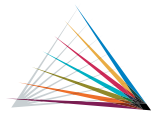


# THE WAY AHEAD: IMPLEMENTATION PLAN

(2016 to 2018)



Edmonton



TRANSFORMING | EDMONTON  
BRINGING OUR CITY VISION TO LIFE

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# MESSAGE FROM THE ADMINISTRATION

As we reach the eighth year of our 10-year strategic plan, we are pleased to present The Way Ahead: Implementation Plan (2016-2018).

Together we have made significant headway on City Council's 10-year strategic goals. Progress is evident not only in our corporate outcome measures but in the real change we see in Edmonton every day.

The City of Edmonton Administration is proud that our work to implement Council's strategic plan is helping transform Edmonton into one of the top cities in North America to live and do business.

This implementation plan presents the key activities in the next three years that will ensure we continue to achieve the goals set out in The Way Ahead.

We look forward to working with all Edmontonians as we continue to build our great city.



Linda Cochrane  
Acting City Manager  
On Behalf of the City of Edmonton Administration



# EDMONTON: SUCCESS IS IN THE MAKING

Our vision is bold. It's to be different, original.

Located in Treaty No. 6 territory, and the heart of Alberta, Edmonton is a young city with a rich and layered history. Today, more than one million people call our city and region home. They have a passion and drive for the bold ideas that power our success. They have a heart. They care.

With an optimism that runs through our Edmonton, we at The City of Edmonton embrace our rich cultural mosaic and have diversity and inclusion at heart. We put sustainability and environmental responsibility high on the list of priorities. We want to create a community that shines on the global scale and is a place where Edmontonians love to live, work and play.

Edmontonians and City Council envisioned our success. We have strong goals, and we know how to achieve them.

## What is next?

As we move toward the 2040 vision, we are finishing the seventh year of *The Way Ahead*, our 10-year strategic plan. Our focus is clear on what is needed for the next three years and also decades into the future.

Regardless of changing conditions, our goal remains the same in the next phase of *The Way Ahead: Implementation Plan (2016-2018)*—to build a great city.

In this document, you will find 23 city-shaping initiatives that will drive positive change and respond to our history of rapid growth and transformation. They are *The Way Ahead's* implementation priorities for the next three years that will create the foundation for the communities and special places that Edmontonians call home.

# MOVING TOWARD 2040

*The Way Ahead: Implementation Plan* outlines and describes the 23 initiatives that will drive our strategic actions for the next three years as we approach the completion of the first 10-year plan cycle.

To move closer to our vision, we will focus on achieving **economic resilience**, building a **sustainable city** and creating an **open and caring community**.

At the centre of our work are residents, partners, City Councillors and employees who make certain Edmonton reaches its potential.

## ▶ ECONOMIC RESILIENCE

Edmonton is not like other places. Taking a risk is the most Edmonton thing you can do. We're curious and embrace unique solutions that often turn out brilliantly.

Of the 23 initiatives, here are the ones that focus on achieving Edmonton's economic resilience:

- ▶ Urban Core Developments
- ▶ Image and Reputation Management Plan
- ▶ Growth Strategy Implementation
- ▶ Industrial Development and Investment Plan
- ▶ Smart Roads Strategy
- ▶ Urban Design Framework
- ▶ Entrepreneurial and Innovation Capacity Building
- ▶ Regional Goods Movement

## ▶ SUSTAINABLE CITY

Building a healthy city is our focus. Long before it became fashionable, we together with residents and partners accepted the challenge and started to make it happen.

The following nine of the 23 initiatives directly address our move to become a sustainable city:

- ▶ New Legislative Framework: City Charter and MGA
- ▶ LRT Planning, Construction and Development
- ▶ Open Space Plan
- ▶ Recreation Facility Master Plan
- ▶ Nodes and Corridors Planning
- ▶ Edmonton's Community Energy Transition Strategy Implementation
- ▶ Transit Strategy and Implementation
- ▶ Facility Renewal Strategy
- ▶ Climate Change Adaptation Strategy

## ▶ OPEN AND CARING COMMUNITY

The more than 850,000 people who live in Edmonton care. Along with a passion to find the bold ideas that drive our city, you'll also find a big heart. Success happens when everyone is included and their voices heard.

These six initiatives focus on ensuring that as a community Edmonton is open and caring:

- ▶ Open City
- ▶ Great Neighbourhoods Implementation
- ▶ Social Development Plan
- ▶ Aboriginal Inclusion and Participation in Civic Life
- ▶ Complete Streets Implementation
- ▶ Joint Road Safety Implementation

# A STRONG FOUNDATION

## Strategic Plan

The City of Edmonton's strategic plan, *The Way Ahead*, sets a vision for 2040 and has played a big part in where we find ourselves today. This vision was created by City Council based on extensive input from Edmontonians. Our strategic plan also establishes six 10-year strategic goals, 12 corporate outcomes and 26 corporate outcome measures that guide us in our efforts to enhance Edmontonians' quality of life.

## 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

## Our Principles

*The Way Ahead*, is built on four key principles: innovation, integration, livability and sustainability.

## Conditions of Success

For the City to implement *The Way Ahead* successfully, we must have certain strategic supports, Conditions of Success, in place. Because much of the success of this implementation plan depends on our collaboration with residents and partners and on operational environment, we strive to enhance the following areas: organizational capacity, sound management practices and process, enabling infrastructure and effective communication.

## Key Risks

While we aim for success, we also recognize that we might face roadblocks to achieving the goals set in *The Way Ahead*. Here are the key risk areas we need to address to successfully complete the initiatives showcased in *The Way Ahead: Implementation Plan*:

- Public engagement
- Funding and resourcing
- Management of project costs, quality, timing and scope
- Impact of economic swings
- Changing public priorities
- Complexity of community partnerships
- Citizen understanding, awareness or interest
- Knowledge gaps due to staff retirement and turnover
- Service needs for local businesses
- Changes in legislation and regulation

These risks and their mitigation strategies will be reviewed and updated continuously to effectively address any roadblocks.

## Financial Implications

Our priority is to substantially complete each of the initiatives by the end of 2018. While a lot of this work will be carried out with existing resources, we will continuously balance priorities. Some initiatives will require additional funding support to see them through to fruition. We will focus on these 23 initiatives as our highest priorities and advance them at the right time and in the right order, adding financial support only when its required.

# THE RIGHT CULTURE TO HELP US SUCCEED

To build a great Edmonton, great things need to happen inside The City of Edmonton corporation and throughout the city.

*The Way Ahead: Implementation Plan* requires the commitment of all residents and partners to work together with the City. Only with this strong, collaborative spirit, can Edmonton achieve the vision it has set for 2040.

The same holds true inside the City. Only with the right culture in place, will we make the big ideas and innovative directions come alive. In taking a One City collaborative perspective to everyday work and relationships, all employees will build a great city.

The City has defined the desired cultural elements to support *The Way Ahead* and is aligning its structures, processes and behaviours with five key culture outcomes. These outcomes are

- engaged employees,
- effective leadership,
- collaborative workplaces,
- high-performance teams and
- citizen-focused services.

The biennial Employee Engagement and Diversity Survey tracks the progress of our culture journey and guides us as we develop our culture towards these intentional outcomes.





Initiatives to achieve

# ECONOMIC RESILIENCE

Economic Resilience

## URBAN CORE DEVELOPMENTS

**The City recognizes that a great Edmonton must have a dynamic downtown and surrounding area. What drives core urban renewal and development projects is a strategic vision of how to build attractive, diverse and interconnected communities of choice. The City is committed to downtown growth that considers the economic, socio-cultural and environmental impacts in all designs and decisions.**

Other related plans support downtown walkability and green spaces and promote environmentally sustainable building, growth and transportation standards. Tactics include the Downtown Ice District, Galleria, more residential infill for downtown, Downtown Community Revitalization Levy, construction of facilities for police, library and fire rescue, Rossdale Transformation and the LRT Metro line (North LRT to NAIT).

### WHAT SUCCESS WILL LOOK LIKE

Several new developments are in place.

The Ice District will be underway.

New commercial and other business operations have been established.

### Impacted Corporate Outcome Measures

- 1.1 New residential units in mature areas
- 2.1 Infrastructure density
- 3.2 Journey to work mode



Economic Resilience

# IMAGE AND REPUTATION MANAGEMENT PLAN

**Branding is at the core of Edmonton's ability to mobilize global markets and promote it as the preferred destination for investment, business growth, major events and as the place to live and work.**

In the next three years, the City will continue to work closely with Edmonton Economic Development Corporation on Make Something Edmonton and Edmonton Original programs to refresh and extend Edmonton's brand.

The City will continue to enhance Edmonton's reputation as a great place to live, work, go to school, visit and invest. The City will also support transformational projects like Blatchford, Rogers Place and Downtown to raise the city's profile nationally and internationally. The City will maintain status as the top city for national and international sporting events and other major attractions.

## WHAT SUCCESS WILL LOOK LIKE

Edmonton hosts more international events.

Emerging job opportunities are available for all Edmontonians to work and prosper.

Edmontonians are proud to call Edmonton their home.

## Impacted Corporate Outcome Measures

- 1.2 Edmontonians' assessment: well-designed, attractive city
- 5.2 Edmontonians' assessment: connected to community
- 11.1 Edmonton Economic Diversity Index

Economic Resilience

# GROWTH STRATEGY IMPLEMENTATION

**In building a great city, how Edmonton manages and stewards its growth is critical to ensure sustainable and efficient investment in its infrastructure.**

Edmonton's growth strategy supports central communities and areas along Edmonton's expanding LRT routes, enables our mature and established communities to grow via small-scale infill and provides opportunities for our city to grow more effectively through the construction of new neighbourhoods in developing areas.

Implementing the growth strategy will identify and manage future public obligations and accommodate the expected growth of new residential communities. It will align growth opportunities with investment decisions as outlined in the City's Municipal Development Plan (The Way We Grow).

Implementing this initiative will improve the quality of funding decisions and priorities by monitoring and forecasting the city's growth and change from a regional perspective and through collaboration with neighbours as metropolitan Edmonton evolves over the next 50 years.

## WHAT SUCCESS WILL LOOK LIKE

Opportunities for growth (up, in and out) are available to meet Edmonton's needs.

Infrastructure servicing and construction for new growth areas is coordinated, efficient and effective.

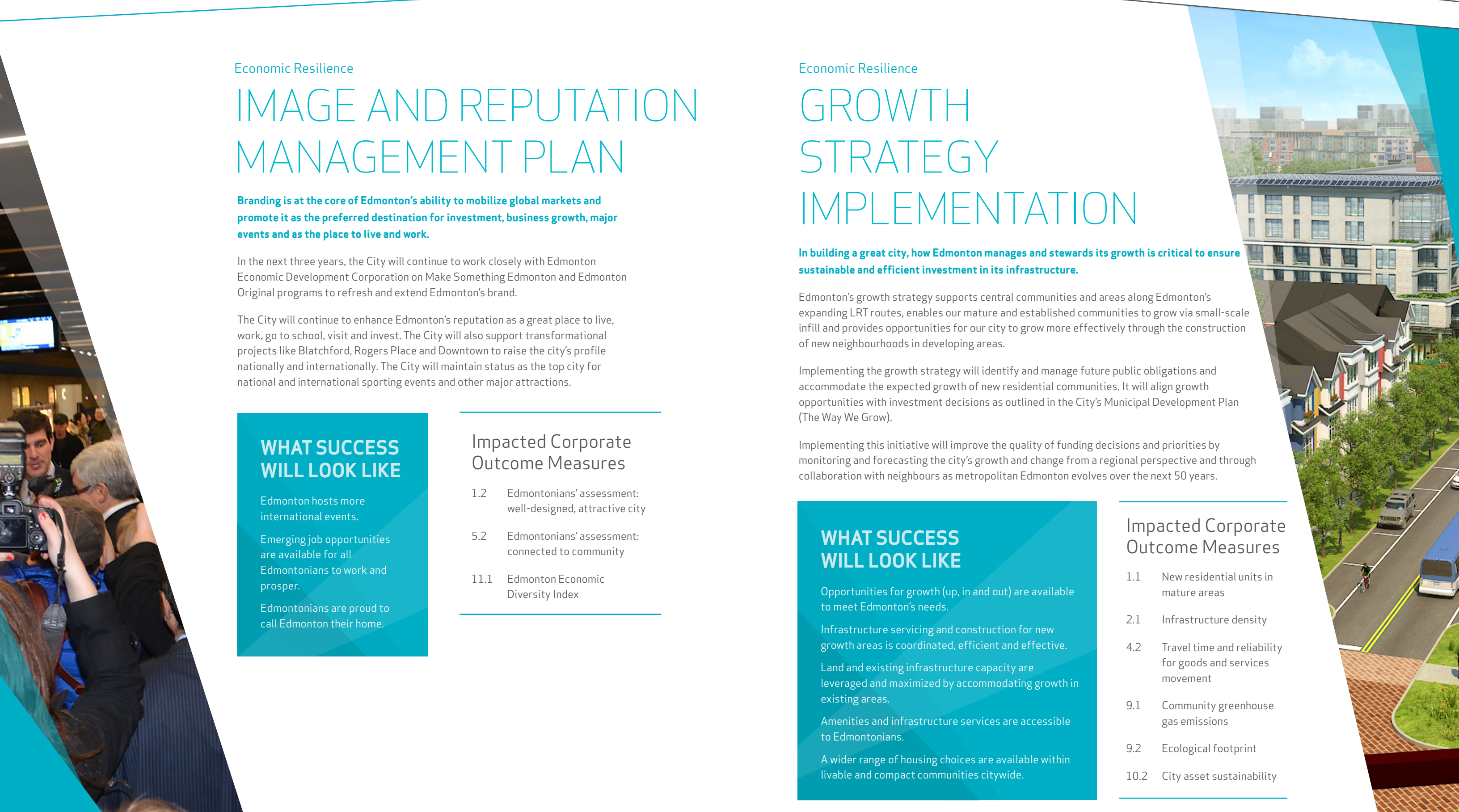
Land and existing infrastructure capacity are leveraged and maximized by accommodating growth in existing areas.

Amenities and infrastructure services are accessible to Edmontonians.

A wider range of housing choices are available within livable and compact communities citywide.

## Impacted Corporate Outcome Measures

- 1.1 New residential units in mature areas
- 2.1 Infrastructure density
- 4.2 Travel time and reliability for goods and services movement
- 9.1 Community greenhouse gas emissions
- 9.2 Ecological footprint
- 10.2 City asset sustainability





Economic Resilience

# INDUSTRIAL DEVELOPMENT AND INVESTMENT PLAN

**Non-residential development is critical to the long-term economic prosperity and sustainability of the city.** Overall, a comprehensive, citywide, industrial program is important to the retention of existing industrial tax base. Considerable effort, focus and resources will be required to retain and further facilitate this industrial growth citywide.

The Edmonton Energy and Technology Park will be a key focus to the Industrial Transformation Roadmap's goal of achieving new investment and the long-term stronger non-residential tax base.

## WHAT SUCCESS WILL LOOK LIKE

Area Structure Plan for the Edmonton Energy and Technology Park is revised.

A first generation Eco-Industrial Model is implemented.

The annual non-residential tax base is increased.

## Impacted Corporate Outcome Measures

- 12.1 Edmonton Region gross domestic product
- 12.2 Edmonton Region non-residential permit value

Economic Resilience

# SMART ROADS STRATEGY

**The potential exists to significantly improve operation of current roadways and transit systems through technology.** The Intelligent Transportation Systems (ITS) and Transit Signal Priority (TSP) are two of the technologies that would be included in an overall strategy linking current transit and traffic operations. The strategy also promotes increased efficiency of existing road systems and finding ways to get more people onto roadways without always building new infrastructure. The Smart Roads Strategy will be developed in the next three years and direct how to implement ITS and TSP as capital and operating funds become available.

## WHAT SUCCESS WILL LOOK LIKE

Efficiency in using current road systems is increased.

Funding to deploy the Intelligent Transportation Systems and Transit Signal Priority is secured.

## Impacted Corporate Outcome Measures

- 4.1 Business satisfaction: goods and services transportation
- 4.2 Travel time and reliability for goods and services movement





Economic Resilience

# URBAN DESIGN FRAMEWORK

**A strong urban design ethic creates urban environments that are coherent, functional, have unique identities and are visually appealing.**

The framework will provide direction and practical steps that enhance city building and contribute to attractive and livable communities. Progressive and effective urban design requires advocacy and building internal and external partnerships. Strong urban design ensures Edmonton's sustainability over the long-term and develops the foundation for robust economic development, livability and a high quality of life.

## WHAT SUCCESS WILL LOOK LIKE

Edmonton is a national leader in good urban design.

Public and private investments embrace urban design guidelines and tools to achieve greater economic, social and environmental outcomes.

## Impacted Corporate Outcome Measures

- 1.1 New residential units in mature areas
- 1.2 Edmontonians' assessment: well-designed, attractive city
- 5.2 Edmontonians' assessment: connected to community



Economic Resilience

# ENTREPRENEURIAL AND INNOVATION CAPACITY BUILDING

**Edmonton is a global destination for innovation, new business activity, research and small business growth—and these initiatives will ensure it stays this way. The City meets small business needs in Business Revitalization Zones and neighbourhood centres close to transit and other services.**

It also partners with multiple organizations, post secondary institutions, chambers of commerce and other municipalities to enhance entrepreneurial and innovation capacities.

The City supports Ignite Edmonton, which is part of the Edmonton Economic Development Corporation, to advance a new model of coordinated support for local independent businesses. One such initiative is Entrepreneurship 101, a workshop series and entrepreneurs' toolkit that teaches entrepreneurship fundamentals. Another initiative is Front Desk, a customer service model built around common roles to deliver a consistent experience across various "hubs" in a coordinated support network.

## WHAT SUCCESS WILL LOOK LIKE

Angel and investor capital into small, innovation-based Edmonton businesses supported through the Ignite platform is increased.

Resources are in place for different stages of entrepreneurial growth.

Front Desk initiative is in place and operating.

Space for businesses is available throughout the city.

## Impacted Corporate Outcome Measures

- 11.1 Edmonton Economic Diversity Index
- 11.2 Edmonton small to medium-sized business

Economic Resilience

# REGIONAL GOODS MOVEMENT

**Building a big city that can compete nationally and internationally requires efficiently integrated transportation and land use that maximizes movement and development opportunities so that residents and businesses come and stay.**

A transportation system that moves goods well supports a strong economy, a high quality of life and a healthy environment for all Albertans.

The foundation of an effective urban transportation system is land use, an integrated transportation network and infrastructure planning that supports both regional goods movement and light rail transit.

The City is advocating for funds to transform the Yellowhead Trail into a freeway and is working with regional partners to plan infrastructure that supports the movement of goods within the region.

## WHAT SUCCESS WILL LOOK LIKE

The City receives funding to transform the key intersections along Yellowhead Trail and the Inner Ring Road to improve traffic flow.

More roadways and facilities are planned with regional partners.

## Impacted Corporate Outcome Measures

- 4.1 Business satisfaction: goods and services transportation
- 4.2 Travel time and reliability for goods and services movement



Initiatives to achieve

# SUSTAINABLE CITY

Sustainable City

## NEW LEGISLATIVE FRAMEWORK: CITY CHARTER AND MGA

**The governments of Alberta, Edmonton and Calgary formally agreed to set a course for forging a new relationship between the cities and the Government of Alberta by developing a charter for each city.**

A *Framework Agreement for Charters*, which was signed on October 7, 2014, fuels the City Charter discussion that is expected to produce legislative and fiscal tools that would ultimately allow Edmonton and the Government of Alberta to meet residents' needs in a more sustainable way.

Alongside work on the City Charter is a review of the *Municipal Government Act*, one of Alberta's largest pieces of legislation, that helps guide how municipalities operate.

### WHAT SUCCESS WILL LOOK LIKE

A new legislative framework and a new partnership with the Government of Alberta advances the shared objectives of a prosperous and resilient Alberta.

Specifically, this would mean:

- Clearly defined roles, responsibilities and accountabilities in public service delivery and funding.
- Solutions to enable Edmonton to manage growth and respond to challenges and opportunities that are unique to a big and growing city.
- Ongoing collaboration between the City and the Government of Alberta in areas of mutual interest, including local governance, social services, environment, planning and development, transportation and many others.
- A new Municipal Government Act complements the City Charter by supporting the City's strategic plans and effectively addressing issues that apply across all municipalities.

Sustainable City

# LRT PLANNING, CONSTRUCTION AND DEVELOPMENT

**At the centre of any modern urban transportation system is light rail transit (LRT). This is the reason why it is City Council's number one development priority and the key tool in shaping the type of city Edmonton becomes.**

The LRT Planning and Development initiative supports and diversifies the economy by creating job opportunities and brings all areas of Edmonton and the region together as one community.

LRT provides a safe, sustainable transportation system. The long-term program to expand the LRT includes engaging with residents and partners, advocating for sustained funding from different levels of government and using a process to prioritize and develop new LRT lines.

The City has plans in place to promote increased development in areas close to transit systems. The Valley Line from downtown to the Mill Woods LRT line is the next scheduled project, while several other possible LRT routes are at various stages of planning and design.

## WHAT SUCCESS WILL LOOK LIKE

- Public awareness of LRT increases.
- The City receives funds from other levels of government.
- Increased residential development.
- Residents and partners are engaged in the prioritization process.
- The conceptual plans for the full LRT network are completed.
- The long-term financial strategy for LRT is in place.

## Impacted Corporate Outcome Measures

- 3.1 Transit ridership
- 3.2 Journey to work mode

Sustainable City

# OPEN SPACE PLAN

**The new Open Space Plan is a strategic planning document that ensures parks and natural landscapes are integrated throughout all Edmonton neighbourhoods, recreational opportunities are enhanced and ecological networks are protected.**

Scheduled to be completed in 2018, the Open Space Plan includes a new vision and strategies for open space planning in both established and developing areas and advance an innovative approach that leverages the value of the City's public lands citywide. Success depends on strong coordination with other City initiatives like the Recreation Facilities Master Plan and Sports Field Strategy. The Open Space Plan also recommends new funding mechanisms to ensure Edmontonians continue enjoying accessible open spaces.

## WHAT SUCCESS WILL LOOK LIKE

- Parks and natural area growth maintains pace with growing communities.
- Multi-functional landscapes meet the growing needs of diverse communities.

## Impacted Corporate Outcome Measures

- 1.2 Edmontonians' assessment: well-designed, attractive city
- 2.2 Edmontonians' assessment: access to amenities and services that improve quality of life
- 6.1 Health and wellness
- 6.3 City park usage





Sustainable City

# RECREATION FACILITY MASTER PLAN

**The Recreation Facility Master Plan lays out the framework for Edmonton's recreation facilities that promote active, healthy living and build a sustainable, caring community for today and future generations.**

The next 10-year plan starts in 2016/17 and builds on past work to ensure recreation spaces and places are accessible and welcome everyone. A key element of the plan's success is engaging with residents and partners. The plan forecasts future recreation needs and explores different ways of building facilities and delivering services. The Recreation Facilities Master Plan closely links with the Open Space Plan.

## WHAT SUCCESS WILL LOOK LIKE

Plans are in place for a sustainable financial model that keeps pace with growth and citizens' needs.

Multifunctional spaces and facilities exist and can be used for many different activities.

## Impacted Corporate Outcome Measures

- 2.2 Edmontonians' assessment: access to amenities and services that improve quality of life
- 5.2 Edmontonians' assessment: connected to community
- 6.1 Health and wellness
- 6.2 Recreation facility and library attendance



Sustainable City

# NODES AND CORRIDORS PLANNING

**Transforming Edmonton's urban form requires attention to specific parts of the city where change can have the most impact. These are LRT station areas and other key activity centres—nodes— and streets with frequent bus service and appropriate urban form—corridors.**

The Nodes and Corridors Planning initiative focuses the City's redevelopment planning efforts on these areas and represents an important evolution of redevelopment planning in Edmonton. This initiative will aim to harness growth, change and investment and create great main streets and hubs with the focus on walkability, livability, safety, density and vibrancy. Building on the transit-oriented development program and new efforts to align City activities as they relate to neighbourhood-level planning, the City will now apply redevelopment planning to the nodes and corridors that have the best potential to:

- integrate transportation and land use,
- significantly increase vibrancy and density,
- provide meaningful place-making opportunities and
- maximize the benefit of public infrastructure investments.

Examples of major projects that benefit from this approach include the Stadium Station Area Redevelopment Plan, the Blatchford Community and the Rosedale Transformation (River Crossing).

## WHAT SUCCESS WILL LOOK LIKE

The City developed plans for areas with the greatest opportunity for redevelopment around transit.

Citizens enjoy a safe, walkable and healthy lifestyle in more compact and socially engaged communities.

Access to different travel mode choices is enhanced.

## Impacted Corporate Outcome Measures

- 1.1 New residential units in mature areas
- 2.1 Infrastructure density
- 3.1 Transit ridership
- 9.1 Community greenhouse gas emissions
- 9.2 Ecological footprint

Sustainable City

# EDMONTON'S COMMUNITY ENERGY TRANSITION STRATEGY IMPLEMENTATION

Across Canada, Edmonton is rapidly becoming known as an energy sustainable city. This strategy sets out an eight-year action plan organized into seven opportunity areas:

1. energy use in buildings,
2. energy generation,
3. energy use in industry,
4. land use, transportation and development,
5. water and wastewater,
6. waste reduction and recycling and
7. leadership.

The first period, from 2014 to 2017, pursues creating organizational, leadership, partnership and financial conditions for long-term success; leading by example in City operations; and better understanding and preparing for large community-scale programs. The second step (2018-2021) signals future tactics that are anticipated, including a number of community-scale energy efficiency and renewable energy programs.

## WHAT SUCCESS WILL LOOK LIKE

- Many different buildings in Edmonton have achieved world-class energy efficiency.
- Different industrial processes have achieved world-class energy efficiency.
- More Edmonton residents are using public transportation.
- More of Edmonton's transportation system—passenger vehicles, buses, light trucks and trains—are powered by clean electricity.

## Impacted Corporate Outcome Measures

- 3.2. Journey to work mode
- 8.1 City operations greenhouse gas emissions
- 9.1 Community greenhouse gas emissions

Sustainable City

# TRANSIT STRATEGY AND IMPLEMENTATION

Public transportation strongly influences how Edmonton grows and thrives. The City is planning to develop a Transit System strategy that will define how transit services are delivered.

Scheduled to be implemented in 2018, the Strategy will reflect the public's input by focusing on what transit needs are most important. Those hard-to-reach populations that currently use transit services and future potential transit riders, will be part of the public engagement.

The Strategy will give Council a complete picture of the impact of future transit features based on projected growth in Edmonton and region and limited financial resources.

## WHAT SUCCESS WILL LOOK LIKE

A complete Transit Strategy and Implementation is in place, including a long-term vision and objectives for transit, based on a robust public engagement process.

New or updated policies to achieve the objectives of the Transit Strategy are approved.

Council, stakeholders and the public support the Transit Strategy and are more aware of challenges in providing transit services.

New approaches to public engagement are successfully tested, including engaging communities that traditionally do not engage.

## Impacted Corporate Outcome Measures

- 3.1 Transit ridership
- 3.2 Journey to work mode



Sustainable City

# FACILITY RENEWAL STRATEGY

**The Facility Renewal Strategy is critical in managing the lifecycle of the City's almost 900 buildings and more than 675 pieces of other infrastructure (for example, spray parks and pedestrian foot bridges).**

Scheduled to be completed in the next three years, the strategy will ensure existing facilities are cost effective and meet residents' standards. The strategy will provide a framework to guide the maintenance and renewal of City facilities based on the following principles: minimizing repair costs, reducing greenhouse gas emissions and energy consumption, mitigating facility closures and service interruptions and enhancing revenue-generating opportunities.

## WHAT SUCCESS WILL LOOK LIKE

The City's facility infrastructure renewal balances good use of funds with minimum impacts on facilities.

The City developed plans based on a sustainable infrastructure management model.

## Impacted Corporate Outcome Measures

- 1.2 Edmontonians' assessment: well-designed, attractive city
- 2.2 Edmontonians' assessment: access to amenities and services that improve quality of life
- 8.1 City operations greenhouse gas emissions
- 10.2 City asset sustainability

Sustainable City

# CLIMATE CHANGE ADAPTATION STRATEGY

**Climate change is a global phenomenon that affects different regions of the world in different ways.**

The City's Climate Change Adaptation Strategy will be significantly underway within the 2015-2018 timeframe and will include a diagnosis of Edmonton's climate adaptation challenges, general courses of action and a detailed action plan that manages risks over time (for example, extreme weather conditions and emergency preparedness). The action plan will outline specific tactics to be undertaken in the short and medium term.

## WHAT SUCCESS WILL LOOK LIKE

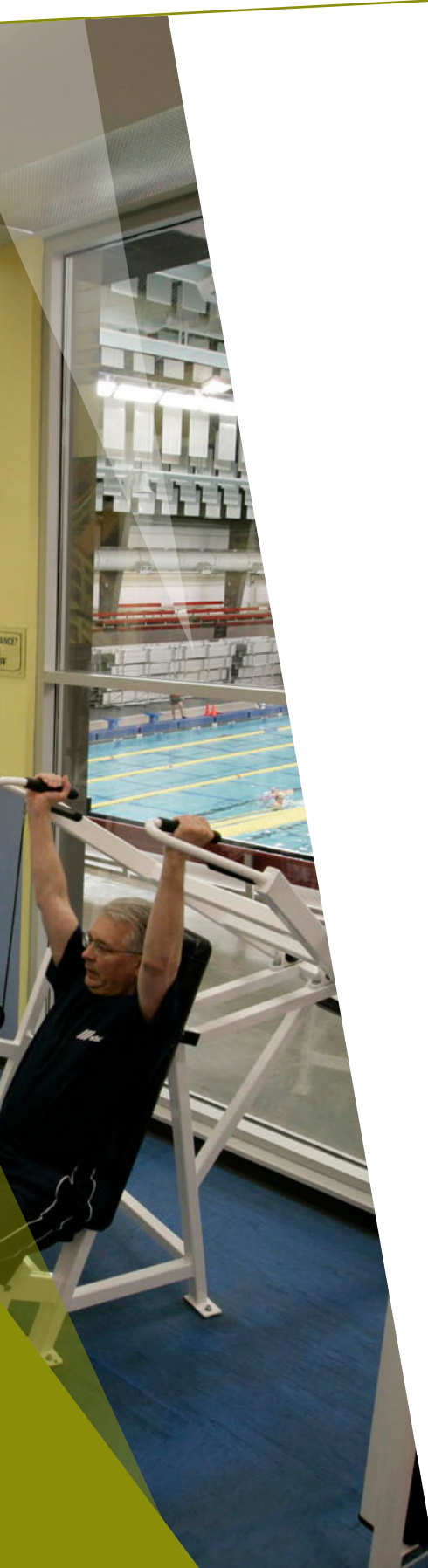
The Climate Change Adaptation Strategy is in place.

Major infrastructure decisions take into account future climate changes.

A new measure that gauges City and community resilience is in place.

## Impacted Corporate Outcome Measures

- 10.2 City asset sustainability







Initiatives to achieve

# OPEN AND CARING COMMUNITY

Open and Caring Community

## OPEN CITY

**Progressive, global cities are innovative, inclusive and engaged. Edmonton's Open City initiative creates opportunities for diverse input and participation and invites residents to take a larger role in shaping their community and enabling social and economic growth.**

Open City encompasses all of the innovative open government work underway across the City.

The focus of Open City is to publish data and share information with residents. In the next three years, the City will put in place tools and conditions that take Open City to the next level, particularly in the areas of enhanced analytics, eServices and public engagement.

How to engage and do business with the City will become more accessible online and through integrated channels.



### WHAT SUCCESS WILL LOOK LIKE

City services and information are easily and intuitively accessible online.

Citizens actively participate in the design and delivery of programs and services.

Analytics capability is being commonly used to support innovative service delivery, good governance, decision-making and policy development.

The City's performance measures align with the City's strategic agenda and are published and readily available to all citizens.

The City's data is released proactively.

### Impacted Corporate Outcome Measures

5.2 Edmontonians' assessment: connected to community

Open and Caring Community

# GREAT NEIGHBOURHOODS IMPLEMENTATION

**The City recognizes its role to promote and support strong partnerships with businesses and residents to build vibrant, livable and engaging communities. Taking this approach and engaging with residents assures the long-term sustainability of Edmonton neighbourhoods.**

Three major programs drive this initiative: the Neighbourhood Revitalization Framework, ELEVATE strategy recommendations for mature neighbourhoods (an initiative with all three levels of government to develop a new urban agenda) and Great Neighbourhoods capital program. Other programs that the City offers such as Communities in Bloom, Safe and Clean, and Arts and Culture further support this initiative.

## WHAT SUCCESS WILL LOOK LIKE

Implementation of neighbourhood planning is effective and integrated.

## Impacted Corporate Outcome Measures

- 5.2 Edmontonians' assessment: connected to community
- 6.1 Health and wellness

Open and Caring Community

# SOCIAL DEVELOPMENT PLAN

**City Council recognizes large cities can make many people feel isolated and disconnected from social networks and other supports. To combat that state of mind, the City is committed to promoting and strengthening mental health supports and enabling a more engaged and connected community. It is also leading efforts to address enhancing supply in a rapidly growing city through creating affordable housing options in existing and developing neighbourhoods, while ensuring that the city's most vulnerable population is supported through initiatives to address poverty and homelessness.**

The Social Development Plan is one way the City aims to improve community wellness and social outcomes through partnerships. Specific tactics within this initiative include development and deployment of a Social Development Framework (to guide decision-making aimed at resolving complex social issues that impact Edmonton and region) and a commitment to increasing use of analytics and evaluation tools to enable better decision-making around prevention and resource allocation.

Project examples include the implementation of the End Poverty Edmonton initiative, affordable housing, continued work to address homelessness on park lands and the development of a Suicide Prevention Framework.

## WHAT SUCCESS WILL LOOK LIKE

A framework and toolkit assists in better decision-making for internal and external stakeholders.

## Impacted Corporate Outcome Measures

- 5.2 Edmontonians' assessment: connected to community
- 7.2 Edmontonians' assessment: safe city
- 7.3 Edmonton Crime Severity Index





Open and Caring Community

# ABORIGINAL INCLUSION AND PARTICIPATION IN CIVIC LIFE

**Much of Edmonton's history and unique character is based on the contributions of the region's indigenous peoples, and this continues today as the City's First Nation, Métis and Inuit populations grow. The City strives to be a leader and model for how a large municipality can build and maintain strong and productive relationships with Aboriginal peoples.**

In partnership with the Aboriginal communities, the City develops initiatives inclusive and welcoming of all perspectives. The goal is to improve social and economic opportunities for Aboriginal peoples, to increase awareness of Aboriginal contributions within the larger Edmonton community and to embrace indigenous diversity. Achieving this requires partnerships on initiatives that directly respond to the needs and aspirations of Aboriginal communities.

## WHAT SUCCESS WILL LOOK LIKE

Better inclusion of indigenous perspectives for internal and external stakeholders is developed and implemented.

Strong partnerships and increased awareness of the needs and aspirations of Aboriginal peoples are in place.

## Impacted Corporate Outcome Measures

- 5.2 Edmontonians' assessment: connected to community
- 6.1 Health and wellness



Open and Caring Community

# COMPLETE STREETS IMPLEMENTATION

**A transformation is taking place in how the City designs its roadways. Previously, roads were built according to a set of common standards, but cities are now taking a more flexible approach and designing roads that fit into the surrounding area and are safe, attractive and welcoming to all users.**

Complete Streets design is context sensitive which means that roads primarily used for transporting goods (for example, Yellowhead Trail) will be designed differently than roads that support public transportation. Adopting this new direction requires several different tactics: Complete Streets Guideline update, changes to City of Edmonton design and public involvement processes and an update to Complete Streets policy C573. Defining main streets and the required enhancements for main streets will be done over the next three years

## WHAT SUCCESS WILL LOOK LIKE

- More people use public transportation, walk or cycle.
- Context sensitive road systems are planned for all roadways.

## Impacted Corporate Outcome Measures

- 3.2 Journey to work mode

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# JOINT ROAD SAFETY IMPLEMENTATION

**Major cities recognize that roads can be dangerous and that efforts to improve road safety save lives.**

To improve road safety, the City is developing the Joint Road Safety Plan Strategy. This strategy embraces the Safe System philosophy and establishes partnerships between the City and the Office of Traffic Safety and the Capital Regional Intersection Safety Partnership.

The strategy also supports City Council's Traffic Safety Initiative. Some tactics currently underway include changes in road design that assist in safer driving conditions, use of a speed management continuum, monitoring and evaluation through quarterly tracking of road safety countermeasures and safety to gauge effectiveness of different initiatives.

## WHAT SUCCESS WILL LOOK LIKE

The number of collisions is reduced.

Safety culture is embedded.

## Impacted Corporate Outcome Measures

7.2 Edmontonians' assessment:  
safe city

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