease Edmonton's community GHG emissions are on an increasing trend over the past several years. The primary drivers for the increasing trend are the types and the amount of energy used. Currently, more than 95 per cent of Edmonton's energy comes from fossil fuels (coal, oil and natural gas), which are a main source of GHG emissions.

As the city grows, land development patterns and population growth contribute to increasing energy usage. Increased building code and vehicle efficiency standards help counteract the emissions.

GHG emissions reductions will be achieved through community efforts to reduce energy consumption and through implementing government actions identified in Edmonton's Energy Transition Strategy and Alberta's Climate Leadership Plan. Actions include:

- Increased energy efficiency and conservation in buildings and industry.
- More energy efficient urban form, including increased use of public and active transportation.
- Increased use of renewable energy.
- Greening of Alberta's power grid and Alberta's carbon pricing.

Risks to achieving the target: Risks are addressed in the Eight-Year Action Plan supporting Edmonton's Community Energy Transition Strategy and include the following:

- absence of environmental leadership
- failure to keep pace with emerging best practices
- business models that ignore social and environmental opportunities and costs
- inadequate project management, and
- City planning that does not align with green objectives.

On top of that, provincial and federal governments may not provide the necessary support for programs.

CORPORATE OUTCOME**9. EDMONTON IS AN ENVIRONMENTALLY SUSTAINABLE AND RESILIENT CITY****CORPORATE MEASURE****9.2 Ecological Footprint****ABOUT THIS MEASURE**

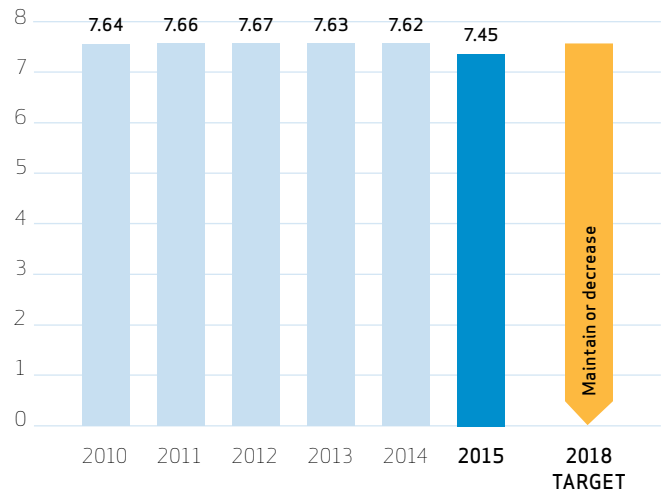
Ecological Footprint measures the resources Edmontonians consume and the waste they produce, compared to Earth's ability to provide these resources and absorb the waste. This measure is calculated by considering all of the biological materials consumed and all of the biological waste generated nationally per person, utilizing the Global Footprint Network's calculation methods.

The national footprint is converted to represent Edmonton's footprint by using a combination of Edmonton-specific household expenditure data (food, shelter, transportation, goods and services and government services) and physical energy use data. The data comes from several government sources and surveys that are conducted or published at varying time intervals. Data collected is typically in the form of mailout surveys, such as the National Household Survey and the Canadian Census.

As a result, there are limitations and lags in reporting frequency and timing. Ecological footprint is one measure of sustainability but should not be considered an all-inclusive sustainability measure as it does not account for issues such as pollution and water consumption. An external consultant calculated results for 2006, 2012, 2013 and 2015 and extrapolated results for 2010, 2011 and 2014 based on these calculated results. As the City has limited control over Edmontonians' consumption behaviour, Ecological Footprint is considered an indicator.

Ecological Footprint

Hectares per capita



Data sources: Anielski Management Inc., and ASM Consulting

WHY IT MATTERS

The measure is representative of the relative sustainability of Edmontonians' lifestyles. Edmontonians consume resources from outside the city boundaries, but the extraction, production and transportation of those resources have impacts both inside and outside the city boundaries.

The ecological footprint measure puts a number on some of the environmental impacts of Edmontonians' consumption. It demonstrates whether Edmontonians are living within their ecological means, noting that living beyond their means will affect their long-term quality of life.

TARGET

Maintain or decrease by 2018

ABOUT OUR PROGRESS

Edmonton's ecological footprint in 2015 was 7.45 hectares per capita. The decrease from 2014 results can be attributed to a decrease in direct energy consumption (energy associated with shelter and transportation). Overall, Edmonton's ecological footprint has remained relatively constant. Edmonton's ecological footprint can be compared with national and global footprint averages, as well as the global biocapacity of Earth (what Earth can regenerate and absorb each year).

One indicator of sustainability would be reflected by a global footprint equal to or less than Earth's global biocapacity of 1.7 global hectares per person. Edmonton's ecological footprint is almost three times larger than the global average and 4.5 times larger than the global biocapacity. The main drivers of Edmonton's high ecological footprint are Edmontonians' average consumption practices (which are related to wealth) and the use of fossil fuels (55 per cent of Canada's ecological footprint is related to carbon). This measure is impacted by how environmentally sustainable Edmontonians' lifestyles and choices are.

Energy transition and sustainable transportation actions, such as implementing a residential building energy labelling program, expanded community marketing/communication program, as well as expanding LRT and on-street biking facilities will help decrease Edmonton's ecological footprint. The City has several education and awareness initiatives around sustainable lifestyles such as the publication of "The Green Living Guide" and "The Green Home Guide." Edmonton is on track to meet the 2018 target.

Risks to achieving the target: Environmental impacts of choices may not be well understood or communicated, which may result in less sustainable and resilient decisions. The City will need to educate, raise awareness and influence Edmontonians to make sustainable and resilient choices. Provincial and federal governments may not provide the necessary support for energy-related programs.

CORPORATE OUTCOME**10. THE CITY OF EDMONTON HAS A RESILIENT FINANCIAL POSITION****CORPORATE MEASURE****10.1 City of Edmonton Credit Rating****ABOUT THIS MEASURE**

City of Edmonton Credit Rating measures the general creditworthiness, financial health and financial management practices of the City of Edmonton. The City uses the credit rating by Standard and Poor's (S&P) Rating Services, which collects detailed economic and financial statistics from the City on an annual basis. The rating methodology is based on an assessment of economy, financial management, budgetary flexibility and performance, liquidity, debt burden, institutional framework and contingent liabilities. Together, these categories produce eight equally weighted factors for assessment. The City's individual credit rating is derived from the average score of the eight factors.

WHY IT MATTERS

This measure demonstrates the City's consistent creditworthiness, which allows the City to pay a lower interest rate when borrowing. Paying lower interest provides a greater opportunity for growth and sustainability. The credit rating also reflects the City's strong fiscal position and responsible stewardship of taxpayers' dollars in providing services and infrastructure. For government organizations, credit ratings increase transparency and provide a basis of comparison with other organizations.

TARGET

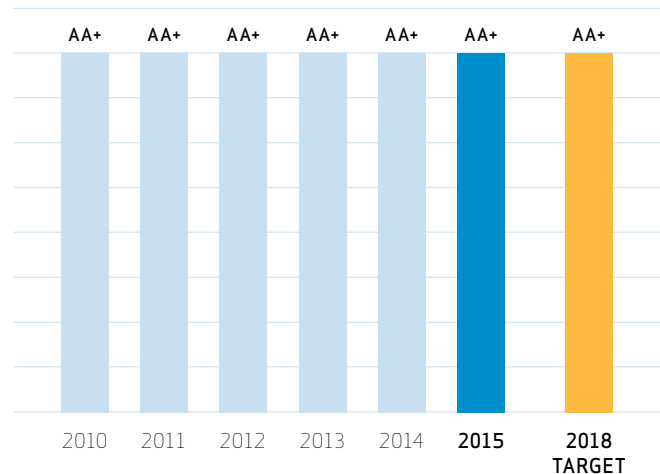
Standard and Poor's credit rating of AA+ by 2018.

ABOUT OUR PROGRESS

In 2015, the City was again awarded an AA+ credit rating, indicating S&P assessment of the City's very strong capacity

City of Edmonton Credit Rating

Credit rating (Standard and Poor's)



Data source: Standard and Poor's (S&P) Rating Service

to meet financial commitments. The outlook was revised from stable to negative meaning the rating may be lowered depending on the City's financial circumstances. The City benefits from strong financial management and exceptional liquidity resulting from a stable revenue base of well-defined, although relatively limited, taxing powers and fairly stable political systems and local economies.

The revised outlook reflects S&P's assessment of Edmonton's debt burden, which is likely to increase over the next number of years in order to fund the City's capital plans. The City's 2015-2018 Capital Budget provided for an investment of \$4.3 billion (and over \$6 billion for projects extending beyond 2018) on hard infrastructure (ex. new and upgraded libraries and fire stations, renewed and upgraded recreation facilities, construction of the Valley Line LRT). While the City must rely on debt as a financing tool to provide and maintain capital assets and infrastructure, it is well within its legislated and policy-driven debt and debt service limits. Debt is currently affordable, and the City maintains flexibility to issue debt in response to emerging needs and priorities.

Risks to achieving the target: Economic recessions, currency fluctuations, unsteady commodity prices, interest rate risks and national catastrophes could lead to volatility of the debt service burden. The City is also exposed to the risk of major reductions in government grants or changes in local/regional government systems, which are difficult to predict or control.

CORPORATE OUTCOME**10. THE CITY OF EDMONTON HAS A RESILIENT FINANCIAL POSITION****CORPORATE MEASURE****10.2 City Asset Sustainability****ABOUT THIS MEASURE**

City Asset Sustainability measures the extent to which the City is reinvesting in its existing infrastructure compared to the amount of reinvestment required to bring infrastructure to an acceptable condition. The measure is a ratio of the actual capital infrastructure renewal expenditure divided by the required capital infrastructure renewal expenditure. Although this ratio is calculated on an annual basis, year-to-year variances from the target may occur. The target is, therefore, a five-year rolling average. The actual renewal expenditures are derived from the Capital and Operating Budget System (COBS).

WHY IT MATTERS

The measure summarizes the City's renewal investment trends and provides useful information for long-range financial planning, short-term improvement programs or public budgeting decisions. Effective renewal extends the life of assets, allowing them to perform as intended—saving the City money over the long term. The measure can help show how decisions made today will dictate the future state and condition of City infrastructure assets.

TARGET

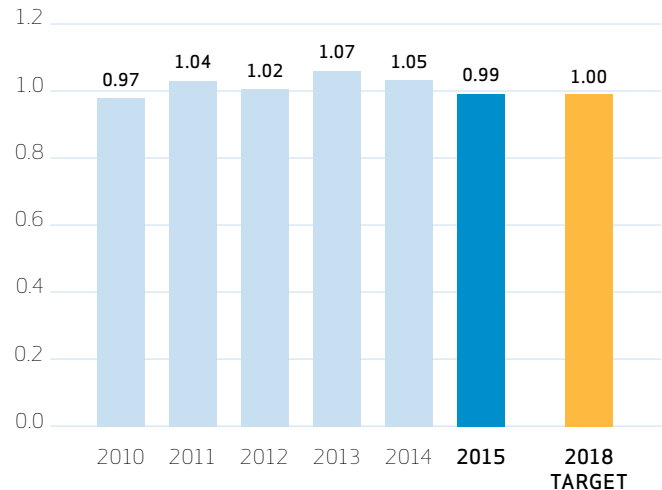
1.0 by 2018

ABOUT OUR PROGRESS

A ratio of 1.0 or greater indicates the actual renewal investment in infrastructure equals or exceeds the recommended renewal investment. It is the "right investment at the right time." A ratio of less than 1.0 indicates the actual renewal expenditures are insufficient to meet the specified levels of performance, which may

City Asset Sustainability

5-year rolling average



Data source: Financial and Corporate Services, City of Edmonton.

eventually lead to lower levels of service to Edmontonians and increase the rehabilitation costs. Currently, the City is slightly under (0.99) its target ending in 2015, suggesting that 2015-funded renewal expenditures did not match renewal requirements as defined by the Risk-based Infrastructure Management System (RIMS). This may simply indicate a renewal spending lag in the face of increased renewal allocations in the approved 2015-2018 Capital Budget over the 2012-2014 Capital Budget. Business areas may not have had adequate time to react and adjust spending to align with higher renewal allocations. If this is the case, there should be an increase in actual expenditures in 2016 to be in line with the target amount.

The 2015-2018 Capital Budget allocates 42 per cent of the overall budget to renewal projects, which shows a continued focus on renewal reinvestment. Levels of funding are expected to continue to meet or exceed the renewal requirements in future years. The result has dropped from 1.05 in 2014, which could be the result of more accurate reporting of renewal expenditure in the 2015-2018 capital cycle due to the expanded capabilities obtained by the use of COBS.

Risks to achieving the target: City Council decides the level of spending on infrastructure renewal projects, which may impact the ability to meet the target. Also, the risk exists if City Administration falls behind in planned capital spending.

CORPORATE OUTCOME**11. EDMONTON HAS A GLOBALLY COMPETITIVE AND ENTREPRENEURIAL BUSINESS CLIMATE****CORPORATE MEASURE****11.1 Edmonton Economic Diversity Index****ABOUT THIS MEASURE**

The Edmonton Economic Diversity Index measures the diversity of Edmonton's economy by comparing the city's employment share by sector to that of Canada's. Beginning in 2016, the City's Municipal Census will include a question to gauge Edmontonians' employment by sector, based on the North American Industry Classification System. As the City has limited control over employment and the labour market, this index is considered an indicator.

WHY IT MATTERS

A more diverse economy would help Edmonton withstand the "boom and bust" cycles of an energy-based economy by showing growth in new, underperforming and high potential sectors. The measure will help monitor the resiliency of Edmonton's economy and gauge progress on efforts to:

- Grow Edmonton's industrial sectors.
- Support startups and entrepreneurship.
- Catalyze commercial economic development.
- Support small business.
- Improve service to the business community.

TARGET

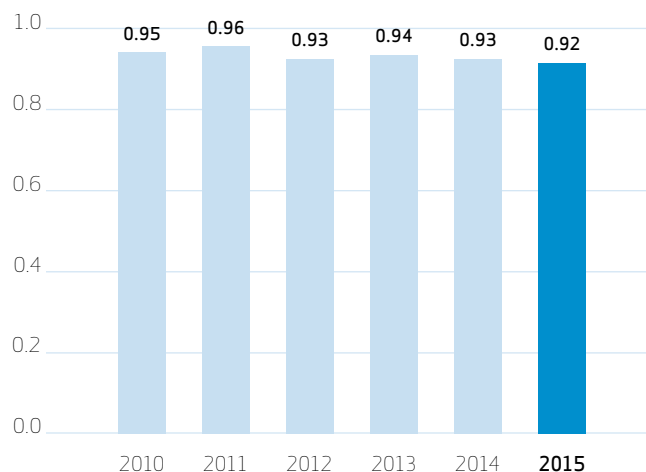
Data for the city of Edmonton will not be available until the 2016 Edmonton Municipal Census is completed. A target will be set based on a review of this baseline data.

ABOUT OUR PROGRESS

Data will be collected in 2016; therefore, there is no progress to report.

CMA Economic Diversity Index

Index



Data sources: Statistics Canada, Table 282-0008 - Labour force survey estimates (LFS) by North American Industry Classification System (NAICS)

ADDITIONAL USEFUL INFORMATION

The Edmonton Census Metropolitan Area (CMA) Economic Diversity Index is calculated by comparing employment share by sector for the Edmonton CMA to Canada's employment share by sector. An index close to 1.0 (maximum) indicates the CMA's performance is on par with Canada's performance.

The CMA Economic Diversity Index decreased slightly from 0.93 (2014) to 0.92 (2015). Overall, CMA employment in the wholesale and retail trades and oil and gas sectors dipped significantly enough to impact the national employment numbers. Employment in construction, educational services, health care and social services increased for the CMA. This growth may have been impacted by the city-building projects in and around the downtown and by the Alberta government's renewed focus on community and social services.

Edmonton may be impacted by factors such as low commodity prices, a weak Canadian dollar, new/emerging market competition and regional priorities. These drivers are outside the scope of influence of municipal government. To overcome these risks, Edmonton will need to continue to catalyze the growth of businesses and industries through initiatives that enhance entrepreneurship and innovation, support the retention and expansion of existing businesses' skill-development, partnerships and market the city for investment and attraction.

CORPORATE OUTCOME**11. EDMONTON HAS A GLOBALLY COMPETITIVE AND ENTREPRENEURIAL BUSINESS CLIMATE****CORPORATE MEASURE****11.2 Edmonton Small to Medium-sized Business****ABOUT THIS MEASURE**

Edmonton Small to Medium-sized Business measures the percentage of growth in the number of small to medium-sized businesses in the city. They are defined as businesses with 1 to 49 employees. Data comes from the Canadian Business Patterns database and is released twice a year by Statistics Canada. Information is gathered from the Business Register, which maintains a complete, up-to-date and unduplicated list of all active businesses in Canada that have a corporate income tax (T2) account, are an employer or have a GST account with an annual gross business income of more than \$30,000.

WHY IT MATTERS

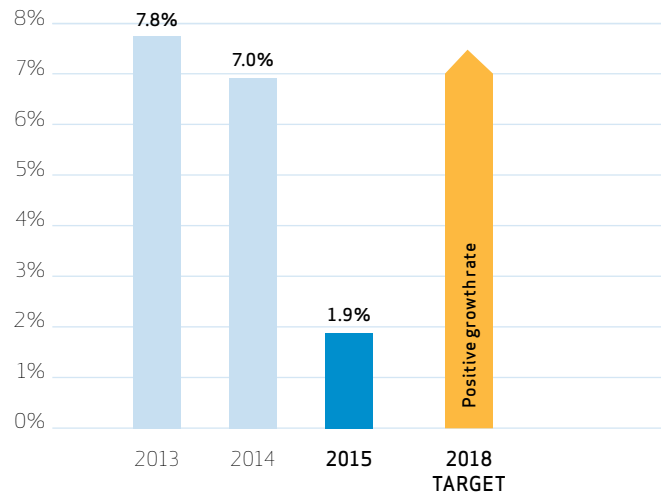
The climate for entrepreneurship in Edmonton impacts the growth of small to medium-sized business. This is seen as a measure of the City's success in maintaining business-friendly policies and providing small business support.

TARGET

Positive growth rate by 2018

Edmonton Small to Medium-sized Business

Percentage Growth



YEAR	# OF BUSINESSES BY SIZE CATEGORY (# OF EMPLOYEES)				RESULT
	1-4	5-9	10-19	20-49	
2012	17,203	6,108	4,184	2,879	30,374
2013	18,835	6,474	4,390	3,045	32,744
2014	20,718	6,502	4,548	3,253	35,021
2015	21,198	6,529	4,546	3,418	35,691

Data source: Statistics Canada, Canadian Business Patterns database

ABOUT OUR PROGRESS

The growth in small to medium-sized businesses in Edmonton was 1.9% in 2015—a decreased growth from 2014 and is presumed to be a result of weakening demand for local, custom or energy-based discretionary products and services. The weakening provincial economy can be considered a principle driver for the slower growth. Another contributing factor may also be the weakening purchasing power of consumers. While minor growth was observed in a few categories including residential building construction and full-service restaurants, the existing economic environment contributed to a decreased willingness and ability to take risks in entrepreneurial start-ups, small business expansion and financial lending.

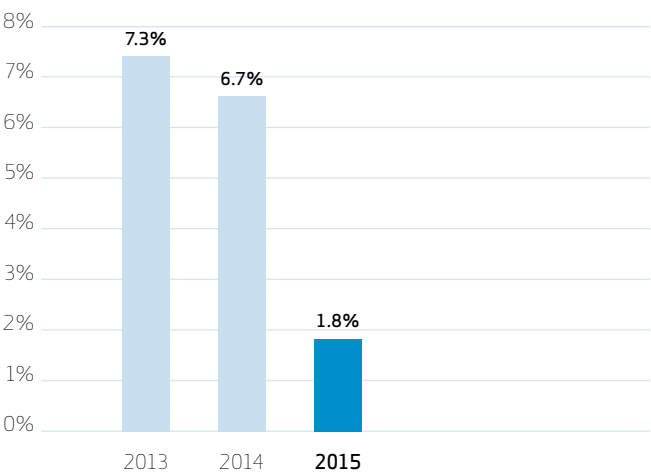
Risks to achieving the target: The continuation of low oil prices, reduction in new migrants to Edmonton, job losses and shifts in provincial support to small business growth and retention can impact small to medium-sized business growth.

ADDITIONAL USEFUL INFORMATION

An additional measure of the growth in small to medium-sized business for the Edmonton Census Metropolitan Area (CMA) is provided. This measure is also broken down by the number of businesses and the growth rate for each size category. The CMA trend is consistent with that of the City, despite a slightly weaker growth rate.

CMA Small to Medium-sized Business

Percentage growth



YEAR	# OF BUSINESSES BY SIZE CATEGORY (# OF EMPLOYEES)				RESULT
	1-4	5-9	10-19	20-49	
2012	25,491	8,570	5,689	3,826	43,576
2013	27,861	8,986	5,893	4,014	46,754
2014	30,350	9,099	6,128	4,325	49,902
2015	30,922	9,175	6,138	4,551	50,786

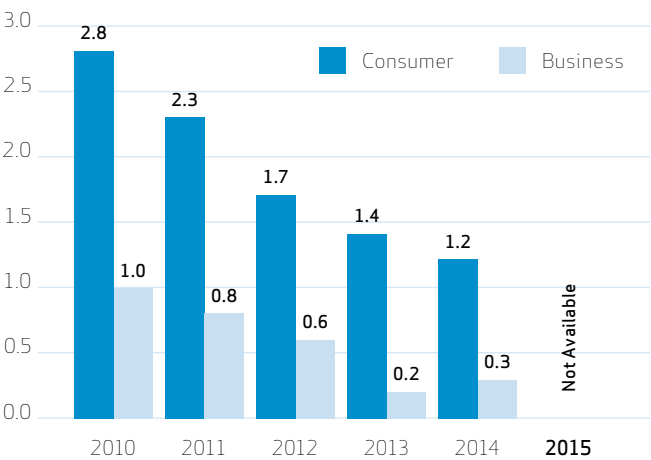
Data source: Statistics Canada, Canadian Business Patterns database

The Edmonton CMA Annual Consumer Bankruptcy Rate and Annual Business Bankruptcy Rate provide insight into how Edmonton's climate for business may impact small to medium-sized businesses differently. It also provides a comparison to overall business growth in the region.

The Edmonton CMA Annual Business Bankruptcy Rate provides information on business failure. The Edmonton CMA Annual Consumer Bankruptcy Rate provides insight into how this business failure rate compares to the rate of consumer insolvency. The data shows a slight increase in business bankruptcy rates for 2014 (compared to 2013).

CMA Annual Bankruptcy Rates

Per 1,000 population aged 18 years and older



Data source: Industry Canada - Office of the Superintendent of Bankruptcy Canada

CORPORATE OUTCOME**12. EDMONTON REGION IS A CATALYST FOR INDUSTRY AND BUSINESS GROWTH****CORPORATE MEASURE****12.1 Edmonton Region Gross Domestic Product****ABOUT THIS MEASURE**

Edmonton Region Gross Domestic Product measures the overall strength of the region's economy. It monitors real gross domestic product (GDP) at basic prices for the Edmonton Census Metropolitan Area (CMA) as estimated by the Conference Board of Canada. While the measure provides value as an indicator of overall economic health, it does not capture factors such as economic diversity, equality or environmental impact. As this is a regional measure and impacted by the economy, Edmonton Region Gross Domestic Product is considered an indicator.

WHY IT MATTERS

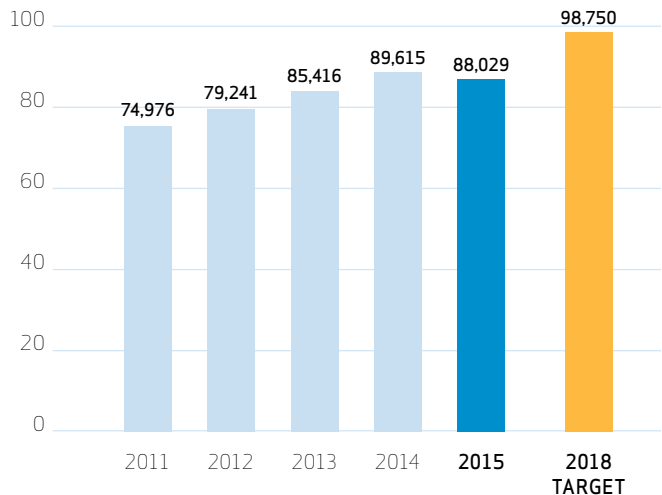
GDP is widely recognized as an important economic indicator of how an economy is doing. GDP growth also impacts the economy. It is a positive feedback loop—strong performance generates investor confidence which impacts investment decisions that contribute to further economic growth.

TARGET

98,750 (2007 \$ millions) by 2018

Edmonton Region GDP

2007 \$ millions, basic prices



Data source: Edmonton: Metropolitan Outlook 1, Winter 2016 by Conference Board of Canada, through Chief Economist

ABOUT OUR PROGRESS

The Edmonton CMA GDP decreased by 1.8 per cent to \$88 billion in 2015, when compared to 2014. The decline in oil prices impacted Edmonton's economic performance with sectors like manufacturing, construction, and wholesale and retail trades posting declines.

Over the last several years, the Edmonton CMA's real GDP trended up. Economic growth in the Edmonton region has been significant over the last decade due to the energy boom. In the long term, the Edmonton region's real GDP is expected to continue to trend up; however, this positive long-term economic outlook is dependent on a number of risks that would either set back or drive GDP growth.

Factors that would slow GDP growth include

- faltering consumer confidence due to concerns over job security and slow or negative income growth,
- low oil prices in 2016 and 2017 resulting in a continued decline in energy investments and government spending,
- stricter controls on carbon emissions and opposition to energy investments and
- continued slowdown in China and other emerging markets.

Factors that would drive GDP growth include

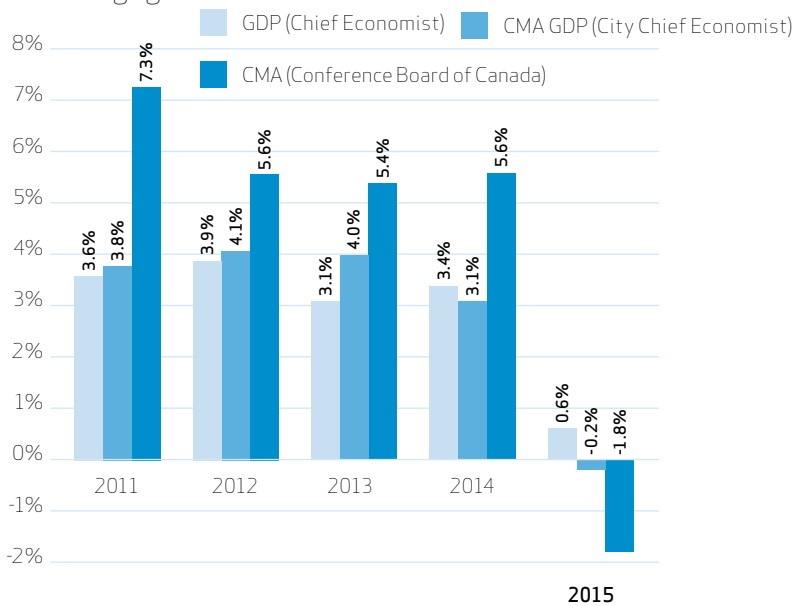
- continued economic recovery of the USA,
- falling U.S. oil production resulting in a recovery for North American energy prices,
- growth in Canadian business investment and exports and
- Euro zone success in stimulating more rapid growth.

ADDITIONAL USEFUL INFORMATION

A city-level GDP and a corresponding annual growth rate are provided. The methodology used to estimate GDP by the Conference Board of Canada differs from the methodology used by the City of Edmonton's Office of the Chief Economist; therefore, comparing the two data sets provides limited value. The Office of the Chief Economist uses a market prices method to estimate GDP and forecasts a smaller gross value for the Edmonton CMA GDP, which indicates that the Edmonton GDP growth rate slightly outpaced the Edmonton CMA GDP growth in 2015.

CMA and City GDP Comparison

Percentage growth



Data source: City of Edmonton Chief Economist

CORPORATE OUTCOME**12. EDMONTON REGION IS A CATALYST FOR INDUSTRY AND BUSINESS GROWTH****CORPORATE MEASURE****12.2 Edmonton Region Non-residential Permit Value****ABOUT THIS MEASURE**

Edmonton Region Non-residential Permit Value measures non-residential sector growth in the Edmonton Census Metropolitan Area (CMA) by calculating the dollar value of non-residential building permits issued in the region. The non-residential sector includes industrial, commercial and institutional sectors. This is a leading measure because building permits need to be applied for before actual construction can commence. The measure assumes that actual construction occurs. As this is a regional measure and impacted by the economy, Edmonton Region Non-residential Permit Value is considered an indicator.

WHY IT MATTERS

This measure is an indicator of the City's success at encouraging non-residential growth in both the city and the region through successful partnerships with Alberta's Industrial Heartland Association, the Capital Region Board and the Greater Edmonton Economic Development Team. Growth in non-residential investment

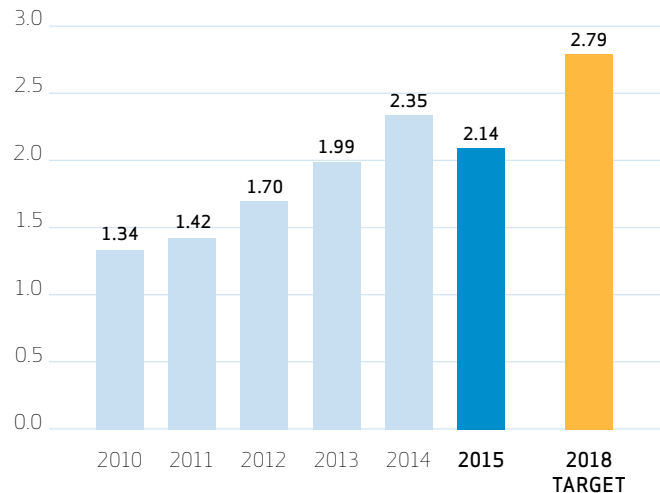
- generates new jobs,
- spurs the growth of smaller value-chain businesses,
- increases the demand for office space and
- increases sector diversity through renewed growth in sectors such as health care, education and hospitality.

TARGET

\$2.79 Billion by 2018

Edmonton Region Non-residential Permit Value

\$ in Billions



Data source: Statistics Canada CANSIM Table 026-0006

ABOUT OUR PROGRESS

In 2015, the non-residential building permit value for the Edmonton CMA has decreased by 9.8 per cent to \$2.14 billion.

Overall, an upward trend in building permit value correlates to the economic vibrancy of the commercial, institutional and industrial areas in the region. In turn, the trend results in a positive shift in socio-economic indicators such as employment growth, new/emerging sector growth, quality of life and migration. A booming economy, in-migration, government support and a climate for entrepreneurship and innovation would all catalyze growth in the region's non-residential sector. A lower demand for non-residential building permits in the Edmonton CMA is indicative of reduced investor confidence tied to a weak economy.

As the largest municipality in the CMA, Edmonton drives growth in non-residential building permit values through its programs focused on investment attraction, business retention and expansion, regional partnerships and city building initiatives. These programs and initiatives not only enhance the attractiveness of Edmonton to new and existing businesses and investors but also make it a great place to live.

The City of Edmonton continues to strengthen its non-residential programs and partnerships through initiatives supported by City Council: the Industrial Action Plan, the Edmonton Northern Partnership, Business Process Improvement and the Emerging Economy initiatives.

Risks to achieving the target: A continuation of slow economic growth beyond 2016; downloading of social services from the provincial and federal governments onto the municipalities (without increased funding); and a weakening support from other orders of government to catalyst projects for the region may impact the achievement of the 2018 target for the growth of non-residential permit values.

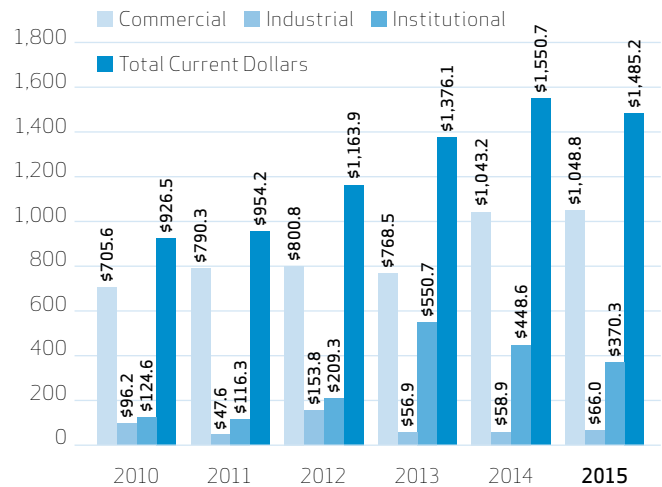
ADDITIONAL USEFUL INFORMATION

A breakdown of the dollar value of non-residential building permits issued in the Edmonton CMA is provided for industrial, commercial and institutional sectors. The dollar value of building permits issued in the City of Edmonton for non-residential, industrial, commercial and institutional sectors is also provided. Separating the data at the CMA and city levels offers a richer understanding of the non-residential investment being attracted to the region and the success of the city at competing for non-residential investment.

In 2015, institutional building permit value went down while commercial and institutional building permit values went up slightly in Edmonton.

City of Edmonton Non-residential Permits Value

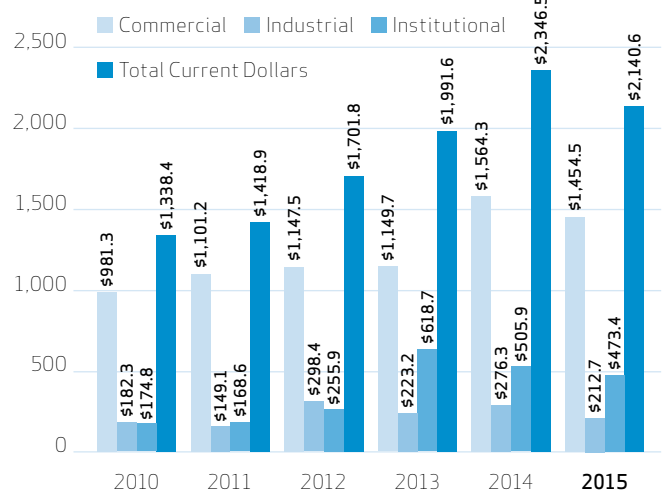
\$ in Millions



Data source: Statistics Canada - Building Permits, Publication 64-001-XWF

Edmonton Region Non-residential Permits Value

\$ in Millions



Data source: Statistics Canada Table 026-0006 Building permits, by type of structure and area, seasonally adjusted, monthly (dollars x 1,000)

APPENDIX

Survey Methodology and Demographic Details

The Edmontonians' Perception Survey was conducted at random by telephone between November 24 and December 15, 2015. Four hundred (400) interviews took place with Edmonton residents 18 years of age and older, who have lived in Edmonton for six months or longer. Soft quotas by age, gender and city quadrant were maintained during data collection to minimize the need for data weighing. The margin of error is ± 4.9 percentage points, 19 times out of 20.

Respondents Profile

CATEGORY	TOTAL (400)
GENDER	
Male	50%
Female	50%
AGE	
18-24	10%
25-34	24%
35-44	17%
45-54	18%
55-64	16%
65 years and over	15%
DURATION OF STAY IN EDMONTON	
6 months - less than 1 year	<1%
1 year - less than 3 years	6%
3 years - less than 5 years	7%
5 years or more	87%
CITY QUADRANT	
NW	29%
NE	21%
SE	24%
SW	25%
PEOPLE IN HOUSEHOLD	
1	14%
2	31%
3	21%
4+	29%
Prefer not to answer	5%
AGE OF PEOPLE IN HOUSEHOLD	
Under 10 years of age	17%
Between 10 and 17 years of age	14%
Between 18 and 65 years of age	83%
Older than 65	19%

CATEGORY	TOTAL (400)
EDUCATION	
Less than high school	2%
Graduated high school	21%
Graduated college, technical or vocational school	30%
Graduated university	45%
Prefer not to answer	1%
MARITAL STATUS	
Single, never married	26%
Married or common law	61%
Separated, divorced, widowed	12%
Don't know/Prefer not to answer	1%
EMPLOYMENT	
Working full time	53%
Working part time	10%
A student	7%
Not working outside the home	10%
Retired	18%
Prefer not to answer	2%
ANNUAL HOUSEHOLD INCOME	
Less than \$20,000	3%
Between \$20,000 and \$29,999	5%
Between \$30,000 and \$49,999	9%
Between \$50,000 and \$79,999	17%
Between \$80,000 and \$119,999	23%
\$120,000 or more	25%
Prefer not to answer	17%
ANNUAL PERSONAL INCOME	
Less than \$20,000	14%
Between \$20,000 and \$29,999	9%
Between \$30,000 and \$49,999	16%
Between \$50,000 and \$79,999	21%
Between \$80,000 and \$119,999	15%
\$120,000 or more	9%
Prefer not to answer	16%

CATEGORY	TOTAL (400)
PRIMARY LANGUAGE	
English	90%
French	1%
Others	10%
WORK FOR THE CITY OF EDMONTON	
Yes	5%
No	95%
VOTED IN MOST RECENT MUNICIPAL ELECTION	
Yes	76%
No	22%
I was not eligible	2%
OWN OR RENT	
Own	70%
Rent	30%
TYPE OF RESIDENCE	
House	64%
Duplex	4%
Four-plex	1%
Apartment	14%
Condo	8%
Townhouse	6%
Other	3%
BORN	
Canada	75%
Moved to Canada from elsewhere	25%
YEAR MOVED TO CANADA*	
1951-1980	28%
1981-2000	31%
2001-2004	11%
2005-2010	16%
2011-2014	15%

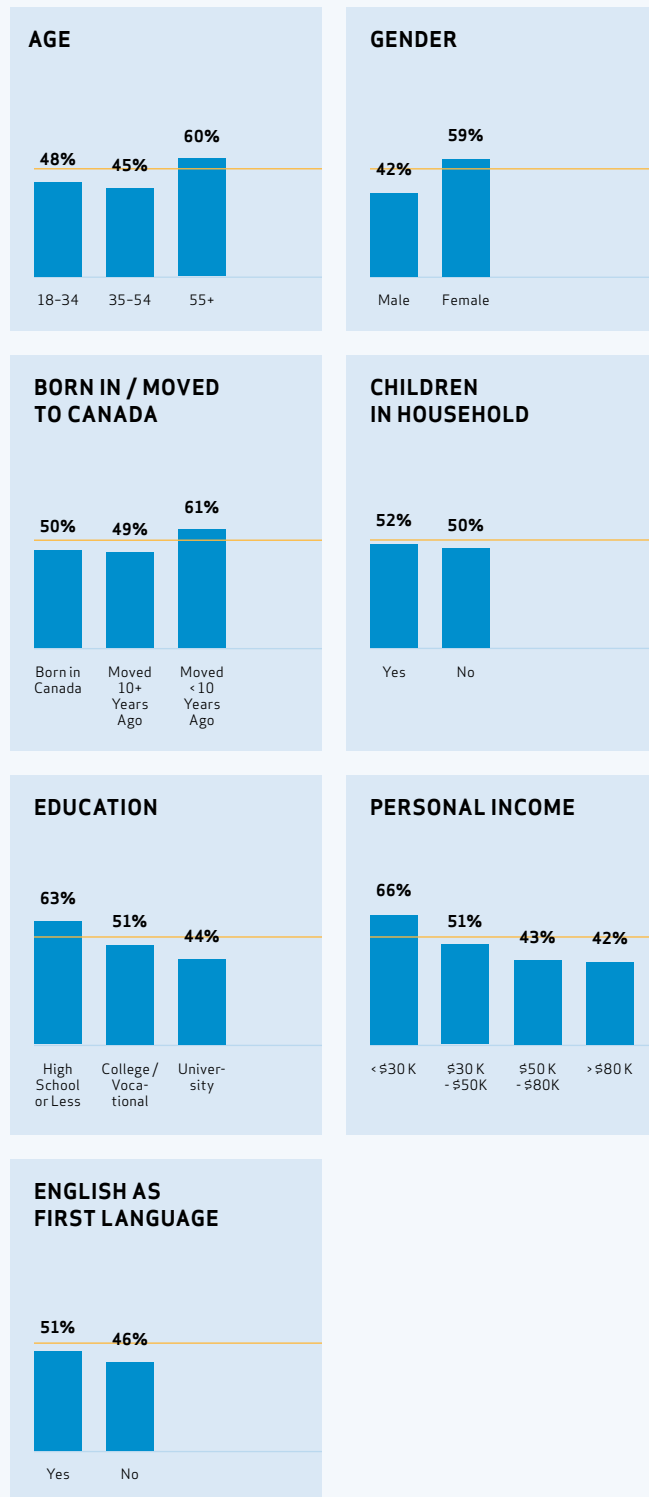
Data source: Leger Edmontonians' Perception Survey (2015)

*n=101 (101 of 400 respondents indicated they moved to Canada since 1929)

MEASURE 1.2: The 2015 positive responses (agree/strongly agree) are provided by demographic breakdown

City Design and Attractiveness

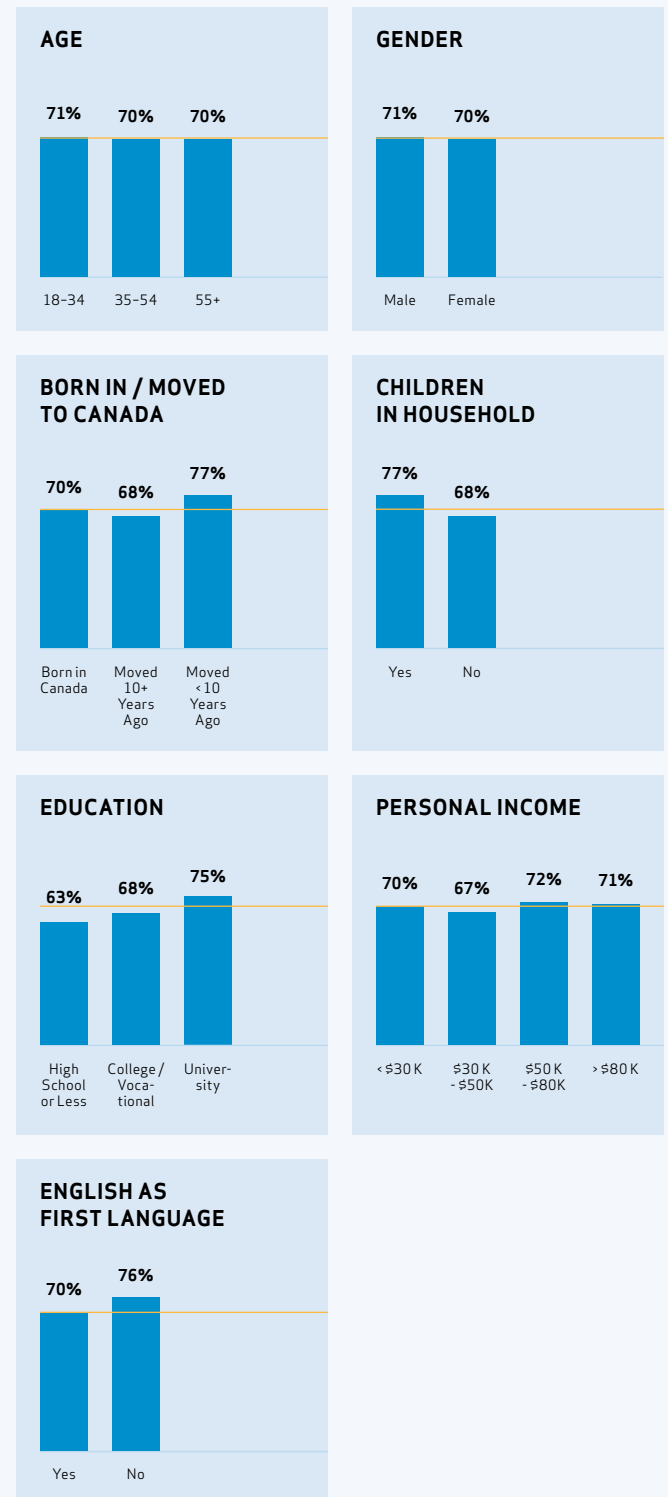
Target Performance - 55%



MEASURE 2.2: The 2015 positive responses (agree/strongly agree) are provided by demographic breakdown

Access to Infrastructure, Amenities and Services

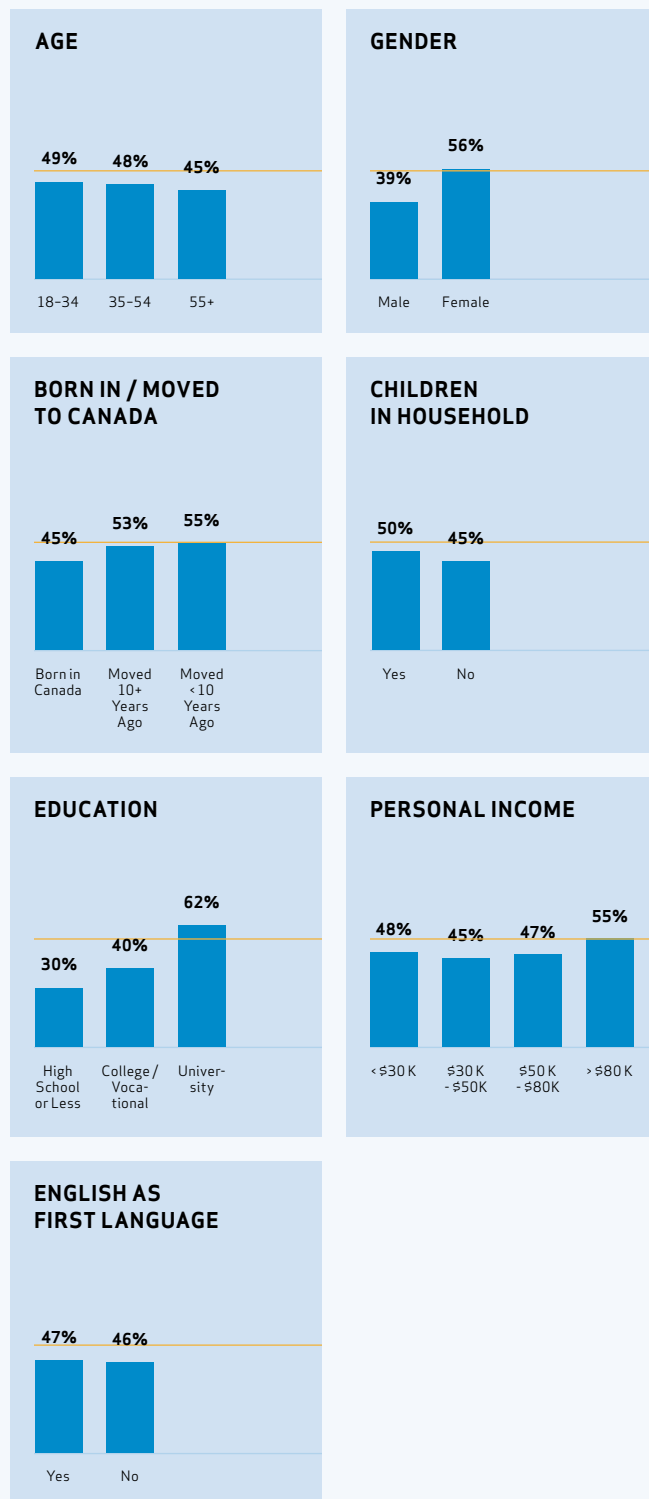
Target Performance - 70%



MEASURE 5.1: The 2015 positive responses (yes) are provided by demographic breakdown

Volunteerism

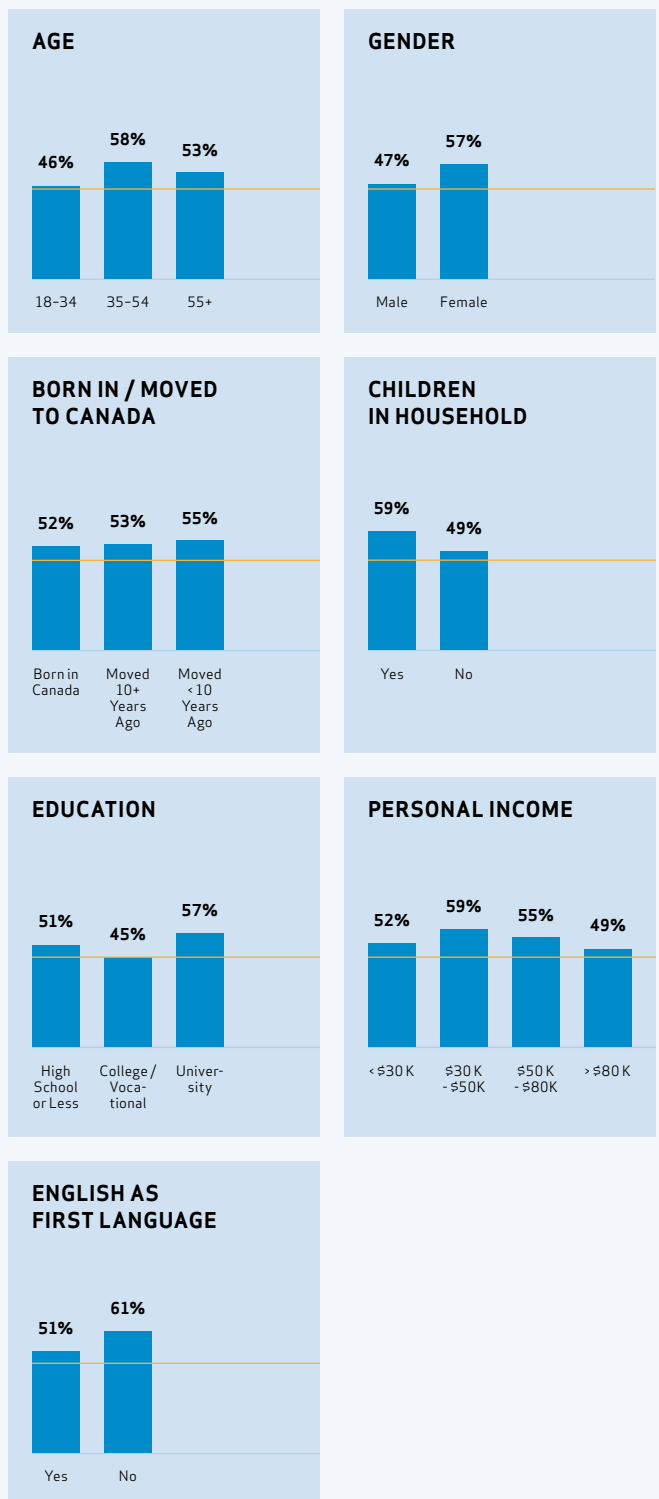
Target Performance - 55%



MEASURE 5.2: The 2015 positive responses (agree/strongly agree) are provided by demographic breakdown

Connectedness to Community

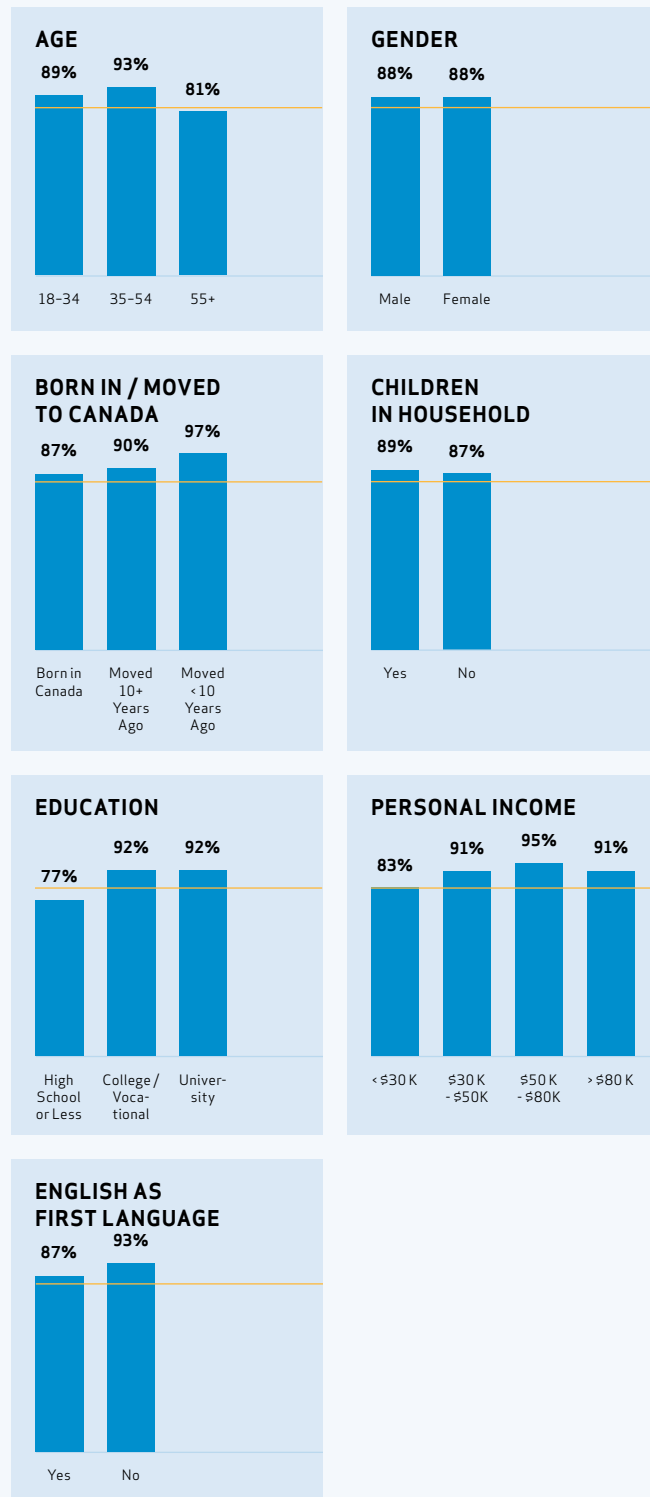
Target Performance - 45%



MEASURE 6.3: The 2015 positive responses (used in past 12 months) are provided by demographic breakdown

Park Visitations

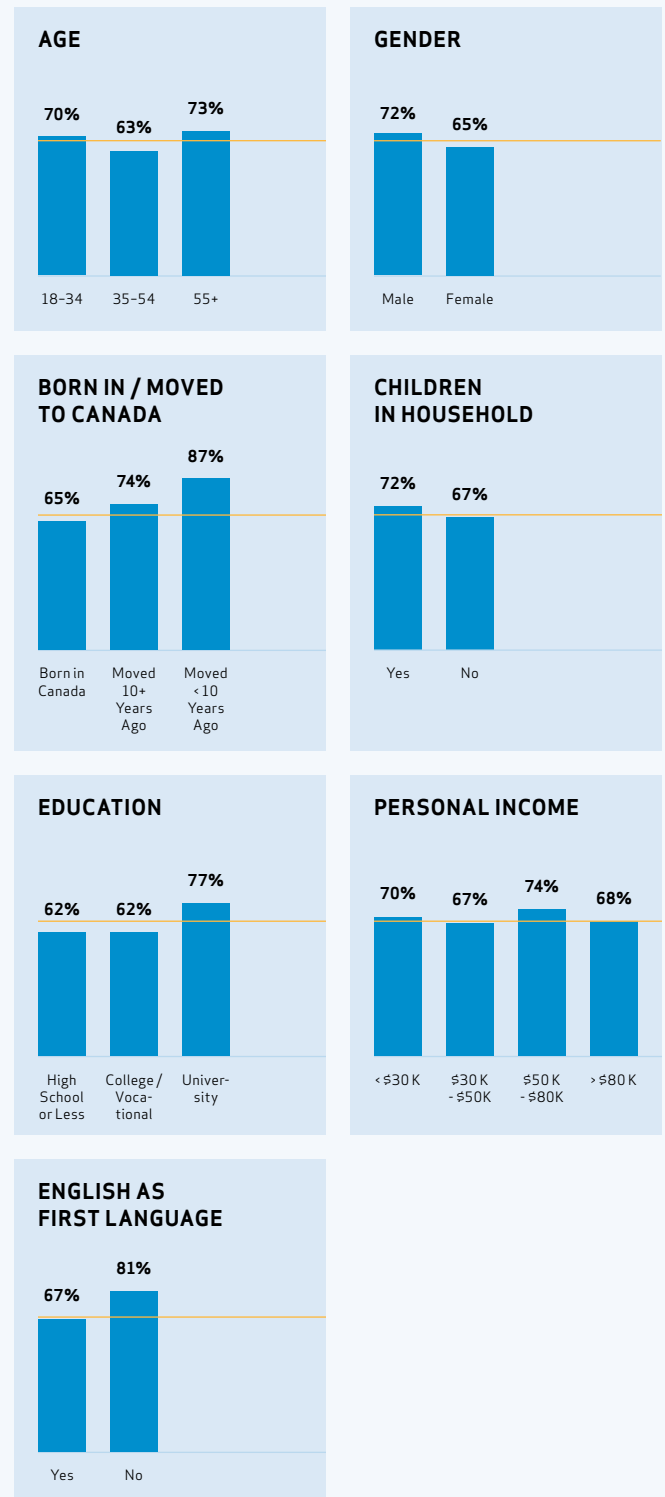
Target Performance - 83%



MEASURE 7.2: The 2015 positive responses (agree/strongly agree) are provided by demographic breakdown

Safety in the City

Target Performance - 68%



Glossary

TERM	DEFINITION
Baseline	A starting point used for comparative purposes when analyzing and reporting results.
Corporate Outcome	The result City Council uses to define success in the journey to achieving the Strategic Goals. These are City Council's priorities.
Corporate Outcome Measure	The evidence that the City of Edmonton has been successful in achieving the outcomes.
Indicator	The state or condition of something, generally at a community level, for which an organization has limited influence. Indicators are not considered measures of performance as the organization has little ability to move the indicator. Deciding the difference between a performance measure and an indicator can be subjective and level of control is important to discuss when identifying performance measures.
Level of Control	Degree of influence on the desired result. As measures become more strategic in nature, the level of control will decrease.
Performance Measure	A measure of progress toward a desired result. The organization must have the ability to directly influence the desired result. The two general categories of performance measures are effectiveness and efficiency.
Performance Measurement	The use of performance measures to monitor progress, report and analyze results to inform decision making.
Strategic Goal (10-Year Strategic Goal)	An area of significant change required to achieve a future state or vision. The 10-year Strategic Goals describe six areas where City Council believes significant change is required to achieve its vision.
Target	A measurable performance or success level to be achieved within a specified time period. The Corporate Outcome Measure targets guide Administration in focusing resources to achieve the outcome that City Council expects within the time horizon.

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