

THE WAY WE LIVE

# IMPLEMENTATION PLAN

EDMONTON'S  
PEOPLE PLAN

JULY 2012  
APPROVED



TRANSFORMING | **EDMONTON**

BRINGING OUR CITY VISION TO LIFE



THE CITY OF  
**Edmonton**

# EXECUT





# LIVE SUMMARY

## *Cities are built by, for, and with people.*

Ultimately, it is people that create the character of a place, people who build a city that supports and embodies their shared values.

How well our transportation system connects us to each other, how our urban form adds to our city's attractiveness and the city's fiscal, social and environmental sustainability, how we support each other, celebrate together and watch out for each other, all contribute to our quality of life.

It is in this spirit of city building that thousands of residents provided their input in describing the kind of city they wanted Edmonton to become by 2040. Edmonton City Council took that input and established a City Vision, a creative description of Edmonton in 2040. From that Vision, Council created *The Way Ahead: Edmonton's Strategic Plan*. It establishes six 10-year goals to guide the City and help make the City Vision a reality.

Improving Edmonton's livability is one of those 10-year goals.

*The Way We Live: Edmonton's People Plan* advances and supports the goal of improving Edmonton's livability. Created with extensive public input, this long-range people plan continues the spirit of citizen engagement used to create the City Vision. It gives voice to, and embeds, in every city offering and service the principles and goals of creating a caring, connected city where people of all ages, backgrounds cultures and incomes have the opportunity to succeed.

Edmontonians defined six goals in *The Way We Live: Edmonton's People Plan*, that, when achieved, will improve Edmonton's livability. This long range, corporate directional plan is the first to deliberately define and honour the people services that so greatly contribute to our individual and collective quality of life.

*The Way We Live Implementation Plan* looks at *how* we will achieve each of those six goals. Each goal begins with an overview of many of the City's current projects, programs and services that advance it.

The implementation plan then gives an overview of planned initiatives anticipated to be completed over the next 10 years that will also advance that goal. These initiatives are in *addition to*, and *build upon*, current City projects, programs and services. Many of these initiatives are not funded and many need to secure funding from City Council.

Edmontonians are also provided a series of performance measures used to track progress in achieving each of the six *The Way We Live* goals. These measures contribute to the transparency of city government and add to citizen understanding of the direction Edmonton's people programs and services are taking to achieve the goal of making Edmonton one of Canada's most livable cities.

Edmontonians are committed to making Edmonton one of Canada's most livable cities.



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# STRATEGIC + DIRECTIONAL PLANNING

*The Way Ahead* - the City's strategic plan - was established by City Council in 2008 and updated in 2011. The plan contains:

- the 30-year City vision
- six 10-year strategic goals: *Transform Edmonton's Urban Form; Shift Edmonton's Transportation Mode; Improve Edmonton's Livability; Preserve and Sustain Edmonton's Environment; Ensure Edmonton's Financial Sustainability; and Diversify Edmonton's Economy*
- corporate outcomes, corporate performance measures, and three-year and 10-year performance targets for each strategic goal

Directional plans, referred to as the Ways plans, guide the City's work to both achieve the 10-year strategic goals and to deliver existing services to citizens. Each of these plans addresses one of the six strategic goals. Directional plans are highly interdependent and reflect goals and objectives that impact, support and drive each other. Directional plans are:

- *The Way We Grow*: Municipal Development Plan
- *The Way We Move*: Transportation Master Plan
- *The Way We Live*: Edmonton's People Plan
- *The Way We Green*: Edmonton's Environmental Strategic Plan
- *The Way We Finance*: Edmonton's Financial Sustainability Plan
- *The Way We Prosper*: Economic Development Plan



**City Vision**



**THE WAY AHEAD**  
Edmonton's Strategic Plan

**10-Year Strategic Goals**

**Transform Edmonton's Urban Form**

**Shift Edmonton's Transportation Mode**

**Improve Edmonton's Livability**

**Preserve & Sustain Edmonton's Environment**

**Ensure Edmonton's Financial Sustainability**

**Diversify Edmonton's Economy**

**Corporate Directional Plans**

**THE WAY WE GROW**

**THE WAY WE MOVE**

**THE WAY WE LIVE**

**THE WAY WE GREEN**

**THE WAY WE FINANCE**

**THE WAY WE PROSPER**

## Implementation Plans

Initiatives necessary to implement each of the Ways plans are summarized in a corresponding Ways implementation plan. With the complexity of urban environments, many of these initiatives are highly interdependent and impact and depend on each other for successful implementation and completion.

### **What's common between implementation plans**

Implementation plans outline corporate and departmental actions to be undertaken over a 10-year period to achieve the Ways plans. Each plan:

- aligns to the corporate outcomes, performance measures and targets identified in *The Way Ahead*
- categorizes initiatives into one of five groupings:
  - **WHAT WE DID** - projects completed from 2009-2011
  - **WHAT WE ARE CURRENTLY DOING** - these are activities that were funded prior to 2012 and we will keep doing them unless otherwise directed
  - **WHAT WE WILL DO** - initiatives to be started in 2012-2014 as they were approved as part of the capital or operating budget or can be done with existing resources
  - **WHAT WE COULD DO** - important priorities that advance the goals and are achievable in the 10 years based on today's funding sources
  - **WHAT WE ASPIRE TO DO** - important priorities that may not be possible in the next four to 10 years and beyond as funding may not be in place
- identify capital and operating funding needs and resource impacts on other departments

### **What's unique between implementation plans**

The implementation plans are unique and different due to the nature of the work to achieve the relevant strategic goal. The plans are organized and designed to respond to those differences. Plans vary in the following ways:

- *type of plan* - range from policy-oriented plans to infrastructure-based plans
- *type of initiatives* - some plans focus on initiatives around strategy and guideline development while others focus on specific projects
- *internal vs. external collaboration* - plans range in their need for external collaboration to implement their initiatives
- *cross-departmental participation* - initiatives in some plans are lead and controlled primarily by one department while other plans rely extensively on others for successful implementation, resourcing and completion of initiatives
- *type of resourcing* - resourcing requirements to implement initiatives varies between plans; some are more capital resource intensive, while others are more operating intensive, relying on existing resources to complete initiatives
- *structure of plan* - initiatives are aligned to one goal and/or objective or to many goals and objectives

### Summary of uniqueness between implementation plans

	TYPE OF PLAN	TYPE OF INITIATIVES	COLLABORATION	CROSS-DEPARTMENTAL PARTICIPATION	RESOURCING	PLAN STRUCTURE
<b>THE WAY WE GROW</b>	policy	strategy/ policy & guidelines	internal & external	cross- departmental	operating	initiative to goal
<b>THE WAY WE MOVE</b>	infrastructure & policy	strategy/ guidelines & projects	internal & external	cross- departmental	capital & operating	initiative to many goals
<b>THE WAY WE LIVE</b>	infrastructure & policy	strategy/ guidelines & projects	internal & external	cross- departmental	capital & operating	initiative to goal
<b>THE WAY WE GREEN</b>	policy	strategy/ guideline	internal & external	cross- departmental	capital & operating	initiative to objective to goal
<b>THE WAY WE FINANCE</b>	policy & financial modeling tool	strategy/ policy	mostly internal	cross- departmental	operating	may have initiatives; a financial modeling tool
<b>THE WAY WE PROSPER</b>	policy	strategy/ policy	internal & external	cross- departmental	operating	action plans to initiatives to goals

# INTRODUCTION



*The Way We Live: Edmonton's People Plan* was created with the input of thousands of Edmontonians including seniors, children, youth, adults, families and seniors, the city's widely diverse multicultural and Aboriginal communities, business, community, arts, sport, cultural and recreational organizations.

*The Way We Live: Edmonton's People Plan* was approved by City Council on July 7, 2010. The plan advances *The Way Ahead: Edmonton's Strategic Plan* 10-year goal of improving Edmonton's livability and integrates with, complements, and adds to, the City of Edmonton's other long-range corporate directional plans — *The Way We Grow*, *The Way We Move* and *The Way We Green*.

*The Way We Live: Edmonton's People Plan* acknowledges the municipal government's role in bringing people together to create a civil, socially sustainable and caring society where people have opportunities to thrive and realize their potential in a safe, attractive city.

This 10-year corporate directional plan positions local government as a caring entity that creates a diverse and inclusive city by connecting people, creating communities where people can age in place and by actively nurturing an arts, culture and athletic community.

All of the strategic policy directions identified in *The Way We Live: Edmonton's People Plan* will be implemented through annual corporate and departmental business plans and master plans.

## Supporting plans and strategies

*The Way We Live: Edmonton's People Plan* integrates existing City corporate wide initiatives, plans, programs and strategies that guide decision making for many people services.

*The Way We Live Implementation Plan* confirms existing plans, programs and strategies that currently advance the plan's six goals. It builds upon, integrates with, complements, and adds to the work of individuals, organizations and communities who contribute to Edmonton's livability, such as the Edmonton Arts Council, Edmonton Federation of Community Leagues, Edmonton Sport Council and REACH.

The development of *The Way We Live Implementation Plan* includes reviewing existing master plans and departmental plans as well as strategies and programs. These documents provided us with focus for our priority actions outlined in *The Way We Live Implementation Plan*.

### **Existing plans**

1. Annual Policing Plan (2009-2011)
2. Artificial Turf Plan (2009-2015)
3. Capital Priority Plan for Golf Courses
4. Capital Region Growth Plan
5. Cemeteries Master Plan
6. Drainage Master Plan
7. Department Business Plans
8. Edmonton Art of Living Plan
9. Edmonton Cornerstones Plan
10. Edmonton Public Library Facility Master Plan
11. Edmonton Valley Zoo Future Directions Plan
12. Enhancing Community Facility Services through Partnerships Policy
13. Fire Rescue Master Plan
14. Historic Resources Management Plan
15. Joint Use Agreement
16. Medium Term Recreation Facility and Sports Field Plan (through 2015)
17. Natural Connections Strategic Plan
18. North Saskatchewan River Valley and Ravine System Area Redevelopment Plan
19. Plan of Action for the Capital Region River Valley Park
20. Racism-Free Edmonton Action Plan
21. Recreation Facility Master Plan (2005-2015)
22. Recreation Facility Master Plan (5-Year Review/Update)
23. Ribbon of Green Concept Plan
24. Seniors' Centre Plan (2011-2021)
25. Urban Aboriginal Accord
26. Urban Parks Management Plan
27. Violence Reduction Action Plan

**Existing programs and strategies:**

1. 10-Year Arena Capital Development Strategy (2009-2019)
2. Business Revitalization Zone Program
3. Community Facility Services Partnership Capital Development Grant
4. Cycle Edmonton: Bicycle Transportation Plan
5. Downtown Edmonton Plan
6. Edmonton Community Drug Strategy
7. ELEVATE- The report of the Community Sustainability Task Force
8. Facade and Storefront Improvement Program
9. Great Neighbourhoods Initiative
10. Infrastructure Strategy
11. Mayors Arts Visioning Committee Recommendations
12. Multi-Use Trail Corridor Study
13. Municipal Emergency Plan
14. Neighborhood Park Development Program
15. Outdoor Aquatic Strategy (2008-2017)
16. Promoting Edmonton
17. REACH Report
18. Reconnections: A Strategy for Sidewalk Infrastructure in Edmonton
19. Residential Infill Guidelines
20. Smart Choices Program
21. Storm water Quality Control Strategy
22. The Quarters Downtown
23. Walk Edmonton: Steps to a Walkable City
24. Wheeled Recreation Destination Strategy

**The following plans and strategies are in development:**

1. 10-year Gymnasium Strategy
2. Artificial Turf Strategy Update
3. Kinsmen Sport Centre Master Plan
4. Municipal Sport Policy
5. Sports Field Capital Development Strategy

## Making it happen

A great city doesn't just happen. We need to plan for it.

*The Way We Live Implementation Plan* outlines the current and future actions the City of Edmonton, including Edmonton Police Services, Edmonton Public Libraries and the Edmonton Economic Development Corporation, is doing to implement *The Way We Live: Edmonton's People Plan*. The implementation of the people plan will also be supported by actions undertaken by the five other City corporate directional plans: *The Way We Grow*, *The Way We Move*, *The Way We Green*, *The Way We Prosper* and *The Way We Finance*.

*The Way We Live Implementation Plan* builds on existing City projects, programs and services already advancing each of *The Way We Live: Edmonton's People Plan's* six goals. These goals are:

1. Edmonton is a vibrant, connected, engaged and welcoming city
2. Edmonton celebrates life!
3. Edmonton is a caring, inclusive, affordable community
4. Edmonton is a safe city
5. Edmonton is an attractive city
6. Edmonton is a sustainable city

*The Way We Live Implementation Plan* is organized so that it provides Edmontonians, City Council and City staff with:

1. A narrative overview of many of the City's current programs, services and initiatives that advance each of *The Way We Live: Edmonton's People Plan's* six goals.
2. A series of performance measures that will be used to track progress in achieving each of *The Way We Live: Edmonton's People Plan's* six goals.
3. An overview of planned initiatives to be completed over the next ten years that will also advance each of the six goals of *The Way We Live: Edmonton's People Plan*.

Each goal begins with a narrative that provides an overview of many of the City's existing projects, programs and services that advance it. *The Way We Live Implementation Plan* then gives an overview of planned initiatives anticipated to be completed over the next three to ten years that will also advance each goal. This is not a static document. Many planned initiatives are dependant on the financial position of the City and opportunities as they present themselves. While these initiatives do not include all of the future work of the corporation, they are in addition to and build upon existing City projects, programs and services. Initiatives reflect the diversity of the work across the corporation to support the goals of *The Way We Live*.

The majority of these initiatives will include a citizen engagement component giving Edmontonians affected by a decision will have the opportunity to provide their views about the decision being made. This gives City of Edmonton decision makers — usually Edmonton City Council — the widest possible spectrum of information upon which to make their decisions.

## GOALS FOR THE WAY WE LIVE: EDMONTON'S PEOPLE PLAN





## The last 10 years

Alberta's capital city, Edmonton is the urban centre in a region of 24 municipalities. Edmonton and the Capital Region have experienced a period of rapid and intense growth in the last decade.

That economic boom attracted thousands of people to the area. This resulted in an exponential demand for people services. The City of Edmonton has a long history of boom and bust economic cycles. Each cycle often strains the corporation's ability to respond to sudden spikes in the number, and nature, of services residents require. Booms bring a flood of new residents requiring more services. Busts leave many in need of social services. This impacts Edmonton's social fabric, affecting everything from the not-for-profit sector's ability to find space to provide services, to childhood poverty, growth of the illicit drug trade and the need for more recreation and leisure programming for an increasingly diverse population.

Throughout these economic cycles of the past decade, Edmonton has continued to advance itself as one of Canada's most livable cities on many different fronts. For example, Edmonton:

- Created Canada's first Urban Aboriginal Accord
- Emerged as an international centre of excellence in waste management
- Invested in new and improved recreation facilities
- Established Edmonton Fire Rescue Services as one of the premiere fire services in North America
- Named Cultural Capital of Canada in 2007
- Created Canada's first Cultural Senate with the Edmonton Poet Laureate, Edmonton Writer in Exile and Edmonton Historic Laureate posts
- Established itself as the economic powerhouse to Canada's energy industry
- Maintained a neighbourhood focus through collaborative efforts with the Edmonton Federation of Community Leagues
- Established the Great Neighbourhoods initiative to improve the livability of Edmonton's neighbourhoods and the lives of the people who live, work and visit in them
- Recognized as a leader in neighbourhood revitalization by the Institute of Public Administration (IPAC)
- Heritage Canada Foundation's Prince of Wales Prize for Municipal Heritage Leadership to the City of Edmonton - 2009

In addition to the City's long-term corporate directional plans, the City of Edmonton has also involved residents in the creation of other plans designed to provide a blueprint for the future development of City programs and services. The plans include:

- The Art of Living Implementation Plan
- Recreation Facility Master Plan
- Fire Rescue Master Plan
- Edmonton Police Service Strategic Plan
- City of Learners Initiative
- A Place to Call Home, a 10 Year Plan to End Homelessness
- Vision for an Age-Friendly Edmonton Action Plan

## Challenges to *The Way We Live Implementation Plan*

*The Way We Live Implementation Plan* requires the efforts of a wide spectrum of community partners, orders of government, the City of Edmonton, residents and the business community to realize.

Edmontonians are currently challenged by the needs of its mature neighbourhoods to remain vibrant and attractive to families, while, at the same time, provide services to new neighbourhoods. Ours is also an aging population. Within the senior population, the most dramatic growth will happen in the over 80 age group, expected to increase by as much as 26% over the next 30 years. Seniors want the support to live independently as long as possible. With one-third of Edmontonians of all ages now living alone, or living in smaller family units, there is an even greater acknowledgement of the City's role in connecting people to each other, to the City and to social, recreation, arts, cultural and sport opportunities.

Edmonton has an increasingly diverse population with people coming from around the world to call Edmonton home. The city is home to Canada's second largest urban Aboriginal population, which has a relatively younger cohort compared to the overall population.

The City is seeking innovative funding and partnership models that will help advance the actions necessary to making Edmonton one of Canada's most livable cities. The City of Edmonton is committed to leveraging dollars from other orders of government and community partners to maximize its investments.

## Resourcing *The Way We Live Implementation Plan*

The City's vision builds on the strong base of programs, services and amenities that already exist. However, there are many choices that could be made as the City continues to grow. The initiatives outlined in the implementation plans provide the means to action the corresponding Ways plan. They help direct our work towards achieving the City of Edmonton vision.

Through identifying initiatives, the implementation plan provides enhanced information for decision-making related to programs, services, and infrastructure. Initiatives, and the magnitude of resources required to fulfill them, help to inform prioritization and resource planning, particularly where limited resources need to be allocated amongst competing demands.

Creating a livable city takes deliberate planning. Creating *The Way We Live* a long-term people services plan:

- Provides direction on how the municipal government can contribute to the wellbeing of its citizens by guiding its resources, integrating its actions and funding its programs.
- Prepares the City and its citizens to seize opportunities to create the city Edmontonians envision.
- Aligns resources and energy toward achieving documented goals and objectives.

*The Way We Live Implementation Plan* gives an overview some of the planned initiatives anticipated to be completed over the next 10 years that will help achieve consistent goals. These initiatives are in *addition to*, and *build upon*, many City projects, programs and services. Many of these initiatives are not funded. The City will work in partnership with all orders of government, not-for-profit sector, businesses and community groups to implement the initiatives in the *TWWL Implementation Plan*. The City will ensure that existing services support the goals of *The Way We Live Implementation Plan* and that they demonstrate effective use of resources.

As budgets priorities are developed, balance is needed between urgent operating needs and progress towards the long-term vision. Community Services budget is a portion of the operating and capital funding that is required to implement the initiatives in *The Way We Live Implementation Plan*. While Community Services is the department lead for *The Way We Live Implementation Plan*, the plan requires funding and resource contributions from other corporate departments, community groups, agencies and partners.

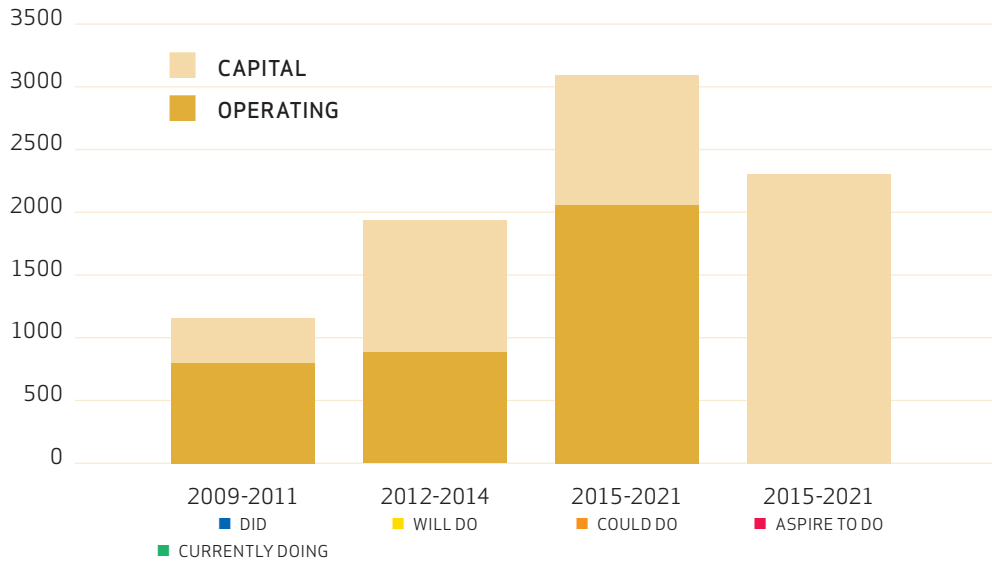
The following details spending levels on programs that are important for the City of Edmonton to achieve current targets and desired progress towards the Goals outlined in *The Way We Live Implementation Plan*. As an outline of the next 10 years, the graph below shows capital and operating budget periods, from 2009 to 2021 for the various City departments that impact *The Way We Live*.

- The 2009- 2011 budget reflects operating and capital amounts which include core services and '**DID**' as well as '**CURRENTLY DOING**' initiatives that were funded prior to 2012.

For the next capital budget period, three general scenarios were developed:

- '**WILL DO**' represent the 2012-2014 approved capital and 2012 approved operating budgets.
- '**COULD DO**' represent the 2015-2021 operating and capital funding cycles. Dollars associated with '**COULD DO**' are estimates.
- The '**ASPIRE TO DO**' scenario includes additional operating and capital spending needed to meet all *TWWL Implementation Plan* targets. Funding levels to meet '**ASPIRE TO DO**' levels will require significant new resources, likely from coordination between multiple orders of government. Not all dollars amounts are included and will be revisited on an annual basis as the scope and costs are defined for the '**ASPIRE TO DO**' initiatives.

**Investment Strategy**  
(millions)



\*These figures do not include operating impacts of capital projects and do not reflect a complete budget document for resourcing *The Way We Live Implementation Plan*.

## Alignment with Corporate Outcomes

The six goals of *The Way We Live: Edmonton's People Plan* supports the four corporate outcomes on livability. *The Way We Live Implementation Plan* has been developed to

### THE WAY AHEAD GOAL

Improve Edmonton's Livability

### TWWL GOALS



align with corporate outcomes. The development of *The Way We Live Implementation Plan* incorporated the corporate priorities and initiatives, and are included under planned initiatives. The performance measures for the corporate outcomes are integrated as part of the *TWWL Implementation Plan*.

CORPORATE MEASURES	ALIGNS WITH GOAL	3-YEAR TARGETS	10-YEAR TARGETS
<b>CORPORATE OUTCOME 2.1</b>			
% of citizens who volunteer in their community	1	58%; baseline data under review	Baseline data under review
% of Edmontonians who recommend Edmonton as a great city to live, work, play	5	Improve upon current level of 76%	80%
% of Edmontonians who report feeling connected to their community	1	Improve upon current level of 51%	56%
<b>CORPORATE OUTCOME 2.2</b>			
% of citizens that participate in City of Edmonton offered recreation and social programs and activities that report the activity or program has improved their personal health & wellness	2	90%	93%
Per capita the number of attendances at City of Edmonton sponsored programs and events	2	Baseline to be developed	Baseline to be developed
<b>CORPORATE OUTCOME 2.3</b>			
% of citizens who feel that they are able to access amenities and services that will improve their quality of life	3	Improve upon current level of 62%	70%
Amount that community investment is leveraged through partnership with non-profit organizations (% of total program/project costs paid by the City of Edmonton)	3	Baseline data under development	Baseline data under development
Disabled Adult Transit Service (DATS) Ride Accommodation Rate	3	Maintain accommodation rate above 98%	Maintain accommodation rate above 98%
% of admissions/tickets of City of Edmonton services that are subsidized or offered at low cost	3	6.5%	10%
Households that are in complete communities	6	Baseline to be developed	Baseline to be developed
<b>CORPORATE OUTCOME 2.4</b>			
% of citizens who feel Edmonton is a safe city	4	Improve upon current level of 51%	58%
% of fire calls that meet first full alarm targets	4	90%	90%
% of City employees identified to staff the Emergency Operations Centre (EOC) who have participated in emergency preparedness training and exercises	4	95%	95%
% of citizens who feel Edmonton is a clean city	5	Improve upon current level of 57%	70%
% change in litter at various city sites	5	45% reduction from current state (2010). (15% reduction per year)	60% reduction from current state (2010)
% reduction within eight major crime indicators	4	To be determined	To be determined

**GOAL ONE:**

EDMONTON IS A VIBRANT,  
CONNECTED, ENGAGED AND  
WELCOMING CITY







*Edmontonians value their connections with each other.*

*Building positive relationships between people, neighbourhoods, communities and regions provides the foundation for creating a livable, vibrant, engaged and welcoming city. City of Edmonton core programs and services help Edmontonians connect physically and socially.*

Great neighbourhoods are the building blocks of a great city. Through the Great Neighbourhoods corporate initiative, the City of Edmonton is investing in the physical and social infrastructure of Edmonton neighbourhoods, connecting Edmontonians to City programs and services and working with residents to support their efforts to create the place they want their neighbourhood to be.

Edmonton is the only Canadian city to dedicate an annual property tax levy toward the renewal and reconstruction of neighbourhood streets and sidewalks. The Neighbourhood Renewal program complements two other City programs dedicated to the deliberate, coordinated and sustainable investment in neighbourhood infrastructure. The City of Edmonton's Drainage Neighbourhood Renewal Program is focused on the renewal and replacement of sanitary and storm sewers. This program works in combination with the Neighbourhood Renewal Program which is focused on the renewal and rebuilding of roads, sidewalks, and streetlights in existing neighbourhoods and collector roadways and the Great Neighbourhoods Capital Program which is focused on improving the livability of Edmonton neighbourhoods to renew the physical infrastructure of neighbourhoods and create vibrant, sustainable neighbourhoods.

These programs are in addition to the City's ongoing investment in recreation centres and parks and the operation, maintenance and building of extensive roadways, public transit and many kilometres of walking paths, multi-use trails and bicycle paths that connect people and neighbourhoods with each other, the city and the region.

The City of Edmonton also works with the other 24 municipalities of the Capital Region to achieve a comprehensive, coordinated and integrated transportation system that supports regional mobility, accessibility and economic vitality. Transit operating agreements have been established with the City of St. Albert, Strathcona County and Leduc County.

The City works with residents to help them create the neighbourhoods they want to live in. This includes neighbourhood revitalizations, in which the city supports community-driven initiatives to bring new energy to Edmonton neighbourhoods and neighbourhood engagement projects in which neighbourhoods reach out to, connect with, and involve, a diverse range of organizations and individuals in neighbourhood visioning and activities. The Office of Great Neighbourhoods facilitates corporate coordination and harmonized delivery of municipal services, programs and planning in neighbourhoods.

The City of Edmonton, itself, reaches out to its various communities.

Edmonton is home to Canada's second largest urban Aboriginal population and the nation's first Urban Aboriginal Accord. The Accord is a principle-based relationship agreement between the Aboriginal communities of Edmonton and the City that guides how the City will work with, and serve, Aboriginal Peoples living in the capital city.

The City of Edmonton also helps bring diverse groups together to work on solutions to city-wide issues such as racism (Racism Free Edmonton) the creation of safe and inviting hospitality zones (Responsible Hospitality Edmonton) and addressing how to better connect low income families to available social and recreation services (Families First Edmonton). The City connects residents to Edmontonians' multiple faith communities through the Celebration of Our Faiths program and display at City Hall and by its long-time practice of having the Edmonton Interfaith Education and Action Centre provide opening prayers at City Council sessions.

The Citizen and New Arrival Information Centre on the main floor of City Hall serves to welcome new arrivals to Edmonton and connects both new and long-time residents to information about City projects, programs and services that help ensure a vibrant and welcoming city.

Through its Landlord and Tenant Advisory Board, the City provides information, advice and education to Edmonton landlords and tenants regarding their rights and obligations as stated in the Alberta Residential Tenancies Act.

The City of Edmonton has more than 50 recreation and leisure centres that provide hundreds of year-round programs for people of all ages, abilities and income levels, so that residents are better able to connect with each other and their community while improving their social, physical and mental well-being.

Additionally, the City of Edmonton partners with more than 300 community organizations in the delivery of 4000 plus community-based recreation programs annually. The City works with the community to support and promote opportunities for Edmontonians to learn about, and celebrate, our rich and diverse cultural, social and economic history and provides liaison, organizational development and funding to many non-for-profit social and recreational programs and organizations.

The City of Edmonton also works with three School Boards (Edmonton Public, Edmonton Catholic and North Central Francophone School Board) to provide neighbourhood after-hours access to school gymnasiums as a means of extending the use of existing neighbourhood space to further establish connections between neighbours.

Edmontonians value their connections to the outdoors. The City of Edmonton operates and maintains 460 neighbourhood and city-wide parks and provides programming to attract people to these outdoor areas year-round. Edmontonians also enjoy opportunities to connect with nature by accessing the City's natural areas.

Edmonton's extensive public library system plays a pivotal role in connecting people to their communities and to communities of interest through programming and accessing the Edmonton Public Library collection. The City of Edmonton funds and supports 17 Edmonton Public Libraries (EPL) to ensure Edmontonians have inspiring physical and virtual spaces to connect with each other and to the world. EPL is the third largest lender of information and entertainment in Canada.

Edmonton has established the Edmonton Heritage Council to promote the preservation and celebration of Edmonton's history. This organization compliments the Edmonton Historical Boards advisory functions to Council and citizens.

Through the Edmonton Arts Council, Edmonton is partnering to build one of Canada's most vibrant arts and cultural sectors.

When it comes to connecting Edmontonians with their local government, the City of Edmonton uses innovative methods such as providing live coverage of City Council meetings on edmonton.ca the City's website, offering an online calendar that shows where, when and how citizens can provide their views on issues that affect them, and offering residents 311, a 24/7 citizen telephone information service. Edmonton.ca provides a wealth of information on City projects, programs and services and serves to connect citizens to their city. Social media is used extensively to keep Edmontonians connected to information about their city. The City of Edmonton is partnering with the University of Alberta to establish The Centre for Public Involvement dedicated to providing leadership and excellence in citizen participation in municipal and civic affairs.

Edmontonians have the opportunity to connect with each and their city through volunteer activities at the neighbourhood, city and regional level. Over 12,000 volunteers serve in City-wide events, community programs and civic activities annually contributing greatly to residents' overall quality of life.

From the river valley parks system, to neighbourhood walking paths, bike trails and sidewalks, cultural and sport events and recreation and leisure programming, the City of Edmonton programs and services connect Edmontonians on a daily basis. It's these connections to people and place that add to Edmontonians' sense of safety and belonging. This adds to a shared sense of community, and, ultimately, commitment to contributing to Edmonton's quality of life.

## Measuring progress in achieving *The Way We Live* Goal One

The performance measures for Goal One will demonstrate the City of Edmonton’s progress in creating opportunities and providing spaces for Edmontonians to be connected, involved and engaged in their community. They also measure the overall satisfaction of Edmontonians with living in the city.

CORPORATE PERFORMANCE MEASURES	WHAT IT MEANS
<p>1. <b>Percentage of citizens who volunteer in their community*</b></p>	<p><i>This measure captures the level of citizen volunteerism in a 12-month period.</i>                      3-year target - 55%                      10-year target - 62%</p>
<p>2. <b>Percentage of Edmontonians who report feeling connected to their community*</b></p>	<p><i>Edmontonians strongly feel that they are connected to other edmontonians, neighbourhoods and groups or organizations.</i>                      3-year target - 51%                      10-year target - 56%</p>

\* Council-approved Corporate Measures (2011)

DEPARTMENT PERFORMANCE MEASURES	WHAT IT MEANS
3. Percentage of citizens with knowledge about city programs and services	<i>Proportion of edmontonians who state that they know about city programs and services and how to access these programs and services.</i>
4. Percentage of citizens satisfied with physical access of public spaces	<i>Proportion of edmontonians who state they are satisfied with access to public spaces.</i>
5. Percentage of citizens using parks and green spaces	<i>Proportion of edmontonians who have access to, and are using, parks, natural spaces and green spaces.</i>
6. Percentage of Edmontonians who had attended public consultations sessions by the City	<i>Proportion of edmontonians who state they have participated in activities where they have the opportunity to express their ideas and who state that they are satisfied with their opportunity to contribute.</i>

## Planned initiatives that will help achieve

### GOAL ONE:









## EDMONTON IS A VIBRANT, CONNECTED, ENGAGED AND WELCOMING CITY







PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN THREE YEARS 2012-2014	LEAD	STATUS
<p><b>1. Implement the Great Neighbourhoods Framework</b> <i>Enhance neighbourhoods for all Edmontonians.</i></p>	Community Services, use existing resources	■
<p><b>2. Renew and implement the Neighbourhood Revitalization Framework</b> <i>Renew and implement the framework for building social infrastructure in neighbourhoods.</i></p>	Community Services, use existing resources	■
<p><b>3. Renew the community indicators</b> <i>Redevelop livability indicators to help in assessing neighbourhood condition from the 2006 Census of Canada.</i></p>	Community Services, use existing resources	■
<p><b>4. Integrate social sustainability into the neighbourhood revitalization approach</b> <i>Advance neighbourhood revitalization by including affordable housing and poverty reduction strategies.</i></p>	Community Services, use existing resources	■
<p><b>5. Finalize the tripartite agreement and implementation of the Community League Grant Funding Programs</b> <i>Finalize a new tripartite license agreement between the City of Edmonton, Edmonton Federation of Community Leagues and individual community leagues through the development of a new funding strategy to support community leagues.</i></p>	Community Services, 15K use existing resources	■



PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>THREE YEARS</u> 2012-2014	LEAD	STATUS
<p><b>6. Implement the Community Facility Services Partnership Capital Projects Funding Program</b>  <i>Work with community and sports groups to fund their large capital project needs.</i></p>	<p>Community Services, 1M use existing resources</p>	<p>■</p>
<p><b>7. Partner with the Edmonton Federation of Community Leagues to advance the Living Local initiative</b>  <i>Help people to reconnect with their local community.</i></p>	<p>Community Services, use existing resources</p>	<p>■</p>
<p><b>8. Implement the Immigration and Settlement Strategy</b>  <i>Promote economic integration, equitable access to services and meaningful engagement in municipal life.</i></p>	<p>Community Services, use existing resources</p>	<p>■</p>
<p><b>9. Develop volunteer opportunities</b>  <i>Develop volunteer opportunities in Edmonton, drawing particularly on the increasing number of seniors, Aboriginals and new immigrants seeking volunteer opportunities.</i></p>	<p>Community Services, use existing resources</p>	<p>■</p>
<p><b>10. Review Dogs in Parks Program</b>  <i>Conduct a review of approaches to off-leash areas.</i></p>	<p>Community Services, use existing resources</p>	<p>■</p>
<p><b>11. Participate in the Port Alberta initiative</b>  <i>Develop Edmonton as the regional hub for international trade.</i></p>	<p>EEDC, Port Alberta group is now incorporated</p>	<p>■</p>
<p><b>12. Create a developer cost shared park development program</b>  <i>Encourage developer participation in new park development.</i></p>	<p>Sustainable Development, Total 15M</p>	<p>■</p>

PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN THREE YEARS 2012-2014	LEAD	STATUS
<p><b>13. Develop Transit Oriented Development regulations</b>  <i>Promote Transit Oriented Development.</i></p>	<p>Sustainable Development, Transportation Services, use existing resources</p>	<p>■</p>
<p><b>14. Community League infrastructure support</b>  <i>Increase the Edmonton Federation of Community Leagues 2012 funding to fund community league infrastructure.</i></p>	<p>Community Services, 1.45M funded</p>	<p>■</p>
<p><b>15. Develop a community facility land demand assessment</b>  <i>Evaluate the land requirements for community and recreation facilities, review historic practices, and suggest means for improving future development. This may result in some recommendations to amend the MGA.</i></p>	<p>Sustainable Development, Parks Planning, use existing resources</p>	<p>■</p>
<p><b>16. Develop a greenways strategy</b>  <i>Develop and implement a strategy to connect neighbourhoods with a system of greenways, linking residential areas to commercial areas, parks, schools, transit and more.</i></p>	<p>Sustainable Development, use existing resources</p>	<p>■</p>
<p><b>17. Develop a parks-appropriate commercial zoning and development strategy</b>  <i>Enable and encourage zones of appropriate commercial development adjacent to parks sites.</i></p>	<p>Sustainable Development, Parks Planning, use existing resources</p>	<p>■</p>

<b>PLANNED UNFUNDED INITIATIVES ANTICIPATED TO BE COMPLETED IN 10 YEARS 2012-2021</b>	<b>LEAD</b>	<b>STATUS</b>
<b>1. Support the multicultural and Aboriginal communities in accessing or developing physical spaces to meet and recreate</b> <i>Develop multi-use facilities across the city to increase access of multicultural and Aboriginal communities to public spaces.</i>	Community Services, South Multicultural Centre - 2.25M, Clareview Multicultural Centre - 1.8M funded	
<b>2. Implement The Quarters Redevelopment Plan</b> <i>Encourage redevelopment of the Quarters.</i>	Sustainable Development, 60M for Phase 1 funded	
<b>3. Implement the Age-Friendly City Policy</b> <i>Develop strategies to make Edmonton an age-friendly city.</i>	Community Services, use existing resources	
<b>4. Develop the concept for an Aboriginal Welcome Centre</b> <i>Develop a concept for a welcoming centre that provides information, support, programming and space for gatherings, celebrations and meetings.</i>	Community Services, TBD	
<b>5. Develop a park land redevelopment levy strategy</b> <i>Identify and implement park land redevelopment acquisition.</i>	Sustainable Development, Parks Planning, 25K	
<b>6. Develop Transit Oriented Development (Station Area) plans</b> <i>Promote transit oriented development.</i>	Sustainable Development, 8M for Stadium Station plans, 1M for future new plans, funded	
<b>7. Implement the City of Edmonton Historic Resource Management Plan</b> <i>Implement the plan's policies and actions.</i>	Sustainable Development, 3.5M <i>PARTNER: Edmonton Heritage Council</i>	
<b>8. Implement the Edmonton Public Library Strategic Plan to build and upgrade libraries</b> <i>Meet the information needs of a growing population and expanding city.</i>	Edmonton Public Library, Approved 129M Capital funds, no operating funds approved	

<b>PLANNED UNFUNDED INITIATIVES ANTICIPATED TO BE COMPLETED IN 10 YEARS 2012-2021</b>	<b>LEAD</b>	<b>STATUS</b>
<b>9. Expand Edmontonians’ virtual access to library materials</b> <i>Implement an online service delivery strategy.</i>	Edmonton Public Library, 125M not approved	
<b>10. Develop a district park land acquisition program</b> <i>Acquire additional district park lands to accommodate requirements for larger school and recreation facilities.</i>	Sustainable Development, Total 30M	
<b>11. Develop a downtown park land acquisition program</b> <i>Acquire park land as identified in the Downtown Plan.</i>	Sustainable Development, Total 50M	
<b>12. Fund parks construction</b> <i>Construct and develop new parks in new neighbourhoods and re-develop existing park sites.</i>	Sustainable Development, 10M 2012 funded	
<b>13. Develop Neighbourhood Park Development Program outdoor aquatic amenities</b> <i>Provide matching funding to community organizations to replace or retrofit wading pools in neighbourhood parks.</i>	Community Services, Parks Planning, Total 20M 4.277M in 2012 funded	
<b>14. Acquire park land</b> <i>Acquire park land for development of new green and open spaces.</i>	Sustainable Development, Parks Planning, Total 40M	
<b>15. Improve Edmonton parks</b> <i>Develop studies and designs to improve Edmonton’s parks.</i>	Sustainable Development, Total 10M	

<b>PLANNED UNFUNDED INITIATIVES ANTICIPATED TO BE COMPLETED IN 10 YEARS 2012-2021</b>	<b>LEAD</b>	<b>STATUS</b>
<p><b>16. Develop and implement a city-wide public spaces strategy</b> <i>Identify opportunities and strategies for the enhancement, protection, acquisition and management of municipal parks, trails and public space in the Downtown, to meet the immediate and long-term needs of residents and visitors. Encourage redevelopment of new and established neighbourhoods.</i></p>	<p>Sustainable Development, Total 17M</p>	<p>■</p>
<p><b>17. Acquire top of bank land</b> <i>Acquire property along top of riverbank areas.</i></p>	<p>Sustainable Development, Parks Planning, Total 20M</p>	<p>■</p>
<p><b>18. Develop and implement a plan/strategy for public space and municipal parks in the downtown</b> <i>Identify opportunities and strategies for the enhancement, protection, acquisition and management of municipal parks, trails and public space in the Downtown, to meet the immediate and long-term needs of residents and visitors.</i></p>	<p>Sustainable Development, Parks Planning, Total 10M</p>	<p>■</p>

**GOAL TWO:**  
EDMONTON CELEBRATES LIFE!





*Edmontonians love to celebrate life! Healthy living adds to our overall quality of life. The City of Edmonton provides places, programs and services that give Edmontonians opportunities to add to their physical, social and mental well-being.*



From the everyday enjoyment of Edmonton's outstanding parks, natural, green and public spaces, to our local arts, cultural, sports and local celebrations, the City of Edmonton provides and supports a plethora of opportunities for Edmontonians of all ages, abilities and income levels to celebrate life.

The City of Edmonton operates more than 50 recreation and leisure centres and encourages active and healthy lifestyles through abundant recreational opportunities. The City manages over 100 partner agreements with not-for-profit organizations offering diverse leisure and recreation programming in both indoor and outdoor community facilities.

City-owned and operated attractions give residents and visitors alike the choice of stepping into Edmonton's history, understanding more about the natural environment in the urban setting, walking into a tropical rain forest for an afternoon, or getting to know how the City is working to conserve wildlife species

Edmontonians can step into their past and live a day the way things used to be at Fort Edmonton Park. This City-owned attraction is North America's largest interactive historic park offering residents and visitors a chance to experience four distinct periods of the city's past. The John Walter Museum also complements the parks interpretive history of early Edmonton settlement.

The City's cultural and physical Heritage is promoted and funded through its heritage organizations through Heritage festivals, exhibits, events, museums, and repurposing of heritage structures.

Nestled on the banks of the Edmonton River Valley, The Edmonton Valley Zoo is home to more than 350 animals and focuses on wildlife education, conservation and research. Construction is underway to transform the 52-year-old facility with new animal habitats, a new education centre and entry plaza and a central trail system called The Wander that will showcase the ecosystems and natural beauty of the North Saskatchewan River Valley.

The Muttart Conservatory is Edmonton's premiere horticultural attraction attracting thousands of visitors annually to enjoy a visit to the tropics, desert, and show pyramids or to take part in classes and special events. Edmontonians wanting to learn more about nature in their urban setting can visit the John Janzen Nature Centre and take part in the City-owned and operated facility's programs, events and exhibits.

Edmonton's river valley is Canada's largest urban park, with more than 150 kilometers of trails and 22 major parks nestled along the valley offering endless opportunities for outdoor adventure and fun.

The City of Edmonton is an active partner in the River Valley Alliance, joining six Edmonton-area municipalities in its commitment to protect, preserve and enhance the Capital Region's river valley park system for year-round accessibility. Residents and visitors relish recreation opportunities in Edmonton's huge outdoor playground that is 22 times larger than New York City's famed Central Park.

The City also provides land for more than 120 community league buildings and manages more than 250 agreements with community leagues and other community groups to support them in providing diverse social, recreation and leisure opportunities for residents. The City of Edmonton maintains an ongoing partnership with Edmonton Federation of Community Leagues in supporting 154 neighbourhood community leagues.

The Edmonton Arts Council, through a partnership with the City of Edmonton, allocates \$6.5 million in grants. Arts groups, festivals, celebrations as well as individual artists and cultural groups use these funds to provide Edmontonians a rich and vibrant arts and cultural scene throughout the year.

When it comes to celebrating life, Edmontonians gather at Churchill Square, the city's year-round celebration centre that hosts everything from February Family Day celebrations through to The Works Arts and Design Festival in June and ends the year with a fun-filled family-centered New Year's Eve celebration.

The City of Edmonton works with local, national and international organizations to provide programming and services that draw people to the downtown core to celebrate their achievements, their city and themselves.

Home of the world's second largest International Fringe Theatre Festival, the City of Edmonton was named the 2007 Cultural Capital of Canada. The city hosts and promotes over 30 different year-round festivals celebrating everything from its many multicultural communities to a celebration of winter.

The City of Edmonton created Canada's first cultural senate composed of the City's Poet Laureate, Poet in Exile and Historian Laureate.

Edmontonians love their sports, both indoor and outdoor! The City works with the Edmonton Sport Council (ESC) to advocate and facilitate a better experience at all levels of sport. Edmontonians can choose to play everything from soccer to baseball on City sports fields to basketball and volleyball in local gymnasiums. Whether it's playing hockey, ringette or skating in the City's owned and operated 21 indoor arenas or seven city-wide outdoor rinks, to cheering on athletes competing in the World Figure Skating or World Junior Hockey championships, the City of Edmonton provides opportunities to celebrate sport.

The City's many public spaces come alive with programming, events and celebrations as a result of City of Edmonton partnerships with residents at the neighbourhood and city level. Through partnerships citizens are building parks, playgrounds and public spaces as community hubs.

In providing places, spaces and opportunities to celebrate life the City of Edmonton contributes to Edmontonians individual and collective quality of life, thereby improving Edmonton's livability.

## Measuring progress in achieving The Way We Live Goal Two

The performance measures for Goal Two measure the extent to which Edmontonians participate in programs, events and opportunities that the City provides that enhances their health and well-being. These measures also demonstrate the City's accomplishments in creating an environment where arts and culture can flourish and prosper.

CORPORATE PERFORMANCE MEASURES	WHAT IT MEANS
<p>1. <b>Percentage of citizens that participate in City of Edmonton offered recreation and social programs and activities that report the activity or program has improved their personal health &amp; wellness*</b></p>	<p><i>This indicates the proportion of users who believe that they benefit from using City programs and facilities. 3-year target - 90% 10-year target - 93%</i></p>
<p>2. <b>Per capita attendance at City of Edmonton sponsored programs and events*</b></p>	<p><i>This indicates participation of citizens in civic-sponsored events compared to the total population of the city. These events include sports, major attractions, specialty venues, registered programs, summer playground activities etc.</i></p>

\* Council-approved Corporate Measures (2011)

DEPARTMENT PERFORMANCE MEASURES	WHAT IT MEANS
<p>3. Percentage of citizens who indicated that they are active in three or more Life-Enriching activities</p>	<p><i>Proportion of Edmontonians who stated that they have participated in at least 3 different types of life-enriching activities. Life enriching activities is defined as structured individual and group opportunities and available in the city that people participate to maintain life-work balance, relieve stress of everyday life and realize their potentials. It can include activities such as enrolling in a music, dancing, or art class, volunteering with an organization, joining a book club, health and wellness classes, language classes etc.</i></p>
<p>4. Number of “cultural creatives”</p>	<p><i>This measures the concentration of working artists, musicians, writers, designers, entertainers, architects in a city.</i></p>
<p>5. Participation rates in sport and recreation activities by age grouping</p>	<p><i>Proportion of Edmontonians who participate in sports and recreation programs offered by the City of Edmonton.</i></p>

## Planned initiatives that will help achieve

### GOAL TWO:

### EDMONTON CELEBRATES LIFE!

PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>THREE YEARS</u> 2012-2014	LEAD	STATUS
1. <b>Animate Churchill Square year-round</b> <i>Increase year-round programming on Churchill Square.</i>	Community Services, 100K <i>PARTNER: Edmonton Arts Council</i>	■
2. <b>Create the Municipal Sport Strategy</b> <i>Develop a master plan for sport.</i>	Community Services, 50K funded <i>PARTNER: Edmonton Sports Council</i>	■
3. <b>Develop access strategy to sports and recreation for multicultural and Aboriginal groups</b> <i>Create a culturally responsive and appropriate approach to increase access of sports opportunities and recreation programs by individuals and groups from diverse backgrounds.</i>	Community Services, use existing resources	■
4. <b>Implement the New Indy Partnership Working Model</b> <i>Sponsor the new Indy Racing League partnership with Octane Sports.</i>	Community Services, 8.5M funded over 4 years <i>PARTNER: Octane Motorsports Events, Inc.</i>	■
5. <b>Create and implement a Long Term Events Strategy 2011- 2015</b> <i>Develop a long -term events strategy for the City of Edmonton.</i>	Office of the City Manager, 60K for consultant plus internal costs funded	■
6. <b>Expand alternative community based recreation programs</b> <i>Develop more community recreation programs to meet the needs of diverse groups in the community.</i>	Community Services, 250K funded	■

PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>THREE YEARS</u> 2012-2014	LEAD	STATUS
<p><b>7. Acquire land to develop a major tournament centre</b>  <i>Acquire property and install services on site for sports events.</i></p>	Community Services, 20.4M	■
<p><b>8. Implement the Valley Zoo Master Plan - Phase 1</b>  <i>Implement the plan to improve habitats for animals, expand learning opportunities for visitors of all ages and enhance amenities to demonstrate how a small zoo can make a huge difference through a focus on stewardship, conservation, education and engagement.</i></p>	Community Services, 42M Phase 1 funded	■
<p><b>9. Expansion of Winspear Centre</b>  <i>The Edmonton Symphony Orchestra (ESO) and the Francis Winspear Centre for Music (Winspear Centre) propose to develop a plan for an expansion directly east of the existing Winspear centre building.</i></p>	Community Services, 1.75M funded	■
<p><b>10. Develop CKUA Building</b>  <i>CKUA will build and move into the new Alberta Hotel facility. CKUA provide below-market leasing space for arts, cultural and multi-cultural non-profit groups and develop a world-class music library and performance spaces open to the general public.</i></p>	Community Service, 5M funded	■
<p><b>11. Whitemud Equine Centre expansion</b>  <i>Expansion and redevelopment of the Whitemud Equine Centre.</i></p>	Community Services, 4M funded	■
<p><b>12. TELUS World of Science expansion</b>  <i>Expansion and redevelopment of the Telus World of Science.</i></p>	Community Services, 3.6M funded	■
<p><b>13. Develop Borden Park natural swimming pond</b>  <i>Build North America's first constructed natural swimming pond.</i></p>	Community Services, 14.49M funded	■

PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>THREE YEARS</u> 2012-2014	LEAD	STATUS
<b>14. Support River City Round Up</b> <i>Support the River City Round Up for 2012.</i>	Community Services, 100K funded	■
<b>15. Support the Paraplegic Association Centre</b> <i>Support the Paraplegic Association Centre to develop a business case.</i>	Community Services. 30K 2012 funded	■

PLANNED UNFUNDED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>10 YEARS</u> 2012-2021	LEAD	STATUS
<b>1. Advance the Fort Edmonton Master Plan</b> <i>Implement the Fort Edmonton Master Plan's priorities for new capital development and enhanced programming to provide a more immersive guest experience.</i>	Community Services, 30M Phase 1 8.M in 2012 funded <i>PARTNERS: Fort Edmonton Management Co., Fort Edmonton Foundation</i>	■
<b>2. Build the new City Museum</b> <i>Support the development of a City Museum as a dynamic, community driven City attraction that would reflect the City's diverse cultures and peoples.</i>	Community Services, Costs TBD <i>PARTNERS: Edmonton Arts Council, Edmonton Heritage Council</i>	■
<b>3. Update the community recreation services delivery and funding models</b> <i>Improve and enhance current service delivery and funding models to effectively respond to the emerging needs of new immigrants, urban Aboriginals, the aging population and citizens living with low income.</i>	Community Services, 750K	■
<b>4. Redevelop Coronation Park</b> <i>Plan and design for redevelopment for new road, tree planting, and lighting improvements.</i>	Community Services, Total 5.3M	■



PLANNED UNFUNDED INITIATIVES ANTICIPATED TO BE COMPLETED IN 10 YEARS 2012-2021	LEAD	STATUS
<b>5. Terwilligar Park completion</b> <i>Implement the Terwilligar Park Concept Plan.</i>	Community Services, Total 20M	■
<b>6. Complete Louise McKinney Riverfront Park</b> <i>Complete development of the city centre park.</i>	Community Services, Total 6M approved	■
<b>7. Support development of downtown arena district</b> <i>Partner to build a new sports and entertainment facility in the downtown to help transform Edmonton's urban form and diversify Edmonton's economy.</i>	Sustainable Development, 450M plus land and other associated infrastructure costs	■
<b>8. Support the implementation of the Art of Living Plan</b> <i>Implement initiatives to foster a sustainable and progressive cultural environment in the City of Edmonton.</i>	Community Services, Original plan 28.8M 1.54M funded in 2012 <i>PARTNER: Edmonton Arts Council</i>	■
<b>9. Implement the Recreation Facility Master Plan (2005-2015)</b> <i>Develop and build recreation, leisure and cultural facilities.</i>	Community Services, TBD	■
<b>10. Redevelop Capilano/ Rundle/ Gold Bar Park</b> <i>Redevelop parks in Edmonton's historic park land.</i>	Community Services, Total 15.3M	■
<b>11. Coordinate implementation of the River Valley Alliance Projects</b> <i>Work with various City Departments to coordinate the construction of the River Valley Alliance Projects.</i>	Sustainable Development, Total 72.9M	■

**GOAL THREE:**

EDMONTON IS A CARING,  
INCLUSIVE AND AFFORDABLE  
COMMUNITY





*Edmontonians care for each other. The City of Edmonton works with residents, the city's extensive non-for-profit sector and other orders of government to help create a city where all people have opportunities to achieve their aspirations and are able to enjoy and contribute to Edmonton's quality of life.*

From helping those who help people, to providing services directly to Edmontonians, the City of Edmonton is committed to creating the caring, inclusive, affordable community Edmontonians want.

Edmonton is Canada's first city to establish a social enterprise fund to help finance not-for-profit companies created to provide a social good. This multi-million dollar fund, created in partnership with the Edmonton Community Foundation, other orders of government and private donations, finances and assists socially beneficial projects that would not otherwise qualify for conventional financing. The fund has provided financing to several Edmonton-based social enterprises and affordable housing projects that contribute to the city's quality of life.

Edmonton's extensive not-for-profit sector is also supported by the Family and Community Support Services (FCSS) funding. This municipal/provincial partnership provides funding for preventive social service programs that enhance the well-being of individuals, families and communities. In 2010, FCSS funded 107 programs operated by 74 not-for-profit organizations including parenting programs, individual and group counselling, out-of-school time programming, youth recreation, home support services and seniors programs.

Additionally, the City of Edmonton supports the not-for-profit sector by providing program delivery, education, research, organizational development capacity building and other in-kind support. Community Building Social Workers and Community Recreation Co-ordinators work in geographic areas to support not-for-profit community groups in identifying community needs and responding to priority issues or initiatives in partnership with community stakeholders. Staff works annually with more than 650 community groups, agencies, schools and multicultural groups on a variety of projects that include everything from park and playground development, poverty reduction and prevention of family violence and elder abuse, to out-of-school time programming, food security and board development.

The City's Assessment and Short-term Counselling (ASTC) social workers respond to the concerns of citizens by assessing their needs, providing information and supporting and facilitating connections to other community services and resources. Much of their focus is with residents whose quality of life is affected by low-income, housing issues, family violence or other personal stressors. The ASTC Team works with vulnerable citizens to reduce their isolation, increase personal safety, enhance interpersonal relationships and improve their quality of life and inclusion in the broader Edmonton community.

Although housing is the mandate of other orders of government, the City of Edmonton acknowledges Edmontonians' interest in providing affordable housing. Cornerstones: Edmonton's Plan for Affordable Housing is a City Council program aimed at increasing the number of long-term affordable housing units and advocating for increases in income supports and support services for lower income Edmontonians in need of housing.

Through Cornerstones, the City has established a number of grant programs designed to increase the inventory of affordable housing. These include encouraging the creation of secondary suites, garage suites and garden suites to primary residences, purchase of existing stock for affordable housing and financial incentives for organizations providing new multi-unit affordable housing. Additionally, the City of Edmonton has initiated two rent supplement programs to assist up to 800 low-income earners afford rent. The Capital Region Housing Corporation (CRHC) has committed to deliver the two programs, on behalf of the City.

The last year of the five-year Cornerstones I Plan was 2010. In April 2012, the City brought forward a terms of reference for a Cornerstones II Plan including meeting housing needs through the potential use of surplus schools sites for housing and the redevelopment of older, existing Social Housing projects in collaboration with the Government of Alberta and the Capital Region Housing Corporation.

Edmonton's First-time Homebuyers Program is another innovative way of addressing the need to increase the city's inventory of affordable housing. This program is transforming 20 surplus school sites in established city neighbourhoods into potential locations for new homes.

The City is also developing a strategy and decision making process to allocate surplus vacant and developed school sites for municipal and not-for-profit agency use through an amended Community Services Reserve Designation, which includes affordable housing.

Creating a caring city requires innovative approaches for Edmonton's at-risk neighbourhoods and individuals. That's why the City of Edmonton, Edmonton Police Service and The Family Centre have partnered to create Neighbourhood Empowerment Teams (NET) that work with the community to deliver innovative solutions to common and recurrent community issues. Using a combination of community specific policing, community mobilization and crime prevention programming over a two to four year period, the NET teams work to reduce crime, and fear of crime, by addressing its root causes.

The City of Edmonton has taken several innovative actions to ensure Edmonton is an inclusive city where residents share a sense of belonging and well being. Edmonton City Council adopted the Edmonton Seniors Declaration which outlines the City's commitment to valuing seniors, recognizing their contributions and making Edmonton a more age-friendly city; the City is a signatory to the Canadian Coalition of Municipalities Against Racism and Discrimination and is working in collaboration with 14 Edmonton education and government organizations and agencies to enact a Racism Free Edmonton Action Plan. The Edmonton Urban Aboriginal Accord is the first in Canada between a municipality and urban Aboriginal peoples. It recognizes and responds to the needs and aspirations of urban Aboriginal Peoples and is used as a tool to help build relationships.

The City of Edmonton also offers direct help to Edmontonians to ensure all are included in municipal life, regardless of income levels. The City's Leisure Access Program gives Edmontonians of all ages living on low incomes free use of City of Edmonton recreation facilities and attractions and discounts on registered programs. The City also offers low cost community based recreation programs in collaboration with community leagues.

Public transit is provided at reduced costs to Edmontonians living on Alberta Income for the Severely Handicapped (AISH), to seniors and students. City Council's annual Donate-a-Ride program collects individual and corporate donations to provide free bus tickets to Edmonton agencies that assist clients, who are in crisis situations, on a short-term basis.

To further advance the goal of creating an affordable community, the City of Edmonton supports Vibrant Communities Edmonton, part of a national collaboration of Canadian municipalities to end poverty and improve the quality of life for those on low incomes. Additionally, the City of Edmonton is a partner in Families First Edmonton, a groundbreaking, six-year, community-based research project exploring how to better deliver existing recreation and social services to low income families.

From people services and programs that enrich the lives of families and individuals, to those that provide critical support at times of individual or collective crisis, Edmontonians value the City's people services that demonstrate and contribute to a caring society.

## Measuring progress in achieving The Way We Live Goal Three

The performance measures for Goal Three demonstrate the City’s progress in increasing opportunities and reducing barriers to improve the lives of Edmonton’s vulnerable populations. It also measures how Edmontonians feel about accessing and using City programs and services.

CORPORATE PERFORMANCE MEASURES	WHAT IT MEANS
<p>1. <b>Percentage of citizens who feel that they are able to access amenities and services that will improve their quality of life*</b></p>	<p><i>Proportion of Edmontonians who state that City services and programs are available and accessible to them and that these services and programs have contributed to improving their quality of life.</i>                      3-year target - 62%                      10-year target - 70%</p>
<p>2. <b>Amount that community investment is leveraged through partnership with not-for-profit organizations (Percentage of total program/project costs paid by COE)*</b></p>	<p><i>Represents the City of Edmonton contribution to community-run projects as a percentage of the total cost.</i></p>
<p>3. <b>Disabled Adult Transit Service (DATS) Ride Accommodation Rate*</b></p>	<p><i>The proportion of calls for service the Disabled Adult Transit Service (DATS) is able to provide.</i>                      3-year target - Maintain the accommodation rate above 98%                      10-year target - Maintain the accommodation rate above 98%</p>
<p>4. <b>Percentage of admissions/tickets to City of Edmonton attractions, facilities and programs that are subsidized or offered at low cost*</b></p>	<p><i>Proportion of City subsidized tickets/admissions includes DATS, Leisure Access Program, Libraries, Art Galleries etc.</i>                      3-year target - 6.5%                      10-year target - 10%</p>

\* Council-approved Corporate Measures (2011)



DEPARTMENT PERFORMANCE MEASURES	WHAT IT MEANS
5. Urban poverty rates	<i>Urban poverty rate is the percentage of the Edmontonians living below the low income cut-off (LICO).</i>
6. Housing affordability (ratio of average market rent to median income) by demographic characteristics	<i>This measures the ability of households to afford housing through average rent-to-income ratios by demographic characteristics.</i>
7. Housing and transportation affordability index	<i>This is an innovative tool that measures the true affordability of housing. It takes into account not just the cost of housing, but also the intrinsic value of place, as quantified through transportation costs.</i>
8. Number of initiatives targeted at poverty reduction	<i>Number of projects that the City of Edmonton initiates, funds and partners with other organizations to support vulnerable populations and reduce poverty.</i>
9. Percentage of the adult population who can get help from friends, family or neighbors when needed	<i>Proportion of adult Edmontonians who state that they can get help from friends, family or neighbors when needed. This measures an individual's ability to get help quickly and gauges the extent of supportive social networks in the community.</i>
10. Percentage of clients who are satisfied with social services they receive from the City (quality of service)	<i>Proportion of clients served by the City's social services who indicate that the services they received met their needs.</i>
11. Number and percentage of city staff trained in intercultural competence	<i>Proportion of City staff who have participated in intercultural competency training.</i>

## Planned initiatives that will help achieve




### GOAL THREE:

## EDMONTON IS A CARING, INCLUSIVE AND AFFORDABLE COMMUNITY

PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>THREE YEARS</u> 2012-2014	LEAD	STATUS
<b>1. Develop a social development strategy</b> <i>Enhance the livability of Edmonton's diverse communities.</i>	Community Services, 75K funded	■
<b>2. Implement the new Racism Free Edmonton Action Plan</b> <i>Build Edmonton as a welcoming and inclusive city.</i>	Community Services, 70K funded	■
<b>3. Redevelop services for at risk populations</b> <i>Implement a new service delivery model.</i>	Community Services, TBD	■
<b>4. Develop a framework for service delivery to African communities</b> <i>Create a policy framework to guide the programs and supports provided to the African community.</i>	Community Services, 75K funded	■
<b>5. Advance a provincial poverty reduction strategy</b> <i>Examine municipal poverty reduction strategies and propose a provincial strategy to reduce poverty.</i>	Community Services, use existing resources (100K for transit/leisure pass initiative)	■
<b>6. Expand a city-wide financial literacy program</b> <i>Build financial literacy assets, skills and capacities among low income residents.</i>	Community Services, 50K funded	■
<b>7. Support programs for new immigrants</b> <i>Provide asset building programs for new immigrant populations.</i>	Community Services, 150K funded	■

PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>THREE YEARS</u> 2012-2014	LEAD	STATUS
<p><b>8. Implement the City of Edmonton's Urban Aboriginal Strategy in collaboration with Edmonton's urban Aboriginals</b>  <i>Increase community capacity of Edmonton's urban Aboriginals in identifying their priorities and taking action for improving and enhancing their quality of life in the city.</i></p>	Community Services, 80K funded	■
<p><b>9. Implement Aging-in-Place demonstration project</b>  <i>Support, develop and increase the capacity of seniors to enable aging in place.</i></p>	Community Services, 360K funded <i>PARTNER: Alberta Health and Wellness</i>	■
<p><b>10. Expand internal capacity for social mapping</b>  <i>Develop a sustainability plan that incorporates MAPS Alberta Capital Region in the provision of accessible social mapping services to better inform city and community decision making.</i></p>	Community Services, 200K funded	■
<p><b>11. Build community economic development capacity into neighbourhood revitalizations</b>  <i>Integrate community economic development into Neighbourhood Revitalization and Neighbourhood Community Development initiatives.</i></p>	Community Services, use existing resources	■
<p><b>12. Reduce panhandling through enhanced employment initiatives</b>  <i>Support the development of social enterprise and employment initiatives to reduce panhandling.</i></p>	Community Services, 100K funded	■
<p><b>13. Implement the new City Staff Leadership Development Strategy</b>  <i>Redevelop the City of Edmonton's leadership model.</i></p>	Corporate Services, 1.6M funded	■

PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN THREE YEARS 2012-2014	LEAD	STATUS
<p><b>14. Develop a corporate volunteer engagement approach</b>  <i>Enhance the City of Edmonton's corporate approach to volunteers.</i></p>	Community Services, 100K funded	■
<p><b>15. Implement the Inclusion Edmonton: Measuring Up Tool Kit</b>  <i>Improve accessibility for persons with disabilities.</i></p>	Community Services, 100K funded	■
<p><b>16. Optimize organizational capacity</b>  <i>Enhance the effectiveness of the City of Edmonton organizational model.</i></p>	City Manager's Office, use existing resources	■
<p><b>17. Allocate the remaining uncommitted Cornerstones Plan I funding</b>  <i>Provide funds to complete work in implementing the Cornerstones Plan on affordable housing.</i></p>	Sustainable Development, 29M funded	■
<p><b>18. Support the approval and implementation of the Edmonton Community Plan</b>  <i>Work with all orders of government to address homelessness, low-income housing and related support service needs in Edmonton.</i></p>	Sustainable Development, TBD	■
<p><b>19. Support community partners through grants</b>  <i>Support partners through increase funding to Family and Community and Support Services as well as Capital Grant funding.</i></p>	Community Services, 1M 2012 funded	■
<p><b>20. Support iHuman</b>  <i>Support a permanent home to ensure self-sufficiency and stability for their youth members.</i></p>	Community Services, 1.75M 2012 funded	■
<p><b>21. Support Edmonton Chamber of Volunteer Associations</b>  <i>enhance partnership with the Edmonton Chamber of Volunteer Associations by increasing funding.</i></p>	Community Services, 85K 2012 funded	■

<b>PLANNED UNFUNDED INITIATIVES ANTICIPATED TO BE COMPLETED IN 10 YEARS 2012-2021</b>	<b>LEAD</b>	<b>STATUS</b>
<b>1. Repair and renovate parking lots in City parks to ensure handicapped access</b> <i>Create spaces and appropriate curbing for handicapped access.</i>	Community Services, 15M	
<b>2. Support the expansion of Quality One Training and Support</b> <i>A support program to provide employment to adults with disabilities and employment barriers.</i>	Community Services, use existing resources	
<b>3. Develop parks surplus guidelines</b> <i>Develop guidelines that will identify new school and the requirements for park in new planned areas.</i>	Sustainable Development, Parks Planning, 25K	
<b>4. Develop a cultural landscape needs strategy</b> <i>Identify the park land recreational needs of Edmonton's cultural groups.</i>	Sustainable Development, 100K	
<b>5. Implement the City's 10-Year Strategy to End Homelessness</b> <i>Develop a cost-effective implementation plan to end homelessness in 10 years.</i>	Edmonton Homeless Commission, 969M source Housing	
<b>6. Partner to build multi-tenant spaces for not-for-profit organizations</b> <i>Partner to provide healthy, affordable and vibrant work spaces for Edmonton not-for-profit organizations across the city.</i>	Community Services, Jerry Forbes Centre for Community Spirit 2M, Alberta Cycle Building 2.2M for phase 1 funded. Development support provided with existing staff resources.	

<b>PLANNED UNFUNDED INITIATIVES ANTICIPATED TO BE COMPLETED IN 10 YEARS 2012-2021</b>	<b>LEAD</b>	<b>STATUS</b>
<p><b>7. Develop and implement an affordable housing replacement strategy</b> <i>Amend zoning bylaws to encourage the development of diverse housing options.</i></p>	<p>Sustainable Development, 30M Cornerstone funds</p>	<p>■</p>
<p><b>8. Implement the Seniors Capital Development Plan</b> <i>10-year plan includes recommendations for the changes to the operations of current facilities, and redevelopment of current facilities, and recommendations for building new facilities.</i></p>	<p>Community Services, Mill Woods Seniors Centre 9.7M, full costs TBD</p>	<p>■</p>



**GOAL FOUR:**  
EDMONTON IS A SAFE CITY







*Edmontonians view their personal and collective safety as fundamental to the livability of their city. The City of Edmonton works on several fronts to ensure public health and safety through preventive programs as well as emergency response services.*

The City of Edmonton is committed to creating a safe community for all residents.

REACH Edmonton evolved out of the 2008 Mayor's Task Force on Community Safety. The member-based, not-for-profit society was launched in 2010 with the goal of building a culture of community safety in one generation. REACH places a priority on prevention, addressing the root causes of crime and focusing on the engagement of all Edmontonians to build a safe community.

REACH Edmonton acknowledges the support of the City and the vital role of law enforcement in this work and is building on a 20-year legacy of collaborative and leading edge approaches to community safety to achieve a city where all Edmontonians feel safe, and are safe. This involves working with leaders from Edmonton's Aboriginal and multicultural communities to develop and implement innovative, culturally appropriate ways of engaging community members in creating a safe, welcoming city for all.

### **City Community Builders**

City community builders support neighbourhoods that address their safety priorities. Six Neighbourhood Engagement Teams (NET) partner with The United Way and The Family Centre, to develop community based crime prevention initiatives in priority neighbourhoods. Similarly, Family Violence and Elder Abuse community builders work with community organizations and service providers to increase awareness, ensure service availability and develop collaborative community based responses to family violence and elder abuse. Social workers partner with police on specialized Domestic Violence Intervention Teams to respond and provide services to citizens in high risk situations.

Edmonton's Domestic Violence Intervention Teams help at-risk Edmontonians by working with those who have reported their experience of domestic abuse to police. A partnership between City of Edmonton social workers and Edmonton Police Service constables, Edmonton's Domestic Violence Intervention Teams assess risk and provide safety options and support to victims, help with police investigations and make recommendations to the court for bail and sentences.

The Today Family Violence Help Centre provides short-term services and support for those affected by domestic violence. Referrals are made to other community resources for longer-term services to help create healthy and safe environments for those affected. The City is one of many partners in this comprehensive, multidisciplinary response to family violence, the third of its kind in Canada. Specialized individual and group counseling programs are offered for citizens who have experienced family violence. Providing effective, efficient, highly responsive emergency response to crisis situations is vital in keeping Edmonton safe.

**Edmonton Police Service (EPS)**

The Edmonton Police Service's proactive, community-based policing model allows officers to target community crime, be where they are needed most by citizens and deliver quick results. EPS has divided Edmonton into five divisions, with a planned sixth division in response to the City's geographic and population growth.

As part of the EPS Geographic Deployment Mode, police officers are assigned to districts so they can better get to know residents and neighbourhood issues. The Beat Officer program also provides a high level of police visibility and interaction with the community, with the goal of reducing crime, and fear of crime, among community members.

Understanding Edmonton's diversity is key to providing citizen-centred policing. The Chief's Advisory Council has both police and citizen representation. It strengthens contact with Edmonton's religious, youth and ethno-cultural communities and helps EPS better respond to the broad range of needs of Edmonton's population.

The Edmonton Police Service is committed to consistent, timely response to high priority incidents, with Priority 1 calls for service dispatched in two minutes or less 90% of the time, and the first responder on scene seven minutes or less 80% of the time.

**Fire Rescue Services (FRS)**

The City's Fire Rescue Services continues to improve its response time. The opening of the new Meadows fire station and additional firefighters has resulted in an improved full first alarm response time to less than eight minutes in 88.1 percent of calls. A full first alarm response, where a minimum of 16 firefighters arrive on scene, is a key City benchmark.

Edmonton's Fire Rescue Services has 908 firefighters who protect Edmontonians through a 24/7 public safety coverage that includes fire suppression and a range of public emergencies including vehicle extrication, water rescue and hazardous materials and environmental impact events.

Edmonton's Fire Rescue Services operates 25 fire halls using a dynamic station-based model for deployment of fire fighter and fire vehicles. This ensures prompt response times to fire suppression, rescue and life threatening emergencies within neighbourhoods and surrounding communities.

Edmonton's Fire Rescue Services has also contributed to building a safer community by working with the Alberta government to amend 18 building codes to minimize the severity and damage caused by fire. The new provincial codes are being implemented two years ahead of anticipated national building code changes and will contribute significantly to Edmonton's safety. Fire Rescue also offers public education programs that are targeted to specific at risk groups as a means of further ensuring the safety of Edmontonians

### ***Community Standards***

The Community Standards area helps create the conditions for a safe community and civil society using public education and awareness programs and fair and reasonable enforcement of city bylaws. The City's new Animal Care and Control Facility located next to the Edmonton Humane Society provides a one-stop shop for citizens. In 2010, about 2,529 animals were reunited with their owners and 3,000 animals were directed to the Edmonton Humane Society and other local rescue groups.

Community Standards ensures the safety, security, and stewardship of private and public property are upheld according to City bylaws, the Municipal Government Act, and other provincial legislation. Sidewalk snow removal, nuisance property conditions, weeds, animal issues and littering make up some of the 60,000 complaints investigated each year. Branch areas such as business licensing and membership on the City's Public Safety Compliance team all serve to make Edmonton a better and safer city. The Parking Enforcement Unit, Community Peace Officers and the private property enforcement agency programs work collaboratively to ensure the orderly flow of traffic which adds to Edmonton's livability.

### ***Safe travel***

Edmontonians' ability to travel safely and efficiently throughout the city is the ongoing focus of the City's roadway maintenance, traffic controls and safety, street lighting, noise controls and related engineering services. Traffic safety is enhanced by targeted enforcement strategies as they relate to intersection safety, pedestrian safety, speed and impaired driving.

The City of Edmonton is also taking a number of steps to ensure residents' safety on all City transit routes. Enhanced operator training, improved bylaws and new technology is being used to reinforce safe practices, a safe work environment and a safe commuter experience. Buses and trains are now equipped with Closed Circuit television to monitor activities, GPS and automatic vehicle location devices and emergency radio systems.

### ***Building for safety***

The City of Edmonton appreciates that how a city builds and maintains its neighbourhoods contributes to the safety of residents. The City incorporates Crime Prevention through Environmental Design (CPTED) principles to make communities safer through neighbourhood planning, development and maintenance. The Crime Free Multi-Housing program is a crime prevention initiative developed to help apartment managers, residents, police and other agencies work together to keep illegal and nuisance activity off rental property.

The City works to improve safe housing conditions. It responds to derelict housing conditions and extends the useful life of older, existing rental housing stock through delivery of the Federal Government's Residential Rehabilitation Assistance Program (RRAP). The City improves conditions in existing secondary suites in existing homes through Cornerstones Plan funding and in conjunction with the Emergency Response Department on the secondary suites enforcement team.

Safe and reliable sanitary and storm water drainage services are often taken for granted by the City's 185,000 residential and 16,000 industrial/commercial customers. That's because the City of Edmonton has a solid track record of protecting public health and safety through its building, operation and maintenance of 1,700 kilometres of sanitary sewers and 1,900 kilometres of storm sewers.

The City's Capital City Clean Up program acknowledges the role that maintaining social order has in creating safer communities. Paying attention to the cleanliness and upkeep of an area signals that residents care about their area. This extends to caring about the safety of the area as well. Capital City Clean Up is addressing litter and graffiti reduction through education, engagement and enforcement. On an annual basis, the program works with thousands of volunteers and residents. In 2010, 13,938 square meters of graffiti were removed from private and public spaces and infrastructure.

## Measuring progress in achieving *The Way We Live* Goal Four

The performance measures for Goal Four measure the City of Edmonton's progress in ensuring that Edmontonians enjoy safety and security in their home, work and community and timely access to emergency services and supports. They also indicate the extent to which Edmontonians share the responsibility for personal and community safety.

CORPORATE PERFORMANCE MEASURES	WHAT IT MEANS
<p>1. <b>Percentage reduction of crime (Edmonton Police Service)*</b></p>	<p>Percentage total crime reduction within 8 major crime indicator categories:</p> <ol style="list-style-type: none"> <li>1. Assault</li> <li>2. Homicide</li> <li>3. Robbery</li> <li>4. Sexual Assault</li> <li>5. Break and Enter</li> <li>6. Theft from Vehicles</li> <li>7. Theft of Vehicles</li> <li>8. Theft over \$5,000</li> </ol>
<p>2. <b>Percentage of citizens who feel Edmonton is a safe city*</b></p>	<p>Proportion of Edmontonians who state that Edmonton is a safe city. 3-year target - 51% 10-year target - 58%</p>
<p>3. <b>Percentage of fire calls that meet first full alarm targets*</b></p>	<p>The percentage of times Fire Rescue Services is able to deploy a full complement of at least 14 firefighters on scene within eight minutes. It shows the effectiveness of the deployment model in terms of locations of stations and of apparatus at those stations. 3-year target - 90% 10-year target - 90%</p>
<p>4. <b>City employees identified to staff the Emergency Operations Centre (EOC) who have participated in emergency preparedness training and exercises*</b></p>	<p>Staff is identified to fulfill specific roles in the ECO, and this measure is intended to track their readiness to take on those roles in case of a major emergency. 3-year target - 95% 10-year target - 95%</p>

\* Council-approved Corporate Measures (2011)

DEPARTMENT PERFORMANCE MEASURES	WHAT IT MEANS
5. Percentage of police calls for service responded to in less than seven minutes	<i>First responder on scene to a fixed location in less than seven minutes to priority one calls 80% of the time.</i>
6. Traffic safety	<i>Percentage reduction in fatal, serious injury and injury collisions.</i>
7. Recorded Incidents of Family Violence	<i>Number of reported incidents of family violence per 100,000 population.</i>
8. Percentage of citizens who are aware of the REACH Edmonton Council for Safe Communities	<i>Proportion of Edmontonians who stated that they are aware of REACH Edmonton Council for Safe Communities.</i>
9. Percentage of citizen who perceive prevention as an approach to reduce crime	<i>Proportion of Edmontonians who agreed that investment in prevention is an effective approach to reduce crime.</i>
10. Percentage of citizens who have been involved in a community safety project or program	<i>Proportion of Edmontonians who stated they are involved in a community safety project or program.</i>



## Planned initiatives that will help achieve

### GOAL FOUR:

### EDMONTON IS A SAFE CITY

PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>THREE YEARS</u> 2012-2014	LEAD	STATUS
<p><b>1. Research and develop a 24/7 service delivery model</b>  <i>Develop an integrated 24/7 model for service delivery to vulnerable Edmontonians as one component of the Violence Reduction strategy which focuses on reducing the severity and frequency of violence, reducing the conditions of social disorder and better addressing the needs of distressed communities.</i></p>	<p>REACH with Community Services, 1M funded in 2012  <i>PARTNERS: Over 14 Community partners, including Edmonton Police Service</i></p>	<p>■</p>
<p><b>2. Support development of REACH Edmonton as a lead centre of excellence or hub for community safety and crime prevention</b>  <i>Develop an integrated, innovative and collaborative approach to community safety.</i></p>	<p>REACH, 4.5M over 3 years            Advancing the Ways funds</p>	<p>■</p>
<p><b>3. Improve transit safety and security</b>  <i>Increase ETS operator and rider safety and confidence.</i></p>	<p>Transportation Services, TBD</p>	<p>■</p>
<p><b>4. Improve construction site safety</b>  <i>Increase security and fire safety on construction sites to help minimize the severity, frequency and damage caused by fire.</i></p>	<p>Community Services -Fire Services, use existing resources,  <i>PARTNERS: Edmonton Home Builders</i></p>	<p>■</p>
<p><b>5. Build a new model for engaging citizens from Edmonton's multicultural and Aboriginal communities in crime prevention</b>  <i>Develop innovative models for engagement within Edmonton's multicultural and Aboriginal communities that support and build on cultural ties and approaches to improve community safety.</i></p>	<p>REACH, 500K for 2011 &amp; 2012 from AB Government funded</p>	<p>■</p>

PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>THREE YEARS</u> 2012-2014	LEAD	STATUS
<p><b>6. Develop and pilot a new community safety organizing model</b>  <i>Galvanize a new cadre of diverse, grassroots community leaders who support a preventive approach to community safety.</i></p>	REACH, 150K funded	■
<p><b>7. Develop the Schools as Community Hubs initiative</b>  <i>Work with community partners to develop a new model of family and community safety.</i></p>	REACH, with funding of 500K for 2011 & 2012 Province <i>PARTNERS: Numerous community partners</i>	■
<p><b>8. Implement Step Up and Step In</b>  <i>Support and implement a youth driven refresh of the “Fight Violence” social marketing campaign.</i></p>	REACH, 100K per year for 3 years funded <i>PARTNERS: YOUCAN Edmonton, other partners</i>	■
<p><b>9. Refine domestic violence response and service delivery model</b>  <i>Work collaboratively with Edmonton Police Service and community partners to refine the service delivery model for responding to citizens impacted by domestic violence.</i></p>	Community Services, use existing resources	■
<p><b>10. Revise Emergency Services Plan</b>  <i>Expand capacity and build community assets related to emergency preparedness.</i></p>	Community Services, use existing resources	■
<p><b>11. Expand the City of Edmonton Snow Removal Program</b>  <i>Expand the City of Edmonton snow removal program by purchasing additional equipment.</i></p>	Transportation Services, 8M funded	■
<p><b>12. Redevelop City of Edmonton complaints &amp; investigations data management system (POSSE.)</b>  <i>Improve Community Standards enforcement database.</i></p>	Community Services, 415K funded	■

PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>THREE YEARS</u> 2012-2014	LEAD	STATUS
<b>13. Improve community liaison service deployment</b> <i>Add community liaison officers in high need neighbourhoods.</i>	Community Services, TBD	■
<b>14. Expand Animal Care and Control sections initiatives</b> <i>Increase capacity to deliver more programs for animal care and control.</i>	Community Services, 710K funded	■
<b>15. Review and implement the Fire Rescue Master Plan</b> <i>Update and revise the current Fire Rescue Master Plan.</i>	Community Services, use existing resources	■
<b>16. Expand the Assisted Waste Program</b> <i>Expand the Assisted Waste Program by 25% to provide door side waste collection to seniors and other residents with mobility challenges.</i>	Financial Services and Utilities, 25K funded	■
<b>17. Fire Rescue training</b> <i>Enhance staff training through the support of the Fire Rescue Training Tower.</i>	Community Services. 600K funded	■
<b>18. Build a new Northwest Division Police Station</b> <i>Build a new police station in the northwest.</i>	Edmonton Police Services, 81.5M	■

PLANNED UNFUNDED INITIATIVES ANTICIPATED TO BE COMPLETED IN 10 YEARS 2012-2021	LEAD	STATUS
<p><b>1. Establish new fire stations in growth areas of the city</b> <i>Build new fire stations in growth areas of the city.</i></p>	Community Services, Fire Station Master Plan Phase II - IV include 7 stations 100M	■
<p><b>2. Increase the number of Neighbourhood Empowerment Teams (NET)</b> <i>Organize new NET teams to address key community safety issues.</i></p>	Community Services, 200K	■
<p><b>3. Relocate the City of Edmonton Emergency Response Communications Centres</b> <i>Relocate centre to ensure operational effectiveness.</i></p>	Community Services, 25M	■
<p><b>4. Improve security and access in parks</b> <i>Improve security lighting, telecommunications and remove trip hazards in park access and circulation areas.</i></p>	Community Services, 20M	■
<p><b>5. Pilot an Animal Services enterprise cost recovery model</b> <i>Create a self-funded facility that would achieve long-term financial sustainability in a full service function.</i></p>	Community Services, use existing resources	■



**GOAL FIVE:**  
EDMONTON IS AN  
ATTRACTIVE CITY





*Edmontonians love their parks, green spaces, natural areas, river valley and landscaped boulevards. The City of Edmonton encourages the creation of attractive space and places for Edmontonians to enjoy.*



City of Edmonton programs and services add to the attractiveness of our urban landscape. From developing, building, operating and maintaining parks, encouraging public art and creating safe, inviting year-round spaces alive with activities, the City of Edmonton plays a key role in ensuring Edmonton is a city residents are proud to show off.

Supporting the creation of attractive, inviting, commercial areas is the goal of two City programs. A first in Alberta, Edmonton's Development Incentive Fund supports revitalizing and reinvesting in Edmonton's higher need commercial areas. Property owners are offered financial incentives and guidelines to invest in new development or redevelopment of their property which ultimately adds to the attractiveness of the area.

The City's Facade Improvement Program provides grants to encourage commercial building owners to invest in facade renovations and storefront upgrades to create more attractive and inviting streetscapes, build civic pride and promote the marketability of business areas. The program has been well received and well used by Edmonton area businesses.

Edmonton's downtown arts district added a signature building when the bold new Art Gallery of Alberta (AGA) opened to the public on January 31, 2010. The Randall Stout designed building is itself as an attraction, in addition to the three floors of exhibition space that showcases historical and contemporary Canadian and international art.

Keeping true to the goal of creating an attractive city, Edmonton boasts a comprehensive new Public Art Master Plan that charts a principled and creative approach to expanding the array of art in Edmonton's public realm. City of Edmonton policy now allocates one percent of the capital budget of qualifying municipal projects for public art. The policy has resulted in 10 public art pieces nearing completion with eight others beginning production.

Though a relatively young city, Edmonton is committed to identifying, preserving and adapting its significant historical resources that contribute to its urban landscape and cultural heritage. The renovated Prince of Wales Armouries is an example of this. The Armouries now provides attractive meeting space and houses the Edmonton archives and two community museums. Edmonton received the Heritage Canada Foundation's Prince of Wales Prize for Municipal Heritage Leadership, given to municipalities demonstrating a strong and sustained commitment to the conservation and preservation of its historic places. It is only the second city in Western Canada to be awarded the prize.

From preserving the past to inspiring the present, the City values the role a vibrant, attractive night life brings to the energy of Edmonton. The City of Edmonton plays a leadership role in Responsible Hospitality Edmonton (RHE), a community-wide, multi-disciplined initiative established by the City to oversee and support the management of bars, licensed venues and hospitality zones. Through a balanced combination of education and enforcement, the City is working with venue owners and patrons to encourage socially responsible behaviour.

The City was a partner in a social marketing strategy targeted at late night visitors to Edmonton's premier Whyte Avenue and Jasper Avenue hospitality zones. The campaign was designed to increase patron responsibility in support of a safe, vibrant night time economy. Edmonton's approach to its entertainment zones was recognized by the Responsible Hospitality Institute that granted Edmonton an award for most social city, topping nine other American cities.

Making winter attractive to residents of all ages, is the goal of Edmonton's Winter City Strategy designed to encourage residents and visitors to take to the outdoors and celebrate the season that defines the city.

The City of Edmonton continues its legacy of celebration and festivals through promotion and sponsorship of the Creative Age Festival, a first-of-its-kind event celebrating seniors' contributions to the arts. First held in June 2008, and continuing on in 2011, the Creative Age Festival challenges stereotypes of aging through workshops, screenings, performances and a symposium co-sponsored by the City of Edmonton and the University of Alberta. The festival fosters increased arts-based participation in later life by recognizing and encouraging quality arts-based programming and engagement.

The Edmonton Arts Council administers public art projects on behalf of the City of Edmonton including the Percent for Art program, Community Public Art grant program, transitory public art projects and the conservation program. The City and Edmonton Arts Council share a vision, and a goal, to establish and maintain a public art collection that engages and excites Edmontonians.

Attractive cities are clean cities. The City of Edmonton Capital City Clean Up is a year-round litter and graffiti management program that also includes addressing safe needle disposal and voluntary snow clearing under the Snow Angel program. Using a combination of enhanced City services, community engagement, public education and enforcement, Capital City Clean Up involves residents and businesses in keeping Edmonton clean and free of litter. From discouraging smokers from dropping their cigarette butts on city streets to the safe disposal of large furniture items during the annual Big Bin event, Capital City Clean Up continues to attract more volunteers and sponsors each year.

The Graffiti Management Program is part of Capital City Clean Up. By partnering closely with local property owners, businesses, community organizations, and citizens, the City has implemented a number of initiatives to ensure graffiti is removed promptly once it is discovered.

The Giants of Edmonton Mural Program, a partnership program between Capital City Clean Up and CHED radio, adds new murals added to the city landscape. These murals add to the City collection that features well known and respected local volunteers.

The City of Edmonton and the Royal Architectural Institute of Canada collaborated to establish the Edmonton Urban Design Committee to raise awareness of good design by recognizing individuals, organizations, firms and projects that have contributed to urban design and the quality of life in Edmonton. Since 2005, more than 50 recipients have received Awards of Excellence.

The City of Edmonton also partners with the Edmonton Horticultural Society to promote and encourage citizen involvement in beautifying Edmonton. Through the Partners in Parks program individuals, families, schools and community groups are invited to contribute to Edmonton's standing as a Community in Bloom by maintaining a flower bed, a cul-de-sac island, a bit of park land or land along a roadway.

Edmontonians are proud of their extensive park system and their role in caring for the environment. The City's Neighbourhood Park Development Program more than doubled funding for creating new parks and enhancing existing sites. City staff, in partnership with community volunteers, broker millions of dollars into City of Edmonton assets through the Neighbourhood Park Development Program and the Outdoor Aquatic Program.

The City of Edmonton is continually looking at ways to improve green spaces and conserve park land. This involves designing lower maintenance landscapes and reducing pesticide use and conserving water. The City also strives to protect the urban forest for future generations by monitoring for invasive pests and reducing environmental stresses.

The City of Edmonton values urban biodiversity as fundamental to the health and well being of all living things in the city. The Natural Connections Strategic Plan and the Natural Area Systems Policy ensures that the City practices excellence in biodiversity management. The City has been invited to share the Edmonton approach with other countries and is profiled as a leader in Canadian urban biodiversity management by International Council for Local Environmental Initiatives (ICLEI).

Edmontonians are particularly proud of the North Saskatchewan River Valley, a defining natural feature of the Capital City. The City of Edmonton provides River Valley programs to encourage dynamic outdoor activities and attract community groups, Edmonton and area schools, corporations and the general public to the river valley. The City of Edmonton protects and preserves its river valley so that residents may enjoy this major year-round attraction for canoeing, kayaking, jet skiing, jet boating, fishing, gold panning, walking and cycling.

## Measuring progress in achieving *The Way We Live* Goal Five

The performance measures for Goal Five demonstrate the extent to which Edmontonians take pride in their city and their participation in keeping Edmonton clean and attractive. They also measure the City's accomplishments in showcasing its natural beauty, arts and culture, entertainment and sports.

CORPORATE PERFORMANCE MEASURES	WHAT IT MEANS
<b>1. Percentage of Edmontonians who recommend Edmonton as a great city to live, work, play*</b>	<i>Proportion of Edmontonians who say the quality of life in Edmonton is good enough to recommend the city to family and friends. 3-year target - 76% 10-year target - 80%</i>
<b>2. Percentage of citizens who feel Edmonton is a clean city*</b>	<i>Proportion of Edmontonians who say that Edmonton is a clean city. 3-year target - 57% 10-year target - 70%</i>
<b>3. Percentage change in litter at various city sites*</b>	<i>Change in amount of litter assessed through the annual litter audit in 120 random sites across the city. 3-year target - 45% 10-year target - 60%</i>

\* Council-approved Corporate Measures (2011)

DEPARTMENT PERFORMANCE MEASURES	WHAT IT MEANS
4. Percentage of citizens participating in cleanliness campaigns in neighbourhoods and at various city sites	<i>Proportion of Edmontonians who participated in cleanliness campaigns such as the Capital Clean-up, Graffiti Management Program etc.</i>
5. Number of initiatives and programs supporting citizens' knowledge of Edmonton's history and heritage	<i>This measures the number of opportunities that are available for Edmontonians to learn about their history and heritage.</i>
6. Percentage of neighbourhoods adjacent to (within 500 m) of a ravine system	<i>Percentage of neighbourhoods adjacent to (within 500 m) of a ravine system.</i>

## Planned initiatives that will help achieve

### GOAL FIVE:

## EDMONTON IS AN ATTRACTIVE CITY

PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>THREE YEARS</u> 2012-2014	LEAD	STATUS
<p><b>1. Implement the new Winter City Strategy</b>  <i>Enhance the City's approach for the engagement of Edmontonians in winter activities.</i></p>	Community Services, 80K, use existing resources	■
<p><b>2. Support the implementation of the Natural Connections Biodiversity Action Plan</b>  <i>Support initiatives for the protection, management, and restoration of local natural areas and biodiversity and the engagement of the community in that effort.</i></p>	Sustainable Development, use existing resources	■
<p><b>3. Expand the Capital City Clean-up program</b>  <i>Increase education programs for Capital City Clean Up program.</i></p>	Community Services, use existing resources	■
<p><b>4. Redevelop Jasper Avenue</b>  <i>Develop and implement a vision to re-establish Jasper Avenue 97 street to 111 street, as the main street of Edmonton.</i></p>	Sustainable Development, 42M (97 to 111 St.) and 100-102 St is funded	■
<p><b>5. Promote the Edmonton and Area Land Trust (EALT)</b>  <i>Support the efforts of the EALT to secure and manage private and public lands natural area conservation as well as to broaden public awareness, education and support for conservation purposes.</i></p>	Sustainable Development, 2.5M funded	■

PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>THREE YEARS</u> 2012-2014	LEAD	STATUS
<p><b>6. Develop the Civic Precinct Master Plan</b>  <i>This plan will provide guidelines on how to capitalize on current developed or partially developed spaces around Churchill Square and direction on the components required to enhance the creation of a successful public space.</i></p>	<p>Community Services,  use existing resources  <i>PARTNER: Sustainable Development</i></p>	<p>■</p>

PLANNED UNFUNDED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>10 YEARS</u> 2012-2021	LEAD	STATUS
<p><b>1. Redevelopment of Rosedale Lands</b>  <i>Replace the Walterdale Bridge and revitalize the West Rosedale area and the EPCOR site in collaboration with the surrounding communities.</i></p>	<p>Transportation,  Bridge 130M,  EPCOR Bldg and Plaza  90M</p>	<p>■</p>
<p><b>2. Expand the Façade Improvement Program beyond the Business Revitalization Zones</b>  <i>Provide grants to encourage commercial building owners to invest in façade renovations and storefront upgrades.</i></p>	<p>Sustainable Development,  900K</p>	<p>■</p>
<p><b>3. Develop a targeted, upgraded streetscape lighting program</b>  <i>Improve downtown area, Whyte Avenue, Jasper Avenue, 118 Avenue and 124 Street through an aesthetic lighting plan using LED lights.</i></p>	<p>Sustainable Development,  1.1M</p>	<p>■</p>
<p><b>4. Redevelop Hawrelak Park</b>  <i>Development of a Master Plan in 2014. Implementation of Master Plan.</i></p>	<p>Community Services,  Master Plan development  2014 500K funded,  Implementation of Master Plan  20M</p>	<p>■</p>

PLANNED UNFUNDED INITIATIVES ANTICIPATED TO BE COMPLETED IN 10 YEARS 2012-2021	LEAD	STATUS
<b>5. Support to the Mayor's Arts Visioning Committee</b> <i>Administration work with the Mayor's Arts Visioning Committee.</i>	Community Services, Grant MacEwan University West Campus 36M, full costs TBD	■
<b>6. Complete the redevelopment of City of Edmonton's golf courses</b> <i>Enhance and improve the city's golf courses.</i>	Community Services, 60M	■
<b>7. Implement the Capital City Downtown Plan</b> <i>Create Edmonton's downtown as a special area.</i>	Sustainable Development, 11 City Led Catalyst Projects 386M	■
<b>8. Upgrade Edmonton's premiere attractions</b> <i>Improve and enhance the Muttart Conservatory, Kinsmen Sports Centre and the Commonwealth Stadium as part of the Recreation Facilities Master Plan.</i>	Community Services, Kinsmen 60M, others TBD	■
<b>9. Implement the Historic Resources Management Plan</b> <i>Implement the long-term strategy to manage Edmonton's historic resources.</i>	Sustainable Development, Artifact/ Archives Storage Space Strategy Complete 2011, 35M	■
<b>10. Improve city entrances</b> <i>Enhance landscaping at major city entrances.</i>	Community Services, Parks Planning, 3M	■
<b>11. Create a sculpture park</b> <i>Undertake the planning, land acquisition and design for the sculpture park.</i>	Community Services, Parks Planning, 15M	■
<b>12. Implement the Urban Forest Management Plan - Major Tree Planting</b> <i>Replace drought trees and undertake major tree planting programs.</i>	Community Services, Parks Planning, 20M	■





**GOAL SIX:**  
EDMONTON IS A  
SUSTAINABLE CITY





*Edmontonians want to live in a way that meets the needs of the present while building a strong future. The City of Edmonton provides programs and services to ensure Edmonton is socially, environmentally, economically and financially sustainable.*

The City of Edmonton works to build community capacity. Helping residents develop the skills and connections to work together to create the neighbourhood they want to live in is the focus of several City initiatives. The continuation of the City's Planning Academy initiative is critical in its role of enabling citizens to better participate in how the City is planned for and develops.

### **Social sustainability**

In partnership with school boards, the City created a grade six program to teach children what it means to be a good citizen in an urban centre. Children learn the importance of having community standards and bylaws and are encouraged to seek out ways to improve their community.

Building on its commitment to reach out and engage youth and young adults, the City of Edmonton established Next Gen, a committee of 25 people representing Edmontonians aged 18 to 40 years. Next Gen engages youth, provides City Council and decision makers with their views on how to create a city that attracts, and gives voice to, the next generation and serves as a hub for networking, learning events and initiatives of interest to this age group.

Next Gen hosts Edmonton's Pecha Kucha Nights, a name is based on the Japanese words for chit chat, to showcase short presentations on a variety of topics. These unique events are part of an international not-for-profit movement to build social sustainability through information and idea exchange.

Child Friendly Edmonton continues the City's commitment to improve meaningful participation of Edmonton's children and youth in civic life. The City and its partners strive to build awareness on issues faced by children and youth to champion improvements and change.

The City of Edmonton works to build community capacity. Helping residents develop the skills and connections to work together to create the neighbourhood they want to live in is the focus of several City initiatives.

The City continually seeks ways to engage citizens at the neighbourhood level to work with the City and each other to make their neighbourhoods even better places to live. A new neighbourhood engagement strategy with 15 neighbourhood groups was piloted in 2010.

A primary focus of the pilot was encouraging Edmontonians to reach out to include a wide range of people in their community and gain wide spread support and commitment from their neighbours, businesses and community organizations to take on, and get involved with, a neighbourhood project.

Part of the corporate Great Neighbourhoods initiative to improve the livability of Edmonton's neighbourhoods and the lives of the people who live, work and visit in them, the Neighbourhood Engagement pilot resulted in neighbourhood-wide gatherings and celebrations, art shows and community gardens. The neighbourhoods involved have now increased their connections across their community and are working together to shape the future of their area.

In the spirit of helping communities succeed, the City will be taking a geographic-focused approach to the approval of future government funding for additional housing units. This is to enable positive community outcomes to be associated with those units in all areas of the City.

In 2010, Edmonton City Council declared Edmonton as a City of Learners "a city where people of all ages embrace learning as a fundamental component of their personal, social and work lives. The Learning City Initiative aims to stimulate the creation of conditions in which Edmontonians at all stages of life can access meaningful opportunities to: learn to know, learn to live together, learn to do, and learn to be."

The initiative is based on the United Nations Educational, Scientific and Cultural Organization (UNESCO) four pillars of learning embodied in the declaration. Along with broad support from Edmontonians, fifteen partner organizations are involved in putting the Council's Declaration into Action.

Edmonton is also a signatory to UNESCO's International Coalition of Cities Against Racism Initiative and has joined the Canadian Coalition of Municipalities Against Racism and Discrimination. The Racism Free Edmonton Action Plan outlines the intent of 14 Edmonton organizations to address systemic racism in their organizations and work together to eliminate racism in Edmonton.

The City's emerging immigrant and refugee grant program supports and strengthens newer immigrant and refugee communities in their efforts to assist members of their communities to settle, adapt and become part of the multicultural mosaic in Edmonton. The grants program is specifically designed to: support the training/development needs of ethnocultural organizations in various stages of development; gather and celebrate significant celebrations and events and fund emerging immigrant and refugee communities for short-term projects.

Through the Aboriginal Relations Office, the City of Edmonton has a lead role in building relationships with the urban Aboriginal community. Edmonton is regarded as a leader in this work and often provides guidance to other municipalities across Canada.

Edmonton's not-for-profit organizations add to the livability of Edmonton. Many are increasingly challenged to find suitable space from which to provide programming and services to Edmontonians. The City of Edmonton is working with the not-for-profit sector to create resources such as Edmonton SpaceFinder, an innovative website that connects those with space available to not-for-profit organizations looking for space.

The City of Edmonton has an active and robust volunteer program that introduces and supports civic responsibility among Edmontonians. Every year, the City's 12,000 volunteers directly help deliver municipal programs and services.

In its ongoing efforts to create a City work force that broadly represents the diversity of the communities it serves, the City has implemented an inclusive recruitment program that connects Aboriginal, disabled, multi-cultural and youth communities for potential employment opportunities in the city.

The City of Edmonton also works with the Capital Region Board to ensure the sustainability of the region. The City of Edmonton has long recognized that as one of 24 municipalities in the Region, all must work together to plan where growth will occur and how to deliver the infrastructure and services to support that growth.

Sustainability of new growth areas includes the development and construction of City services such as recreation facilities and fire stations. Increasingly, new City buildings are being designed and constructed to achieve Leadership in Energy and Environmental Design (LEED) Silver certification such as the new Capilano Fire Station and ETS Centennial Garage, and Ambleside Eco Station. Other projects working toward this goal include Commonwealth Community Recreation Centre, Fort Edmonton Park Administration Building, South West Police Station and the Terwillegar Community Recreation Centre.

Edmonton is working to be one of the most environmentally responsible municipalities in the world. The City of Edmonton's environmental policy (C512) is the foundation of the city's commitment to environmental excellence. It was approved by City Council in May 2006 and endorsed by all levels of management. All City employees are required to apply the policy in their daily activities.

The City of Edmonton and its residents are cultivating an international reputation as environmental leaders in waste management. Edmonton has one of North America's highest participation rates in curbside recycling and waste management. The City's goal to divert 90% of residential waste from landfill is expected to be achieved in 2015, when the Waste-to-Biofuels facility is fully operational.

The Edmonton Water Reuse Program has resulted in more than 20 million litres of water being recycled from City indoor and outdoor pools in the last three years. Clean, dechlorinated water from pools is used to irrigate nearby parks, thereby decreasing water consumption, lowering irrigation costs and offsetting drought.

The City is also promoting a culture of conservation through various programs. Residents, along with restaurants and other food service providers, are encouraged to contribute to the well-being of City drainage pipes and the environment by properly disposing of fats, oils and grease. The Zero Footprint Calculator and the Zero Footprint Youth Calculator provides Edmontonians a way to measure their environmental footprint and get tips for reducing it. Fire Rescue Services has a significant role in response to hazardous material spills which protects the environment and contributes to sustainability.

The City offers multiple opportunities for individuals and groups to be engaged in conserving the Edmonton's natural areas.

The City's Master Naturalists Program helps build community capacity, knowledge and enthusiasm for ongoing stewardship of local natural areas. Edmonton's Naturescapes Program supports the naturalization of City yards and schoolyards to provide habitat for a diversity of animal and plant species through the planting of native and ornamental plants. The program involves children in schoolyard naturalization.

In 2009, Edmonton received top ranking among large cities in the third annual Corporate Knights Magazine listing of Most Sustainable Cities in Canada. The City was saluted in particular for its low unemployment rate, high economic security and use of inclining block pricing to encourage water conservation.

The City of Edmonton integrates fiscal sustainability in the delivery of its programs and services. The City's new Community Facility Operating Model establishes financial performance measures and targets for City facilities, as well as promotes growth of the business through the use of reserves, while still focusing on affordable and accessible services to citizens.

The Partner Capital Grant Program provides eligible partners with up to 25% of capital project costs. The Program helps ensure that the City's support to not-for-profit organizations is provided on the basis of priority focus areas (arts and heritage, multicultural, recreation/amateur sport, seniors and social services), and is only provided to partners who can demonstrate the financial viability of their services.

To further support citizen safety, the City is now charging for fire inspection services through business licenses, and implementing a charging mechanism based on that risk.

With responsible fiscal policy, innovative management and a business-friendly ethic, the City of Edmonton remains on firm footing with an AA (high) credit rating.

City of Edmonton programs and services seek to meet Edmontonians' desire to strike a balance between meeting today's needs, while building a civil society that will sustain them well into the future.



## Measuring progress in achieving *The Way We Live Goal Six*

The performance measures for Goal Six demonstrate the City's progress in ensuring that the City nurture and sustain its human and social capital to meet its current and future needs. It also measures Edmontonians' capacity to adopt and practice environmentally sustainable practices.

CORPORATE PERFORMANCE MEASURES	WHAT IT MEANS
<p>1. <b>Percentage of households that are in complete communities*</b></p>	<p><i>Proportion of households that meet a certain percentage of proximity measures such as distance to schools, health centres/facilities, parks, sports field, recreation centre, transit stop, neighborhood commercial centre, daycare, seniors centre etc.</i></p>

\* Council-approved Corporate Measures (2011)

DEPARTMENT PERFORMANCE MEASURES	WHAT IT MEANS
2. Density and diversity of development within 400 metres of public transit stations	<i>Includes the number of different uses of land (residential, retail, education etc.) and the number of residential lots per hectare within 400 meters of public transit. This measures the extent to which the City of Edmonton has integrated higher density and mixed use development with public transportation.</i>
3. Commuting time	<i>This measures the time required to travel from home to work.</i>
4. Commuting distance	<i>This measures the distance required to travel to work.</i>
5. Share of trips by car, car passenger, transit, cycling and walking	<i>Percentage of Edmontonians who use various modes of transportation.</i>
6. Energy use	<i>Total energy used by Edmontonians per year.</i>
7. Ecological footprint	<i>The Ecological Footprint (EF) measures how fast people consume resources and generate waste compared to how fast people can absorb waste and generate new resources. The amount of consumption and waste produced is generally measured in global hectares.</i>
8. Area of community gardens and urban agriculture use	<i>Hectares of land dedicated to community gardens and agricultural-zoned land in the city.</i>
9. Percentage of locally owned independent businesses in neighbourhoods	<i>Proportion of locally owned independent businesses in the neighbourhood.</i>

<p><b>10.</b> Participation rate in lifelong learning opportunities in the community</p>	<p><i>Number of residents registered in lifelong learning programs (community education, vocational training, lifeskills program, arts etc.).</i></p>
<p><b>11.</b> Voter participation rate</p>	<p><i>Proportion of eligible Edmontonians who vote in municipal elections.</i></p>
<p><b>12.</b> Percentage of citizens satisfied with the value of services for their tax dollars</p>	<p><i>Proportion of Edmontonians who state the services they received from the City are worth the tax dollars they paid.</i></p>

## Planned initiatives that will help achieve

### GOAL SIX:









## EDMONTON IS A SUSTAINABLE CITY

PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>THREE YEARS</u> 2012-2014	LEAD	STATUS
1. <b>Develop a city-wide Greening Strategy</b> <i>Enhance the creation of community gardens, Cityfarms and related greening initiatives.</i>	Community Services, use existing resources	■
2. <b>Develop a city-wide Food and Agricultural Strategy</b> <i>Prepare a City-wide Food and Agriculture Strategy.</i>	Sustainable Development, 525K funded	■
3. <b>Develop an Inclusive City Learning Plan</b> <i>Develop a plan to promote lifelong learning.</i>	Community Services, use existing resources	■
4. <b>Develop a diverse and inclusive City workforce</b> <i>Implement the City policy to ensure the City workforce broadly represents the population it serves.</i>	Corporate Services, use existing resources	■
5. <b>Implement the targeted employment outreach initiatives to under represented communities</b> <i>Connect with jobseekers from the Aboriginal, multicultural, youth and disabled communities to make them aware of employment opportunities with the City.)</i>	Corporate Services, costs TBD dependant on partner funding	■
6. <b>Create a corporate wide volunteer recognition program</b> <i>Develop a program to recognize the volunteers who help the City provide people services.</i>	Community Services, 150K funded	■
7. <b>Improve the funding management system for grants</b> <i>Enhance the tools for fund granting.</i>	Community Services, use existing resources	■

PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>THREE YEARS</u> 2012-2014	LEAD	STATUS
<p><b>8. Develop a Memorandum of Understanding with the University of Alberta on Cityfarm</b>  <i>Develop a Cityfarm program that will focus on child, youth and community development to promote urban agriculture.</i></p>	<p>Community Services, 5K, use existing resources  <i>PARTNER: University of Alberta, Cityfarm organization</i></p>	<p>■</p>
<p><b>9. Initiate business license redesign initiative</b>  <i>The redesign will incorporate stakeholder input prior to the issuance of a business license and simplify the application process for business licensing.</i></p>	<p>Community Services, 180K funded</p>	<p>■</p>
<p><b>10. Develop an online business license registration program</b>  <i>Enhance business access to up-to-date, accurate, business license information to further simplify and clarify the business license process.</i></p>	<p>Sustainable Development, 100K funded</p>	<p>■</p>
<p><b>11. Implement the Urban Forest Management Strategy - Expand Tree Canopy</b>  <i>Expand Edmonton's tree canopy from ~ 10% to 20% as per the Urban Forest Management Strategy through a major tree planting initiative.</i></p>	<p>Community Services, Parks Planning, 30M funded</p>	<p>■</p>
<p><b>12. Create and implement Complete Communities Guidelines</b>  <i>Create, adopt and implement a common definition of complete communities.</i></p>	<p>Community Services, use existing resources</p>	<p>■</p>
<p><b>13. Improve material handling capacity at the Edmonton Waste Management Centre</b>  <i>Upgrade and expand equipment and facilities in order to maximize diversion of waste and recyclables from landfill and improve customer service.</i></p>	<p>Financial Services and Utilities, 17.4M funded</p>	<p>■</p>








PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>THREE YEARS</u> 2012-2014	LEAD	STATUS
<p><b>14. Increase diversion of household hazardous waste</b>  <i>Enhance customer convenience and increase volumes of HHW diverted from landfill by opening the City's fourth Eco Station in Northeast Edmonton.</i></p>	<p>Financial Services and Utilities,                      13.1M funded</p>	<p>■</p>
<p><b>15. Develop park land research and development strategy</b>  <i>Plan for ongoing parkland research and development, and identify possible partnerships with educational institutions and community organizations.</i></p>	<p>Sustainable Development,                      use existing resources</p>	<p>■</p>
<p><b>16. Implement the Natural Area Securement Strategy</b>  <i>Implement the strategy, which identifies an approach and available tools for the securement and protection of natural areas.</i></p>	<p>Sustainable Development,                      funded</p>	<p>■</p>
<p><b>17. Develop a natural area acquisition strategy</b>  <i>A strategy for the application of borrowed funds to the acquisition of key natural areas.</i></p>	<p>Sustainable Development,                      partially funded</p>	<p>■</p>
<p><b>18. Develop a biodiversity communication strategy</b>  <i>Develop a biodiversity communication strategy to improve coordination internally and with community partners on communication about biodiversity protection.</i></p>	<p>Sustainable Development,                      use existing resources</p>	<p>■</p>
<p><b>19. Expand the Master Naturalist Program</b>  <i>Expand the Master Naturalist Program to graduate two cohorts per year and enhance the continual learning aspect of the program.</i></p>	<p>Sustainable Development,                      unfunded</p>	<p>■</p>

PLANNED INITIATIVES ANTICIPATED TO BE COMPLETED IN <u>THREE YEARS</u> 2012-2014	LEAD	STATUS
<p><b>20. Develop park reinvestment and rehabilitation strategy</b>  <i>Evaluate the capital and operating requirements of park developments and infrastructure, aggregating past related studies, and make recommendations for improvements to future park development to enhance cost effectiveness and efficiency.</i></p>	Sustainable Development, use existing resources	■
<p><b>21. Develop a community stewardship framework</b>  <i>Develop a community stewardship framework to define a vision for engaging community members in stewardship and identify needs and opportunities for community involvement in stewardship.</i></p>	Sustainable Development, use existing resources	■

<b>PLANNED UNFUNDED INITIATIVES ANTICIPATED TO BE COMPLETED IN 10 YEARS 2012-2021</b>	<b>LEAD</b>	<b>STATUS</b>
<b>1. Implement the Capital Region Intermunicipal Transit Network Transportation Plan</b> <i>Link capital region residents via public transit.</i>	City Managers Office, use existing resources <i>PARTNER: Capital Region Board</i>	
<b>2. Develop an irrigation systems strategy</b> <i>Develop a strategy to irrigate major parks and roadways controlled by a single location.</i>	Community Services, Parks Planning, 8.2M	
<b>3. Develop a parks lighting replacement program</b> <i>Develop a city policy on LED lighting to replace park lighting with LED lights.</i>	Community Services, Parks Planning, 2.1M	
<b>5. Update the Ribbon of Green – Phase II Master Plan</b> <i>Guides the future acquisition, development and management of the River Valley and Ravine System upstream of Terwillegar Park and downstream of Hermitage Park continuing to the City boundaries.</i>	Sustainable Development, 250K	
<b>6. Develop a strategy to reduce barriers to infill development</b> <i>Create increased opportunities to redevelop and repopulate established neighbourhoods.</i>	Sustainable Development, use existing resources	
<b>7. Acquire and conserve natural areas</b> <i>Purchase significant and environmentally sensitive natural areas for conservation.</i>	Sustainable Development, 150M	
<b>8. Support Community Sustainability Task Force</b> <i>Work with community partners to devise an implementation plan based on the ELEVATE report actions and recommendations.</i>	Community Services, use existing resources	
<b>9. Draft a developer servicing agreement strategy for park land</b> <i>Develop an agreement to share park servicing costs between landowners within a Neighbourhood Structure Plan.</i>	Sustainable Development, Parks Planning, 75K	



<b>PLANNED UNFUNDED INITIATIVES ANTICIPATED TO BE COMPLETED IN 10 YEARS 2012-2021</b>	<b>LEAD</b>	<b>STATUS</b>
<b>10. Develop park land maintenance cost assessment tool and guidelines</b> <i>Create standardized methods used by the City and project proponents to assess cost impacts of (re)development to park land.</i>	Sustainable Development, Parks Planning, 25K	■
<b>11. River Valley and Ravine Management review</b> <i>Develop a management plan focusing on preservation and maintenance in the River Valley and Ravine Parks.</i>	Sustainable Development, 75K	■
<b>12. Develop a parks water management strategy</b> <i>Identify and develop a variety of operational initiatives focusing on water conservation.</i>	Sustainable Development, 25K	■
<b>13. Develop and implement the Edmonton City Centre Airport Lands</b> <i>Develop and implement the plan for transforming the City Centre Lands into an environmentally-sustainable, transit-oriented, mixed-use development.</i>	Sustainable Development, 250M	■
<b>14. Develop a strategy for brownfields</b> <i>Develop a strategy to remediate and redevelop brownfields in mature neighbourhoods.</i>	Sustainable Development, TBD	■
<b>15. Advance the goals of the City of Edmonton's Active Transportation Policy</b> <i>Implement Edmonton's active transportation policy in the Sidewalk Strategy, Bicycle Transportation Plan, the Walkability Strategy (Walkedmonton) and the Multi-Use Trail Corridor Study.</i>	Transportation Services, Community Services 20M funded for 2012-2014	■
<b>16. Develop and implement the Capital Region Growth Plan</b> <i>Guide and co-ordinate development in the Region through the implementation of the Capital Region Growth Plan.</i>	Corporate Services, use existing resources	■

<b>PLANNED UNFUNDED INITIATIVES ANTICIPATED TO BE COMPLETED IN 10 YEARS 2012-2021</b>	<b>LEAD</b>	<b>STATUS</b>
<b>17. Implement the new Gold LEED Standard in all City buildings</b> <i>Design and build all new City-owned buildings and major renovations to meet LEED Gold Standard as a minimum and be formally LEED certified.</i>	Community Services, costs vary with each project, TBD	
<b>18. Expand the LRT to all quadrants of the city</b> <i>Build LRT connections to include routes to Central, Southeast and West Edmonton.</i>	Transportation Services, 5.2M for North LRT, 3.6M for Southeast and West LRT Engineering, 1M for Southeast and West LRT Land Capital Budget 2012-2014	
<b>19. Develop City maintenance yards</b> <i>Plan new city maintenance yards to improve efficiency and reduce operating costs and travel time from equipment sites.</i>	Community Services, 15M	
<b>20. Renew parks</b> <i>Increase funding to the Parks Conservation Program to enhance citizen's experiences in parks.</i>	Community Services, Parks Planning, 100M	
<b>21. Acquire surplus schools parks sites</b> <i>Maintain neighbourhood green space by purchasing surplus schools parks sites as they become available.</i>	Sustainable Development, Parks Planning, 20M	
<b>22. Improve parks utilities and access</b> <i>Upgrade park utilities and access to more sustainable standards, in order to reduce long-term operating costs.</i>	Community Services, 40M	
<b>23. Develop and implement a protocol for government funding for housing</b> <i>Develop and implement a protocol for approval of future government funding for housing based on positive community outcomes in all areas of the city.</i>	Sustainable Development TBD	



## NEXT STEPS

The *Way We Live Implementation Plan* represents the City's commitment to improve Edmonton's livability. With the approval of *The Way We Live*, City Council provided policy direction to Administration to undertake actions towards achieving the goals of the plan. The City will work in partnership with all orders of government, non-for-profit sector, businesses and community groups to implement the initiatives in the *TWWL Implementation Plan*.

The City will ensure that existing services support the goals of *The Way We Live Plan* and that they demonstrate effective use of resources.

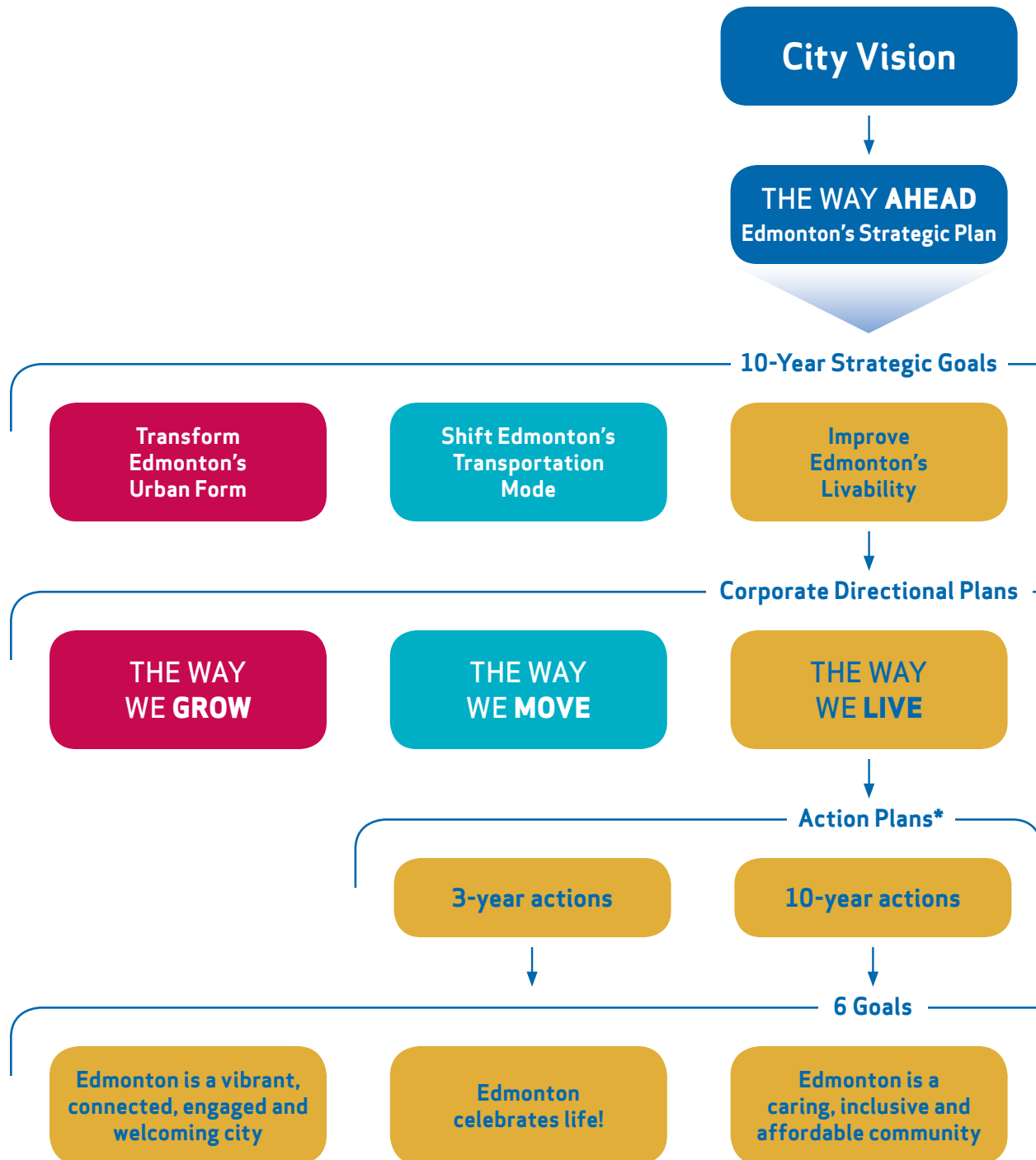
Each of the initiatives has a lead section accountable for its implementation.

The City will employ an integrated approach in delivering all the outcomes envisioned in *The Way Ahead*. *The Way We Live Plan's* implementation will be coordinated with the other five corporate directional plans: *The Way We Grow*, *The Way We Move*, *The Way We Green*, *The Way We Finance* and *The Way We Prosper*.

There will be annual review of progress and success of the implementation for *The Way We Live Plan* using the performance measures for each goal of the plan. The Community Services Advisory Board (CSAB) will serve as one of the mechanisms for citizen involvement in monitoring the implementation of the Plan. CSAB provides a yearly report to Council and will include the progress on the *TWWL Implementation Plan*. CSAB has identified 12 initiatives in TWWL as their priority and they will monitor progress on these initiatives from a citizen's perspective.



## THE WAY WE LIVE: ADVANCING THE CITY'S VISION



**Preserve & Sustain  
Edmonton's  
Environment**

**Ensure Edmonton's  
Financial  
Sustainability**

**Diversify  
Edmonton's  
Economy**

**THE WAY WE  
GREEN**

**THE WAY WE  
FINANCE**

**THE WAY WE  
PROSPER**

\* see pages 110-113 for a detailed listing of all of the three and 10-year actions for *The Way We Live*.

**Edmonton is a  
safe city**

**Edmonton is an  
attractive city**

**Edmonton is a  
sustainable city**

3-YEAR ACTIONS

**Edmonton is a vibrant, connected, engaged and welcoming city** **1**

- Implement the Great Neighbourhoods Framework
- Renew and implement the Neighbourhood Revitalization Framework
- Renew the community indicators
- Integrate social sustainability into the neighbourhood revitalization approach
- Finalize the tripartite agreement and implementation of the Community League Grant Funding Programs
- Implement the Community Facility Services Partnership Capital Projects Funding Program
- Partner with the Edmonton Federation of Community Leagues to advance the Living Local initiative
- Implement the Immigration and Settlement Strategy
- Develop volunteer opportunities
- Review Dogs in Parks Program
- Participate in the Port Alberta initiative
- Create a developer cost shared park development program
- Develop Transit Oriented Development regulations
- Community League infrastructure support
- Develop a community facility land demand assessment
- Develop a greenways strategy
- Develop a parks-appropriate commercial zoning and development strategy

**Edmonton celebrates life!** **2**

- Animate Churchill Square year-round
- Create the Municipal Sport Strategy
- Develop access strategy to sports and recreation for multicultural and Aboriginal groups
- Implement the New Indy Partnership Working Model
- Create and implement a new Long Term Events Strategy 2011- 2015
- Expand alternative community based recreation programs
- Acquire land to develop a major tournament centre
- Implement the Valley Zoo Master Plan
- Expansion of Winspear Centre
- Develop CKUA Building
- Whitemud Equine Centre expansion
- Telus World of Science expansion
- Develop Borden Park natural swimming pond
- Support River City Round Up
- Support the Paraplegic Association Centre

**Edmonton is a caring, inclusive and affordable community** **3**

- Develop a social development strategy
- Implement the new Racism Free Edmonton Action Plan
- Redevelop services for at risk populations
- Develop a framework for service delivery to African communities
- Advance a provincial poverty reduction strategy
- Expand a city-wide financial literacy program
- Support programs for new immigrants
- Implement the City of Edmonton's Urban Aboriginal Strategy in collaboration with Edmonton's urban Aboriginals
- Implement Aging-in-Place demonstration project
- Expand internal capacity for social mapping
- Build community economic development capacity into neighbourhood revitalizations
- Reduce panhandling through enhanced employment initiatives
- Implement the new City Staff Leadership Development Strategy
- Develop a corporate volunteer engagement approach
- Implement the Inclusion Edmonton: Measuring Up Tool Kit
- Optimize organizational capacity
- Allocate the remaining uncommitted Cornerstones Plan 1 funding
- Support the approval and implementation of the Edmonton Community Plan
- Support community partners through grants
- Support iHuman
- Support Edmonton Chamber of Volunteer Associations



## Edmonton is a safe city

4

Research and develop a 24/7 service delivery model

Support development of REACH Edmonton as a lead centre of excellence or hub for community safety and crime prevention

Improve transit safety and security

Improve construction site safety

Build a new model for engaging citizens from Edmonton's multicultural and Aboriginal communities in crime prevention

Develop and pilot a new community safety organizing model

Develop the Schools as Community Hubs initiative

Implement Step Up and Step In

Refine domestic violence response and service delivery model

Revise Emergency Services Plan

Expand the City of Edmonton Snow Removal Program

Redevelop City of Edmonton complaints & investigations data management system (POSSE)

Improve community liaison service deployment

Expand Animal Care and Control sections initiatives

Review and implement the Fire Rescue Master Plan

Expand the Assisted Waste Program

Fire Rescue training

Build a new Northwest Division Police Station

## Edmonton is an attractive city

5

Implement the new Winter City Strategy

Support the implementation of the Natural Connections Biodiversity Action Plan

Expand the Capital City Clean-up program

Redevelop Jasper Avenue

Promote the Edmonton and Area Land Trust (EALT)

Develop the Civic Precinct Master Plan

## Edmonton is a sustainable city

6

Develop a city-wide Greening Strategy

Develop a city-wide Food and Agricultural Strategy

Develop an Inclusive City Learning Plan

Develop a diverse and inclusive City workforce

Implement the targeted employment outreach initiatives to under represented communities

Create a corporate wide volunteer recognition program

Improve the funding management system for grants

Develop a Memorandum of Understanding with the University of Alberta on Cityfarm

Initiate business license redesign initiative

Develop an online business license registration program

Implement the Urban Forest Management Strategy - Expand Tree Canopy

Create and implement Complete Communities Guidelines

Improve material handling capacity at the Edmonton Waste Management Centre

Increase diversion of household hazardous waste

Develop park land research and development strategy

Implement the Natural Area Securement Strategy

Develop a natural area acquisition strategy

Develop a Biodiversity Communication strategy

Expand the Master Naturalist Program

Develop park reinvestment and rehabilitation strategy

Develop a community stewardship framework

10-YEAR ACTIONS

**Edmonton is a vibrant, connected, engaged and welcoming city** **1**

- Support the multicultural and Aboriginal communities in accessing or developing physical spaces to meet and recreate
- Implement The Quarters Redevelopment Plan
- Implement the Age-Friendly City Policy
- Develop the concept for an Aboriginal Welcome Centre
- Develop a park land redevelopment levy strategy
- Develop Transit Oriented Development (Station Area) plans
- Implement the City of Edmonton Historic Resource Management Plan
- Implement the Edmonton Public Library Strategic Plan to build and upgrade libraries
- Expand Edmontonians' virtual access to library materials
- Develop a district park land acquisition program
- Develop a downtown park land acquisition program
- Fund parks construction
- Develop Neighbourhood Park Development Program outdoor aquatic amenities
- Acquire park land
- Improve Edmonton parks
- Develop and implement a city-wide public spaces strategy
- Acquire top of bank land
- Develop and implement a plan/strategy for public space and municipal parks in the downtown

**Edmonton celebrates life!** **2**

- Advance the Fort Edmonton Master Plan
- Build the new City Museum
- Update the community recreation services delivery and funding models
- Redevelop Coronation Park
- Terwilligar Park Completion
- Complete Louise McKinney Riverfront Park
- Implement the Valley Zoo Master Plan
- Support development of downtown arena district
- Support the implementation of the Art of Living Plan
- Implement the Recreation Facility Master Plan (2005- 2015)
- Redevelop Capilano/Rundle/ Gold Bar Park
- Coordinate implementation of the River Valley Alliance Projects

**Edmonton is a caring, inclusive and affordable community** **3**

- Repair and renovate parking lots in City parks to ensure handicapped access
- Support the expansion of Quality One Training and Support
- Develop parks surplus guidelines
- Develop a cultural landscape needs strategy
- Implement the City's 10-Year Strategy to End Homelessness
- Partner to build multi-tenant spaces for not-for-profit organizations
- Develop and implement an affordable housing replacement strategy
- Implement the Seniors Capital Development Plan

#### Edmonton is a safe city

4

- Establish new fire stations in growth areas of the city
- Increase the number of Neighbourhood Empowerment Teams (NET)
- Relocate of the City of Edmonton Emergency Response Communications Centres
- Improve security and access in parks
- Pilot an Animal Services enterprise cost recovery model

#### Edmonton is an attractive city

5

- Redevelopment of Rossdale Lands
- Expand the Façade Improvement Program beyond the Business Revitalization Zones
- Develop a targeted , upgraded streetscape lighting program
- Redevelop Hawrelak Park
- Support to the Mayor's Arts Visioning Committee
- Complete the redevelopment of City of Edmonton's golf courses
- Implement the Capital City Downtown Plan
- Upgrade Edmonton's premiere attractions
- Implement the Historic Resources Management Plan
- Improve city entrances
- Create a sculpture park
- Implement the Urban Forest Management Plan - Major Tree Planting







#### Edmonton is a sustainable city

6

- Implement the Capital Region Intermunicipal Transit Network Transportation Plan
- Develop an irrigation systems strategy
- Develop a parks lighting replacement program
- Update the Ribbon of Green-- Phase 11 Master Plan
- Develop a strategy to reduce barriers to infill development
- Acquire and conserve natural areas
- Support Community Sustainability Task Force
- Draft a developer servicing agreement strategy for park land
- Develop park land maintenance cost assessment tool and guidelines
- River Valley and Ravine Management review
- Develop a parks water management strategy
- Develop and implement the Edmonton City Centre Airport Lands
- Develop a strategy for brownfields
- Advance the goals of the City of Edmonton's Active Transportation Policy
- Develop and implement the Capital Region Growth Plan
- Implement the new Gold LEED Standard in all City buildings
- Expand the LRT to all quadrants of the city
- Develop City maintenance yards
- Renew parks
- Acquire surplus schools parks sites
- Improve parks utilities and access
- Develop and implement a protocol for government funding for housing

## APPENDIX 1: SUMMARY OF INITIATIVES

### LEGEND

-  Transform Edmonton's Urban Form
-  Shift Edmonton's Transportation Mode
-  Improve Edmonton's Livability
-  Preserve & Sustain Edmonton's Environment
-  Ensure Edmonton's Financial Sustainability
-  Diversify Edmonton's Economy










**DID** - projects completed from 2009-2011


**CURRENTLY DOING** - projects that are in progress






























**WILL DO** - initiatives to be started in 2012-2014 as they were approved as part of the capital or operating budget or can be done with existing resources
















**COULD DO** - important priorities that advance the goals and are achievable in the next 10 years based on today's funding sources

**ASPIRE TO DO** - important priorities that may not be possible in the next four to 10 years and beyond as funding may not be in place

INITIATIVE	NEXT THREE YEARS	IMPACT ON OTHER WAY AHEAD STRATEGIC GOALS
<b>GOAL ONE: EDMONTON IS A VIBRANT, CONNECTED, ENGAGED AND WELCOMING CITY</b>		
Implement the Great Neighbourhoods Framework	CURRENTLY DOING	
Renew and implement the Neighbourhood Revitalization Framework	WILL DO	
Renew the community indicators	WILL DO	
Integrate social sustainability into the neighbourhood revitalization approach	WILL DO	
Finalize the tripartite agreement and implementation of the Community League Grant Funding Programs	DID	
Implement the Community Facility Services Partnership Capital Projects Funding Program	DID	
Partner with EFCL to advance the Living Local initiative	CURRENTLY DOING	
Implement the Immigration and Settlement Strategy	CURRENTLY DOING	
Develop volunteer opportunities	CURRENTLY DOING	
















INITIATIVE	NEXT THREE YEARS	IMPACT ON OTHER WAY AHEAD STRATEGIC GOALS
Review Dogs in Parks Program	WILL DO	 
Participate in the Port Alberta initiative	CURRENTLY DOING	  
Create a developer cost shared park development program	WILL DO	   
Develop Transit Oriented Development regulations	CURRENTLY DOING	   
Community League Infrastructure Support	DID	 
Develop a community facility land demand assessment	WILL DO	  
Develop a greenways strategy	WILL DO	  
Develop a parks-appropriate commercial zoning and development strategy	WILL DO	   
<b>GOAL TWO: EDMONTON CELEBRATES LIFE!</b>		
Animate Churchill Square year-round	CURRENTLY DOING	 
Create the Municipal Sport Strategy	CURRENTLY DOING	  
Develop access strategy to sports and recreation for multicultural and Aboriginal groups	WILL DO	 
Implement the New Indy Partnership Working Model	CURRENTLY DOING	 
Create and implement a new Long Term Events Strategy 2011-2015	CURRENTLY DOING	 
Expand alternative community based recreation programs	WILL DO	 
Complete Louise McKinney Riverfront Park	COULD DO	  

INITIATIVE	NEXT THREE YEARS	IMPACT ON OTHER WAY AHEAD STRATEGIC GOALS
Acquire land to develop a major tournament centre	DID	   
Implement the Valley Zoo Master Plan - Phase 1	CURRENTLY DOING	 
Expansion of Winspear Centre	WILL DO	 
Develop CKUA Building	WILL DO	
Whitemud Equine Centre expansion	WILL DO	  
TELUS World of Science expansion	WILL DO	 
Develop Borden Park natural swimming pond	WILL DO	 
Support River City Round Up	CURRENTLY DOING	  
Support the Paraplegic Association Centre	WILL DO	 
<b>GOAL THREE: EDMONTON IS A CARING, INCLUSIVE, AFFORDABLE COMMUNITY</b>		
Develop a social development strategy	WILL DO	  
Implement the new Racism Free Edmonton Action Plan	CURRENTLY DOING	 
Redevelop services for at risk populations	WILL DO	  
Develop a framework for service delivery to African communities	CURRENTLY DOING	 
Advance a provincial poverty reduction strategy	CURRENTLY DOING	  
Expand a city-wide financial literacy program	WILL DO	 
Support programs for new immigrants	CURRENTLY DOING	 
Implement the City of Edmonton's Urban Aboriginal Strategy in collaboration with Edmonton's urban Aboriginals	CURRENTLY DOING	  

INITIATIVE	NEXT THREE YEARS	IMPACT ON OTHER WAY AHEAD STRATEGIC GOALS
Implement Aging-in-Place demonstration project	CURRENTLY DOING	
Expand internal capacity for social mapping	WILL DO	
Build community economic development capacity into neighbourhood revitalizations	CURRENTLY DOING	
Reduce panhandling through enhanced employment initiatives	CURRENTLY DOING	
Implement the new City Staff Leadership Development Strategy	CURRENTLY DOING	
Develop a corporate volunteer engagement approach	CURRENTLY DOING	
Implement the Inclusion Edmonton: Measuring Up Tool Kit	CURRENTLY DOING	
Optimize organizational capacity	CURRENTLY DOING	
Allocate the remaining uncommitted Cornerstones Plan I funding	CURRENTLY DOING	
Support the approval and implementation of the Edmonton Community Plan	CURRENTLY DOING	
Support community partners through grants	CURRENTLY DOING	
Support iHuman	WILL DO	
Support Edmonton Chamber of Volunteer Associations	CURRENTLY DOING	
<b>GOAL FOUR: EDMONTON IS A SAFE CITY</b>		
Research and develop a 24/7 service delivery model	CURRENTLY DOING	
Support development of REACH Edmonton as a lead centre of excellence or hub for community safety and crime prevention	CURRENTLY DOING	

INITIATIVE	NEXT THREE YEARS	IMPACT ON OTHER WAY AHEAD STRATEGIC GOALS
Improve transit safety and security	CURRENTLY DOING	 
Improve construction site safety	WILL DO	  
Build a new model for engaging citizens from Edmonton's multicultural and Aboriginal communities in crime prevention	CURRENTLY DOING	 
Develop and pilot a new community safety organizing model	CURRENTLY DOING	 
Develop the Schools as Community Hubs initiative	WILL DO	 
Implement Step Up and Step In	CURRENTLY DOING	
Refine domestic violence response and service delivery model	CURRENTLY DOING	
Revise Emergency Services Plan	CURRENTLY DOING	  
Expand the City of Edmonton Snow Removal Program	CURRENTLY DOING	  
Redevelop City of Edmonton complaints & investigations data management system (POSSE.)	CURRENTLY DOING	 
Improve community liaison service deployment	COULD DO	 
Expand Animal Care and Control sections initiatives	CURRENTLY DOING	 
Review and implement the Fire Rescue Master Plan	CURRENTLY DOING	    
Expand the Assisted Waste Program	CURRENTLY DOING	  
Fire Rescue Training	CURRENTLY DOING	



INITIATIVE	NEXT THREE YEARS	IMPACT ON OTHER WAY AHEAD STRATEGIC GOALS
Build a new Northwest Division Police Station	WILL DO	
<b>GOAL FIVE: EDMONTON IS AN ATTRACTIVE CITY</b>		
Implement the new Winter City Strategy	WILL DO	
Support the implementation of the Natural Connections Biodiversity Action Plan	CURRENTLY DOING	
Expand the Capital City Clean-up program	CURRENTLY DOING	
Redevelop Jasper Avenue	WILL DO	
Promote the Edmonton and Area Land Trust (EALT)	CURRENTLY DOING	
Develop the Civic Precinct Master Plan	CURRENTLY DOING	
<b>GOAL SIX: EDMONTON IS A SUSTAINABLE CITY</b>		
Develop a city-wide Greening Strategy	CURRENTLY DOING	
Develop a city-wide Food and Agricultural Strategy	CURRENTLY DOING	
Develop an Inclusive City Learning Plan	CURRENTLY DOING	
Develop a diverse and inclusive City workforce	CURRENTLY DOING	
Implement the targeted employment outreach initiatives to under represented communities	COULD DO	
Create a corporate wide volunteer recognition program	CURRENTLY DOING	
Improve the funding management system for grants	WILL DO	
Develop a Memorandum of Understanding with the University of Alberta on Cityfarm	CURRENTLY DOING	

INITIATIVE	NEXT THREE YEARS	IMPACT ON OTHER WAY AHEAD STRATEGIC GOALS
Initiate business license redesign initiative	CURRENTLY DOING	
Develop an online business license registration program	CURRENTLY DOING	
Implement the Urban Forest Management Strategy - Expand Tree Canopy	CURRENTLY DOING	
Create and implement Complete Communities Guidelines	CURRENTLY DOING	
Improve material handling capacity at the Edmonton Waste Management Centre	WILL DO	
Increase diversion of household hazardous waste	WILL DO	
Develop park land research and development strategy	WILL DO	
Implement the Natural Area Securement Strategy	CURRENTLY DOING	
Develop a natural area acquisition strategy	CURRENTLY DOING	
Develop a biodiversity communication strategy	CURRENTLY DOING	
Expand the Master Naturalist Program	COULD DO	
Develop park reinvestment and rehabilitation strategy	WILL DO	
Develop a community stewardship framework	WILL DO	



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