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Ten years ago, Edmontonians from all walks of life helped City Council build a common vision for our future.

The result of this work was the City of Edmonton’s 2040 vision and a 10-year strategic plan called *The Way Ahead 2009 – 2018*.

I am pleased to present the fourth and final annual update for *The Way Ahead Final Report 2017*, which tracks the City of Edmonton’s achievement of Council’s vision and goals over the past 10 years.

These measures tell the story of our results and evolution. We have learned a lot as a city, matured as an organization and are continually adapting. We will continue to respond to the changing needs of Edmontonians and stakeholders and be responsive to shifts in regional, national and global environments.

Our results have included consistent, timely and meaningful engagement with Edmontonians, partners and stakeholders, the integration of multiple perspectives in the development of complete solutions to challenges and regular measurement to assess effectiveness and improve results.

Building on current achievements and lessons learned, City Council’s vision for 2050, and its strategic plan for the next decade, will guide our future progress for the 2019 – 2028 period.

City Council and the City of Edmonton share the desire to enable a better life for every Edmontonian. Through our 2017 final report, residents, businesses, community partners and city-builders of all types can witness what we have achieved.
The Way Ahead 2009 – 2018 transformed how the City of Edmonton served the citizens of Edmonton.

Council’s Strategic Plan, The Way Ahead 2009 – 2018, made a significant impact for Edmontonians and changed how the City of Edmonton provides services daily for citizens. The plan focused on improving the quality of life for Edmontonians. As The Way Ahead comes to conclusion, work completed during implementation will continue to have a positive impact on citizens.

The Way Ahead assisted Administration in setting direction to meet citizen demands for new and enhanced services, and toward a greater emphasis on building and developing modern infrastructure and facilities. The six directional plans, The Way We Live, The Way We Prosper, The Way We Green, The Way We Grow, The Way We Move, and The Way We Finance, guided Administration in the development of Edmonton’s downtown core, building new communities and facilities, and expansion of the City’s LRT Network. Simultaneously, the condition of the City’s infrastructure began to improve under a long-term renewal program, which included introduction of the Neighbourhood Renewal program in 2009. In addition, critical strategic plans were developed between 2009 to 2018 that will have a future impact for citizens including, but not limited to, the Affordable Housing Strategy, a Community Energy Transition Strategy, the Industrial Investment Action Plan, the Transit Strategy and Breathe – Edmonton’s Green Network Strategy.

Over the last decade, the city experienced unprecedented population growth – three times that of the national average, based on the federal census. During this period, the City maintained and achieved 85 percent of the established performance targets. Overall, the City made progress toward each of Council’s strategic goals, resulting in improved urban form, livability, ways to get around the city and preservation of the environment for citizens. Edmonton has weathered the economic challenges resulting from low oil prices since 2014, and the City has maintained financial sustainability. Significantly, at the end of 2017, an average of 75 percent of Edmontonians feel positive about the quality of life in Edmonton and are satisfied living here, as indicated by the annual Citizen Perception Survey.

Edmonton today is very different from the Edmonton of 2009. Delivering the most responsive and effective services to Edmontonians is now at the heart of what the City is doing, and will continue to do. With over 80 services delivered daily, the City’s work has had a profound social and economic influence on our citizens and stakeholders. Through the implementation of The Way Ahead and the development of community partnerships along the way, we know more now than ever before, and are better positioned to continue building the great city that Edmontonians envision for our future.
ABOUT THIS REPORT
This report gives an account of how well the City has met its goals in pursuit of its overall vision. Specifically, it:

- Describes each performance measure and explains why it matters.
- Defines the The Way Ahead (TWA) targets.
- Provides data and evidence to show our results toward the targets.

Each measure is connected to a corporate outcome and each outcome supports one or more of the 10-year strategic goals.

As Administration engages Council and the public to create a new vision for 2050 and goals for the next 10 years (2019 – 2028), our results in the first 10 years are summarized and the work aligned to the new strategic plan will be transitioned into Council’s updated Strategic Plan. The 2017 report will be marked as the last performance report for The Way Ahead 2009 – 2018.
CORPORATE OUTCOMES

CITY OF EDMONTON

CORPORATE OUTCOMES AT A GLANCE

TEN-YEAR STRATEGIC GOALS

- Transform Edmonton's Urban Form
- Enhance Use Of Public Transit & Active Modes Of Transportation
- Improve Edmonton's Livability
- Preserve & Sustain Edmonton's Environment
- Ensure Edmonton's Financial Sustainability
- Diversify Edmonton's Economy

CORPORATE OUTCOMES

- Edmonton is Attractive & Compact.
- The City of Edmonton Has Sustainable & Accessible Infrastructure.
- Edmontonians Use Public Transit & Active Modes of Transportation.
- Goods & Services Move Efficiently.
- Edmontonians are Connected to the City in Which They Live, Work & Play.
- Edmontonians Use Facilities & Services That Promote Healthy Living.
- Edmonton is a Safe City.
- The City of Edmonton's Operations are Environmentally Sustainable.
- Edmonton is an Environmentally Sustainable & Resilient City.
- The City of Edmonton has a Resilient Financial Position.
- Edmonton has a Globally Competitive & Entrepreneurial Business Climate.
- The Edmonton Region is a Catalyst for Industry & Business Growth.
THE WAY AHEAD

HOW TO READ

Our Results at a Glance, and Results Overview

**STATUS:** A status is calculated utilizing linear projections to 2018, which use the available data from 2014 through 2017 compared against the TWA target. “Green” means we are projected to meet or exceed the target. “Yellow” means we are projected to be within 20% of the target. “Red” means we are projected to be more than 20% off the target.

- **Projected to meet or exceed the target**
- **Projected to be near the target**
- **Projected to be off the target**

**TREND:** A trend is calculated using previously available data.

- **Positive upward trend**
- **Positive downward trend**
- **Negative upward trend**
- **Negative downward trend**
- **Steady trend** *(any trend line with a percent change of less than +/- 1 percent)*
THE WAY AHEAD

OUR RESULTS AT A GLANCE

Our 26 performance measures (one measure has no status to report)¹:

13

Three are currently expected to meet or exceed TWA targets.

9

Nine are projected to be near TWA targets.

3

Three are not on track to meet TWA targets.

1.2 Edmontonians' Assessment: Well-Designed Attractive City
2.1 Infrastructure Density
3.2 Journey to Work Mode
4.2 Travel Time and Reliability for Goods and Services Movement
5.2 Edmontonians' Assessment: Connected to Community
6.1 Health and Wellness
6.2 Recreation Facility and Library Attendance
6.3 City Park Usage
8.2 Watershed Contaminant Reduction Index
9.1 Community Greenhouse Gas Emissions
9.2 Ecological Footprint
10.1 City of Edmonton Credit Rating
11.2 Edmonton Small to Medium-Sized Business

1.1 New Residential Units in Mature Areas
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5.1 Reported Volunteer Rate
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10.2 City Asset Sustainability
12.1 Edmonton Region Gross Domestic Product

7.3 Edmonton Crime Severity Index
8.1 City Operations' Greenhouse Gas Emissions
12.2 Edmonton Region Non-Residential Permit Value

¹ONE OF THE MEASURES, EDMONTON ECONOMIC DIVERSITY INDEX, HAS NO STATUS TO REPORT AS THE TWA TARGET IS NOT SET.
## RESULTS OVERVIEW

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<th>OUTCOME</th>
<th>MEASURE</th>
<th>2017 RESULT</th>
<th>TWA TARGET</th>
<th>TREND</th>
<th>STATUS</th>
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<tbody>
<tr>
<td>1. EDMONTON IS ATTRACTIVE AND COMPACT</td>
<td>New Residential Units in Mature Areas (as a percent of new residential units city-wide)</td>
<td>19%</td>
<td>25%</td>
<td>+ -</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>Edmontonians’ Assessment: Well-Designed Attractive City (percent of survey respondents who agree/strongly agree)</td>
<td>53%</td>
<td>55%</td>
<td>+ -</td>
<td>G</td>
</tr>
<tr>
<td>2. THE CITY OF EDMONTON HAS SUSTAINABLE AND ACCESSIBLE INFRASTRUCTURE</td>
<td>Infrastructure Density (city’s population divided by the total kilometres of infrastructure)</td>
<td>56.5</td>
<td>Increase over previous year</td>
<td>+ -</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>Edmontonians’ Assessment: Access to Infrastructure, Amenities and Services that Improve Quality of Life (percent of survey respondents who agree/strongly agree)</td>
<td>68%</td>
<td>70%</td>
<td>+ -</td>
<td>G</td>
</tr>
<tr>
<td>3. EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE MISTERS OF TRANSPORTATION</td>
<td>Transit Ridership (rides per capita)</td>
<td>91.6</td>
<td>105.0</td>
<td>- -</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>Journey to Work Mode (percent of survey respondents who select auto passenger, transit, walk, cycle or other)</td>
<td>26.1% (2016 result)</td>
<td>25.9%</td>
<td>N/A*</td>
<td>G</td>
</tr>
<tr>
<td>4. GOODS AND SERVICES MOVE EFFICIENTLY</td>
<td>Business Satisfaction: Goods and Services Transportation (percent of survey respondents who are satisfied/very satisfied)</td>
<td>50.5%</td>
<td>53.0%</td>
<td>N/A*</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>Travel Time and Reliability for Goods and Services Movement (time in minutes and seconds to drive 10-km route)</td>
<td>10:09 - 50% of time 13:35 - 85% of time</td>
<td>12:30 - 50% of time 16:00 - 85% of time</td>
<td>+ -</td>
<td>G</td>
</tr>
<tr>
<td>5. EDMONTONIANS ARE CONNECTED TO THE CITY IN WHICH THEY LIVE, WORK AND PLAY</td>
<td>Reported Volunteer Rate (percent of survey respondents who report volunteering in the past 12 months)</td>
<td>44%</td>
<td>55%</td>
<td>- -</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>Edmontonians’ Assessment: Connected to Community (percent of survey respondents who feel connected)</td>
<td>47%</td>
<td>45% (2017 target)</td>
<td>+ -</td>
<td>G</td>
</tr>
<tr>
<td>6. EDMONTONIANS USE FACILITIES AND SERVICES THAT PROMOTE HEALTHY LIVING</td>
<td>Health and Wellness (percent of survey respondents who report increased health and wellness)</td>
<td>90%</td>
<td>90%</td>
<td>+ -</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>Recreation Facility and Library Attendance (number of visits per capita)</td>
<td>11.8</td>
<td>&gt;= 12</td>
<td>+ -</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>City Park Usage (percent of survey respondents who report using a City park in the past 12 months)</td>
<td>89%</td>
<td>83%</td>
<td>+ -</td>
<td>G</td>
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</tbody>
</table>
## 7. Edmonton is a Safe City

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measure</th>
<th>2017 Result</th>
<th>TWA Target</th>
<th>Trend</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1</td>
<td>Fire Rescue Events (number of events per 1,000 population)</td>
<td>53</td>
<td>&lt; 52 (2017 target)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>7.2</td>
<td>Edmontonians’ Assessment: Safe City (percent of survey respondents who agree/strongly agree)</td>
<td>66%</td>
<td>68%</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>7.3</td>
<td>Edmonton Crime Severity Index (annual total of reported crime weighted by type and population)</td>
<td>124.2</td>
<td>84.0</td>
<td>-</td>
<td>-</td>
</tr>
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## 8. The City of Edmonton’s Operations are Environmentally Sustainable

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<th>Outcome</th>
<th>Measure</th>
<th>2017 Result</th>
<th>TWA Target</th>
<th>Trend</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1</td>
<td>City Operations’ Greenhouse Gas Emissions (thousand tonnes of carbon dioxide equivalents)</td>
<td>440</td>
<td>207</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>8.2</td>
<td>Watershed Contaminant Reduction Index (contaminants discharged into the North Saskatchewan River divided by population)</td>
<td>7.2</td>
<td>6.9</td>
<td>+</td>
<td>-</td>
</tr>
</tbody>
</table>

## 9. Edmonton is an Environmentally Sustainable and Resilient City

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measure</th>
<th>2017 Result</th>
<th>Trend</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1</td>
<td>Community Greenhouse Gas Emissions (thousand tonnes of carbon dioxide equivalents)</td>
<td>19,414</td>
<td>Downward Trend</td>
<td>-</td>
</tr>
<tr>
<td>9.2</td>
<td>Ecological Footprint (resource consumption with land area [hectares] divided by population)</td>
<td>7.76</td>
<td>Maintain or Decrease</td>
<td>+</td>
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## 10. The City of Edmonton Has a Resilient Financial Position

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measure</th>
<th>2017 Result</th>
<th>Trend</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.1</td>
<td>City of Edmonton Credit Rating AA+ (Standard &amp; Poor’s rating)</td>
<td>AA+</td>
<td>AA+</td>
<td>-</td>
</tr>
<tr>
<td>10.2</td>
<td>City Asset Sustainability (actual expenditure on capital infrastructure divided by required expenditure)</td>
<td>0.94</td>
<td>1.00</td>
<td>-</td>
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</tbody>
</table>

## 11. Edmonton Has a Globally Competitive and Entrepreneurial Business Climate

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measure</th>
<th>2017 Result</th>
<th>Trend</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.1</td>
<td>Edmonton Economic Diversity Index</td>
<td>N/A*</td>
<td>N/A</td>
<td>N/A*</td>
</tr>
<tr>
<td>11.2</td>
<td>Edmonton Small to Medium-Sized Business (percent of growth)</td>
<td>-1.4%</td>
<td>Positive Growth Rate</td>
<td>-</td>
</tr>
</tbody>
</table>

## 12. Edmonton Region is a Catalyst for Industry and Business Growth

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measure</th>
<th>2017 Result</th>
<th>Trend</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.1</td>
<td>Edmonton Region Gross Domestic Product (2007; $ million)</td>
<td>88,746</td>
<td>98,750</td>
<td>+</td>
</tr>
<tr>
<td>12.2</td>
<td>Edmonton Region Non-Residential Permit Value ($ billion)</td>
<td>1.86</td>
<td>2.79</td>
<td>+</td>
</tr>
</tbody>
</table>
Our Results In Detail
1.0 CORPORATE OUTCOME
EDMONTON IS ATTRACTIVE & COMPACT

1.1 CORPORATE MEASURE
NEW RESIDENTIAL UNITS IN MATURE AREAS

25%

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

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

ABOUT OUR RESULT
This measure showed a decline from 24 percent in 2016 to 19 percent in 2017. Historically, this indicator has been below target, with 2016 being the sole year which almost met the target of 25 percent of new residential units in mature neighbourhoods, in part due to two large multi-family projects in the core. This indicator is sensitive to construction cycles and market forces. Infill housing development within mature areas has led to a net gain of more than 12,000 units over the past eight years.

Policies, regulations and funding for infrastructure renewal can facilitate redevelopment of existing neighbourhoods. It is expected that the rate of growth within mature areas will increase as the City actively advances plans and initiatives that support market transformation including: progressing Edmonton’s Infill Roadmap, Nodes and Corridor Planning, and Transit-Oriented Development planning such as Stadium Station. Additional growth is anticipated as a result of development in the downtown core and surrounding neighbourhoods (e.g. Blatchford).
EDMONTONIANS’ ASSESSMENT: WELL-DESIGNED ATTRACTIVE CITY
Percentage that agree or strongly agree

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<tbody>
<tr>
<td>Value</td>
<td>42%</td>
<td>42%</td>
<td>38%</td>
<td>46%</td>
<td>50%</td>
<td>53%</td>
<td>53%</td>
<td>55%</td>
</tr>
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ABOUT OUR RESULT
In 2017, 53 percent of respondents indicated they agree or strongly agree that Edmonton is a well-designed, attractive city. This result is identical to 2016. Although there was a positive trend from 2013 to 2016, the overall response has remained steady since 2016 and below the target of 55 percent.

Based on the 2017 result, Edmonton is primarily perceived as culturally diverse with many desirable, well-maintained parks and recreation areas. Similar to 2016 findings, additional survey responses about design and attractiveness indicated that fewer residents consider city streets to be well-maintained and well-designed. Perceptions about the transit system were also weaker.

The City has created an Open Space Master Plan with the recent adoption of Breathe - Edmonton’s Green Network Strategy. Updated standards and guidelines to ensure the supply and quality of Edmonton’s green network have been developed. Work to update the Urban Design and Facility Renewal guidelines has also been completed to ensure infrastructure meets the standards Edmontonians expect.

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

WHY IT MATTERS
The City of Edmonton wants to attract new and retain existing residents. Many factors impact why Edmontonians choose to stay in Edmonton, including a livable environment. Citizens’ perception that Edmonton is an attractive and well-designed city is an established measure of a livable city.
2.0 CORPORATE OUTCOME
THE CITY HAS SUSTAINABLE & ACCESSIBLE INFRASTRUCTURE

2.1 CORPORATE MEASURE
INFRASTRUCTURE DENSITY

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

ABOUT OUR RESULT
The 2017 result of 56.5 shows an increase of 6.0% from 2016’s result. The general trend since 2012 has been a slow steady increase and then a plateau from 2014 to 2016. This measure is based on the overall population growth of the city of Edmonton, it is contingent on the city seeing steady population growth, which is impacted by economic conditions.

Initiatives such as urban core development and nodes and corridor planning would increase the density of particular city areas. Positive work completed includes Imagine Jasper Avenue 109 Street to 124 Street, and Whyte Avenue Corridor Study, which allowed for greater residential densification, and thus more capacity for population, without the need to add significant roads or drainage.

INCREASE
TWA TARGET

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

- Arterial, collector and local roads (centre-line kilometres)
- Alleys (kilometres)
- Sidewalks (kilometres)

The infrastructure data for a particular year is based on information as of the end of the previous year. For example, the 2017 quantity of infrastructure assets is based on the data as of December 31, 2016. It should be noted that although assets are reported on an annual basis, some assets are not physically assessed every year.

INCREASE
TWA TARGET

PREVIOUS INVENTORY REPORTING METHODOLOGY WAS NOT SOLELY BASED ON DRAINS, AS IT CONSIDERED NUMEROUS SOURCES: ASSET ACCOUNTING, INPUT FROM PRIVATE DEVELOPMENT PROJECTS, IN-HOUSE CONSTRUCTION PROJECTS, AND SOME DRAINS ANALYSIS (MOSTLY ESTIMATE RATHER THAN LINKED TO INDIVIDUAL ASSETS). DATA HAS THEREFORE BEEN REVISED RETROACTIVELY TO REPRESENT THE MORE ACCURATE INFORMATION NOW AVAILABLE AND TO PROVIDE CONSISTENCY YEAR TO YEAR. IT IS ALSO NOTEWORTHY THAT THIS DATA WAS PREVIOUSLY OBTAINED FROM CITY OPERATIONS, BUT IS NOW OBTAINED FROM EPCOR, SINCE DRAINAGE IS NO LONGER WITH THE CITY.
2.0

CORPORATE OUTCOME

THE CITY HAS SUSTAINABLE & ACCESSIBLE INFRASTRUCTURE

CORPORATE MEASURE

2.2 EDMONTONIANS’ ASSESSMENT: ACCESS TO INFRASTRUCTURE, AMENITIES AND SERVICES THAT IMPROVE QUALITY OF LIFE

ABOUT THIS MEASURE
Edmontonians’ Assessment: Access to Infrastructure, Amenities and Services that Improve Quality of Life measures the percentage of respondents to the Edmontonians’ Perception Survey who report having access to infrastructure, amenities and services that improve their quality of life.

A third-party vendor conducts the survey by telephone. The vendor collects demographic data to assess whether participants reflect the population. Survey methodology and the demographic of survey respondents are provided in the Appendix.

WHY IT MATTERS
Public infrastructure provides services and amenities to Edmontonians. Infrastructure is designed, operated and maintained to be accessible to all Edmontonians regardless of physical, geographic, demographic or socio-economic barriers. Public infrastructure includes buildings, parks, libraries, affordable housing, roads, bridges and light rail transit.

ABOUT OUR RESULT
In 2017, the majority (68 percent) of Edmontonians surveyed agreed or strongly agreed that they have access to infrastructure, amenities and services that improve their quality of life. This is largely consistent with the 2016 result.

Follow-up responses in the 2017 survey show that accessible parks, effective street lighting and sufficient library branches garner the strongest positive ratings. This result is consistent with previous survey findings, but satisfaction with the solid waste management system decreased from last year. Endorsements are relatively weaker on the management of commercial development, and the ability of the transit system to take people where they need to go.

The development of Breathe – Edmonton’s Green Network Strategy is one of the factors that may have increased citizen awareness of City services and amenities. The implementation of the Community and Recreation Facility Master Plan and the development of the Facility Renewal Strategy could improve citizen access to infrastructure, amenities and services that lead to an improved quality of life.

EDMONTONIANS’ ASSESSMENT: ACCESS TO INFRASTRUCTURE, AMENITIES AND SERVICES THAT IMPROVE QUALITY OF LIFE
Percentage that agree or strongly agree

EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE MODES OF TRANSPORTATION

3.0

CORPORATE OUTCOME

ABOUT THIS MEASURE

Transit Ridership measures the level of transit use in Edmonton. It is calculated by dividing the annual transit ridership by the city’s population. Edmonton Transit estimates ridership based on cash collected at the fare box and the number of fare products sold, such as tickets and monthly passes, multiplied by rides per fare type. The estimated number of rides per fare type is based on surveys conducted by Edmonton Transit. The city’s population is obtained from the Municipal Census or population forecasts provided by the City’s Chief Economist. Because rides are calculated based on total fares, it does not represent an actual count of riders or their origins and destinations.

WHY IT MATTERS

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

ABOUT OUR RESULT

Transit ridership in 2017 was 91.6 rides per capita. This continues an overall downward trend from 2013.

Transit ridership is influenced by many complex drivers, some driven by municipal decisions such as fare adjustments and some by external factors such as economic circumstances, changing demographics, neighbourhood development and ridership pattern changes. Edmonton has experienced all of these over the last few years. Initiatives underway, such as the redesign of the bus network, are expected to improve transit service and increase ridership.
EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE MODES OF TRANSPORTATION

JOURNEY TO WORK MODE
Percentage (auto passenger, transit, walk, cycle or other)

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>30.1%</td>
</tr>
<tr>
<td>2016</td>
<td>26.1%</td>
</tr>
<tr>
<td>TWA TARGET</td>
<td>25.9%</td>
</tr>
</tbody>
</table>

Why It Matters
This measure looks at how people normally travel to work in Edmonton. According to the 2015 Household Travel Survey, approximately one quarter of all daily trips made are to or from work, placing high demands on the transportation system over relatively short periods of the day. This results in periods of traffic congestion and influences the capacity requirements of the transportation network. An increased shift to alternate modes of transportation for one’s journey to work will help offset the increased demand on the roadway network created by a growing population.

About Our Result
As the Municipal Census is conducted every two years, there was no result for 2015 and 2017. The Journey to Work Mode result from 2016 was 26.1 percent, which met the TWA target, yet showed a decrease from the 2014 result of 30.1 percent.

Many factors affect Edmontonians’ transportation choices, and not all are under the City’s control: economic conditions, vehicle requirements for employment, changes in the costs of vehicle ownership and cultural perceptions of being a vehicle owner. Factors under the City’s control include infrastructure availability, service and infrastructure quality and the marketing of transportation choices.

Data Source: Edmonton Municipal Census (2014 and 2016)
The Journey to Work question was asked as part of the Municipal Census in 2012; however, the results are not comparable due to a change in survey methodology.

Corporate Measure
3.2 JOURNEY TO WORK MODE

25.9% TWA TARGET

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

The data is collected as part of the Municipal Census. One question asks people how they normally travel from home to work. Asking the journey to work question on the Municipal Census allows for a reliable and consistent means of obtaining this data. Journey to Work Mode is a sum of the percentage of respondents who select “auto passenger,” “transit,” “walking,” “cycling” or “other modes of transportation.”

There are data limitations because the data are not sensitive to seasonal variations in travel patterns and they underemphasized less frequent travel behaviour.
3.2 JOURNEY TO WORK MODE CONTINUED

Active modes of transportation have been supported through the planning and construction of cycling infrastructure, and integration of the Complete Streets Guidelines and Roads Design Standards. This work has contributed to improved alignment and integration of transportation and land use (eg mixed use developments in the urban core adjacent to separated bike lanes and redevelopment along transit nodes and corridors) which may encourage residents to choose alternatives to driving themselves to work.
4.0 CORPORATE OUTCOME
GOODS AND SERVICES MOVE EFFICIENTLY

4.1 BUSINESS SATISFACTION: GOODS AND SERVICES TRANSPORTATION

53%

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

ABOUT OUR RESULT
In 2017, 50.5 percent of the respondents indicated they were either very satisfied (4.1 percent) or satisfied (46.4 percent) with the transportation system overall. The result remained steady from the last time that Satisfaction Survey was conducted in 2014. Businesses that responded to the 2017 Satisfaction Survey reported neutral levels of satisfaction in both 2014 and 2017; resulting in no significant improvement overall in satisfaction.

The 2017 result remains below the TWA target. The 2017 survey results indicate that the most effective immediate actions to increase overall satisfaction with the transportation system for goods and services are to improve the overall conditions of paved roads, the effectiveness of pavement repairs, and to focus on the current renewal investment. The City of Edmonton’s monitoring and addressing issues related to traffic signal coordination, operations of on-street construction areas, loading and unloading areas along roadways and travel time on major truck routes has contributed to the survey results.
4.1 BUSINESS SATISFACTION: GOODS AND SERVICES TRANSPORTATION CONTINUED

Progress has been made on the Northeast River Crossing project and Good Movement Strategy. The specific work done to date includes establishing a Goods Movement Task Force as well as the design and construction of Yellowhead Trail improvements.
CORPORATE OUTCOME
GOODS AND SERVICES MOVE EFFICIENTLY

CORPORATE MEASURE
4.2 TRAVEL TIME & RELIABILITY FOR GOODS AND SERVICES MOVEMENT

12:30 MIN TRUCK TRAVEL TIME IS LESS THAN 12:30 MIN (MEDIAN TRAVEL TIME)
16:00 MIN TRUCK TRAVEL TIME IS LESS THAN 16:00 MIN (RELIABILITY - 85TH PERCENTILE)

TRAVEL TIME AND RELIABILITY FOR GOODS AND SERVICES MOVEMENT
Time in minutes and seconds to drive a 10-km route


TRAVEL TIME & RELIABILITY FOR GOODS AND SERVICES MOVEMENT

About This Measure
Travel Time and Reliability for Goods and Services Movement measures how long it takes a truck (over 8,000 kg GVW/12.5 m long) to travel any 10-km route along a Goods Movement Corridor (see the transportation system map) under typical driving conditions and peak driving conditions.

The median and 85th percentile travel times are calculated for a 10-km route between 6am and 6pm on weekdays, excluding holidays. The dataset is purchased from TomTom1, which relies on data collected from GPS navigation systems. To determine a single representative value for a year, the travel times are scaled based on truck volumes. The City determines truck volumes by using monitoring devices on the roads.

The median travel time represents typical driving conditions where half of the observed trucks will travel in less than the median time and half will take longer. The 85th percentile travel time represents the reliability for goods and services movement where 85 percent of trucks take less than that time and 15 percent take more.

Why It Matters
The movement of goods and services is key to the economic vitality of Edmonton. Maintaining travel times on these corridors means businesses in Edmonton, and the region, have access to an effective and reliable transportation network.

About Our Result
The 2017 Travel Time and Reliability for Goods and Services Movement met the TWA target. The current Travel Time and Reliability for Goods and Services Movement result is 10:09 minutes for 50 percent of the truck travel time, and 13:35 minutes for 85 percent of the truck travel time. The trend over the years for both median and 85th percentile travel times indicates an acceptable travel time and reliability for goods and services movement and has been maintained over time as the City grows.

The primary factors for the travel time and reliability for goods and services movement results in 2017 were:

- A decline in economic activity leading to slower economic growth for Edmonton, which may have resulted in decreased overall truck volume travel on goods and services corridors.

1 TOMTOM IS A COMPANY THAT PRODUCES TRAFFIC, NAVIGATION, AND MAPPING PRODUCTS. ONE OF THEIR SERVICES IS TO COLLECT ANONYMOUS TRAVEL TIME DATA, ACCUMULATED BY USERS OF TOMTOM DEVICES, AND THEN PRODUCE TRAFFIC-RELATED REPORTS.
4.2 TRAVEL TIME AND RELIABILITY FOR GOODS AND SERVICES CONTINUED

- Roadway improvements that may have affected travel patterns of goods movement throughout the city.
- Roadway improvements that may have reduced the overall truck volume on a particular roadway or redistributed the movement of goods and services.
CORPORATE OUTCOME
EDMONTONIANS ARE CONNECTED TO THE CITY IN WHICH THEY LIVE, WORK AND PLAY

CORPORATE MEASURE
5.1 REPORTED VOLUNTEER RATE

55%

ABOUT THIS MEASURE
Reported Volunteer Rate measures the percentage of respondents to the Edmontonians’ Perception Survey who report having volunteered with a community group, charity or other similar organization during the past 12 months. This measure is used to assess whether Edmontonians are volunteering in a formal capacity, which is an indicator for being connected to their community. A third-party vendor conducts the survey by telephone. The vendor also collects demographic data to assess whether participants reflect the population. Survey methodology and the demographic of survey respondents are provided in the Appendix. Reported Volunteer Rate is considered an indicator, as the City has limited influence over it.

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


REPORTED VOLUNTEER RATE (FORMAL)
Percentage that reported volunteering in the past 12 months

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>TWA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate</td>
<td>52%</td>
<td>49%</td>
<td>47%</td>
<td>51%</td>
<td>44%</td>
<td>55%</td>
</tr>
</tbody>
</table>

ABOUT OUR RESULT
In 2017, 44 percent of citizens surveyed in the Citizen Perception Survey reported formal volunteering with either a community group, charity or similar organization. The definition of volunteering has evolved and although there is a 7 percent decrease from 2016, informal volunteering has seen a rise from 84 percent in 2016 to 88 percent in 2017. Forty-one percent of Canadians associate “helping out” with volunteering, which is considered informal volunteering (Canadian Life Survey, 2013). The top three volunteer activities reported in 2017 are: helping others with yardwork or snow removal, helping others with errands or housework, and donating time to organizations involved with youth, children and schools.

In 2017, approximately 15,000 individuals responded to volunteer opportunities offered by the City of Edmonton, which is an increase of 1,000 from 2016. This translated to around 200,000 volunteer hours toward various City programs. High levels of volunteering are shown in City programs such as Roots for Trees (4,599 volunteers), Edmonton Public Library (428 volunteers) and Fort Edmonton Park (703 volunteers). The City also hosted an annual volunteer fair during National Volunteer Week and the annual Board Leadership Conference, which offers training opportunities to new volunteer board members. Two hundred delegates participated in these events.

In addition, the City supported volunteering through funding programs delivered by community agencies and not-for-profits. The Edmonton
5.1 REPORTED VOLUNTEER RATE CONTINUED

Family and Community Support Services (FCSS) program promoted, encouraged and supported volunteering. In 2017, FCSS-funded agencies reported participation from 13,750 volunteers for a total of 540,295 volunteer hours. Volunteering was also supported through volunteer-led committees and boards and, in 2017, committee members of Community Services Advisory Board (CSAB), NextGen, Women’s Advocacy Voice of Edmonton (WAVE) and the Accessibility Advisory Council contributed a total of 5,502 volunteer hours.
5.0

CORPORATE OUTCOME

EDMONTONIANS ARE CONNECTED TO THE CITY IN WHICH THEY LIVE, WORK AND PLAY

5.2 EDMONTONIANS’ ASSESSMENT: CONNECTED TO COMMUNITY

ABOUT OUR RESULT

The 2017 perception survey found that 47 percent of Edmontonians felt connected to their community. This decreased nine percent from 2016, however it exceeded the target of 45 percent for 2017.

The 2017 survey showed the strongest contributors to connectedness were the following: feeling active and involved in the community, feeling welcome and socially included in the community, and friendly and supportive communities. Edmontonians stated their main reasons for not feeling connectedness were the following: not well connected to the community, do not know many people in the area, there are not many community activities, and they prefer to keep to themselves.

In order to achieve the outcome of connected citizens, the City has implemented numerous initiatives, programs and services in the areas of community-building and strengthening individual and collective capacity to engage. Examples of work that contribute to increasing citizen connections include Abundant Community Edmonton, the City’s partnership with the Edmonton Federation of Community Leagues, the enhancement of the City’s public engagement efforts, EndPoverty Edmonton, Affordable Housing Strategy, the Leisure Access Program and low income transit pass implementation.

ABOUT THIS MEASURE

Edmontonians’ Assessment: Connected to Community measures the percentage of respondents to the Edmontonians’ Perception Survey who indicate they feel connected to their community.

A third-party vendor conducts the survey by telephone. The vendor also collects demographic data to assess whether participants reflect the population. Survey methodology and the demographic of survey respondents are provided in the Appendix.

WHY IT MATTERS

Social connections are important to one’s well-being and quality of life. The strongest contributors to connectedness are a friendly and supportive community, and feeling welcome and socially included in the community.

6.0 CORPORATE OUTCOME
EDMONTONIANS USE FACILITIES AND SERVICES THAT PROMOTE HEALTHY LIVING

6.1 HEALTH AND WELLNESS

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

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

WHY IT MATTERS
City of Edmonton programs and services are intended to increase Edmontonians’ health and wellness. A healthy city is an active one, and the City’s programs and facilities contribute to the wellness of individuals and communities.

ABOUT OUR RESULT
The 2017 survey found that 90 percent of respondents felt that participating in programs and services offered by the City of Edmonton has contributed to their health and wellness. This is consistent with 2016’s results, and meets the TWA target of 90 percent. The results have been consistent since 2015.

Through business analysis and market research, the City customized programs and services to meet the needs of its citizens. The following efforts have helped achieve the target for the Health and Wellness measure:

- Leisure Access Program and Sliding Scale Fee Model have provided more opportunities for Edmontonians to use health-related programs and services.
- Public engagement for open-space planning and recreation facility development may have increased awareness and acceptance of health and wellness opportunities available to citizens.
- Public engagement, Breathe – Edmonton’s Green Network Strategy, the Great Neighbourhoods Implementation initiative, the Aboriginal Inclusion and Participation in Civic Life initiative may have increased citizen awareness of health and wellness options.
6.0

CORPORATE OUTCOME

EDMONTONIANS USE FACILITIES AND SERVICES THAT PROMOTE HEALTHY LIVING

CORPORATE MEASURE

6.2 RECREATION FACILITY AND LIBRARY ATTENDANCE

ABOUT THIS MEASURE

Recreation Facility and Library Attendance measures visits per capita at City of Edmonton recreation facilities and libraries. Attendance is collected on a daily basis by each individual recreation facility and library. The results are combined to produce one annual total. Non-paying visitors who use these facilities as community hubs (e.g. to have coffee or socialize during a sporting event) are not included in the attendance. Survey methodology and the demographic results are provided in the Appendix.

WHY IT MATTERS

This measure is important because it shows that citizens are utilizing facilities for a myriad of purposes. Either through active recreation, like fitness or sports activities, or through passive recreation, like reading and knowledge expansion, citizens are increasing their health and wellness when they use the City’s facilities, services and programs. Attendance should increase as a result of facility capacity growth and programming needs being met.

ABOUT OUR RESULT

The number of visits per capita at recreation facilities and libraries was 11.8 in 2017, just below the TWA target of 12.0. This is due to a decrease in attendance at libraries of approximately 540,000 visits, due to the closure of the Stanley A. Milner Library in the fourth quarter. Excluding the decline of attendance at the Milner Library, the average daily library attendance increased from 13,505 in 2016, to 13,553 in 2017. The positive drivers of the daily attendance increase may include: diverse programming, targeted advertising and clean, safe and accessible facilities. For recreation and leisure centres, there was an increase in attendance of approximately 143,000, which was partially offset by significant closures for rehabilitation at the Bonnie Doon and Jasper Place leisure centres and shorter closures at the Commonwealth, The Meadows Community Recreation Centre and Kinsmen Sports Centre.

The 2005 – 2015 Recreation Facility Master Plan contributed to the improved attendance trend from 2012 to 2017, by providing strategic direction for the building and/or repurposing of recreation facilities, and by focusing on multi-use facilities as more attention was put on adjusting programming to meet citizens’ needs at libraries and recreation facilities to attract citizens now and in the future. The measure’s slight drop from 2015 to 2016 was due to the significant growth in population that was greater than the growth in attendance.
6.0 CORPORATE OUTCOME
EDMONTONIANS USE FACILITIES AND SERVICES THAT PROMOTE HEALTHY LIVING

CORPORATE MEASURE
6.3 CITY PARK USAGE

83%

ABOUT THIS MEASURE
City Park Usage measures the percentage of respondents to the Edmontonians’ Perception Survey who report they have used a City park in the past 12 months. This measure looks at whether Edmontonians are using Neighbourhood Parks, River Valley Parks, District City Parks or Off-Leash Parks that provide physical, social and mental health benefits.

A third-party vendor conducts the survey by telephone. The vendor also collects demographic data to assess whether participants reflect the population. Survey methodology and the demographic of survey respondents are provided in the Appendix.

WHY IT MATTERS
The City maintains and services 6,210 hectares of parkland including trail systems, amenity buildings, toboggan hills, cross-country ski trails, boat launches, outdoor skating rinks and river valley cleanups including homeless camps. Parks and green spaces are key to improving the overall livability and wellness of communities. They also help address some of the most complicated physical and mental health challenges. They can contribute to social sustainability, pedestrian movement, gathering, socializing and quality of life. In the national framework for recreation (Pathways to Wellbeing, 2015):

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

ABOUT OUR RESULT
Eighty-nine percent of Edmontonians reported visiting and using Edmonton parks in 2017, compared to 90 percent in 2016. Edmontonians report their personal connection to the park system includes using the trails and paths for improving personal fitness, connecting with family and friends in green spaces, walking their dogs and connecting with the environment through activities such as bird watching. Neighbourhood Parks remain the most visited park system, but a notable increase in visits to District City Parks occurred in 2017, as shown in the City Park Usage Breakdown chart on next page.
The City has been involved in various park improvement activities, such as new trail and stair links, partner beautification activities and parking lot improvement. Completing these activities may improve access to parks which could increase usages.

**CITY PARK USAGE BREAKDOWN**
Percentage that used a City park in the past 12 months

DATA SOURCE: LEGER CITIZEN PERCEPTION SURVEY 2017 - FINAL REPORT (JAN 2018)
7.0

CORPORATE OUTCOME
EDMONTON IS A SAFE CITY

CORPORATE MEASURE
7.1 FIRE RESCUE EVENTS

**WHY IT MATTERS**
The City of Edmonton’s Fire Rescue Services protects the lives, property and environment of the people who live, visit and work in Edmonton. The number of events Fire Rescue Services responds to is one indicator of citizen safety.

**ABOUT OUR RESULT**
In 2017, Fire Rescue Services reported 53 fire rescue events per 1,000 population. This is the same result as 2016, and falls just short of the target of a decrease from the previous 3-year average (52). Emergency event call volume continues to increase, with the primary driver being medical events (68 percent of total call volume in 2017, compared to 67 percent in 2016).

Fire Rescue Services implemented the Medical Pre-alert Pilot Project in 2015 to provide faster medical response to citizens. As part of the pilot, fire units are dispatched as soon as EMS receives medical emergency calls. Implementation of this project has caused an increase in the rate of fire rescue events since 2015, and the City sees this trend continuing. Opioid-related events also increased in 2017, which contributed to additional call volume.

*The 2017 target was therefore less than the average of actual results for 2014, 2015 and 2016.

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

**DATA SOURCE:** FIRE RESCUE SERVICES RECORD MANAGEMENT SYSTEM (RMS). POPULATION INFORMATION IS FROM STATISTICS CANADA, MUNICIPAL CENSUS AND THE CITY OF EDMONTON CHIEF ECONOMIST ESTIMATES.
7.0 CORPORATE OUTCOME
EDMONTON
IS A SAFE CITY

CORPORATE MEASURE
7.2 EDMONTONIANS’ ASSESSMENT: SAFE CITY

68%

ABOUT THIS MEASURE
Edmontonians’ Assessment: Safe City measures the percentage of respondents to the Edmontonians’ Perception Survey who report that, overall, Edmonton is a safe city. This measure is used to assess whether Edmontonians feel safe and are more likely to participate in activities outside the home.

A third-party vendor conducts the survey by telephone. The vendor also collects demographic data to assess whether participants reflect the population. Survey methodology and the demographic of survey respondents are provided in the Appendix.

WHY IT MATTERS
Individuals who feel safe are more likely to participate in activities and events outside the home. They are also more likely to use City resources such as parks and facilities, which contribute to social sustainability, health and wellness, community connectedness and quality of life.

ABOUT OUR RESULT
Sixty-six percent of survey respondents considered Edmonton to be a safe city, identical to the result from 2016, but still slightly lower than the TWA target of 68 percent.

The significant gap between feelings of safety during the day and during the night is still present, with 85 percent feeling safe during the day, compared to 44 percent feeling safe at night. Compared to 2016, this is a slight decrease in those who feel safe during the day (down from 88 percent) and a slight increase in those who feel safe during the night (up from 41 percent). The vast majority of people feel safe in their homes (93 percent) and in neighbourhood parks (84 percent), but feel less safe in the river valley (58 percent) and walking downtown (53 percent).

Survey respondents indicated the strongest contributors to their feeling of safety are the following: how they feel walking downtown, how they feel when they leave their residence or property unattended, how they feel in neighbourhood parks, how they feel in their own home, and how they feel walking in their neighbourhood.

The City provides many services, including fire, police, transit, community standards and neighbourhood services to support Edmontonians feeling safe. Public safety programs, bylaw enforcement, the presence of fire stations in communities, social supports and services, and general cleanliness of parks and streets may also contribute to making Edmontonians feel safer.
7.0
CORPORATE OUTCOME
EDMONTON IS A SAFE CITY

7.3 EDMONTON CRIME SEVERITY INDEX

ABOUT THIS MEASURE
Edmonton Crime Severity Index (CSI) measures the severity of crime in Edmonton. Developed by Statistics Canada, CSI accounts for the amount of crime reported, the relative severity of these criminal offences, and factors for population growth. Every criminal code violation is assigned a numerical weight, so serious crimes (e.g. homicide) have a larger impact on CSI than less serious crimes (e.g. shoplifting). Raw crime data is collected by the Edmonton Police Service (EPS) and submitted to Statistics Canada for calculation. As crime is impacted by many factors, Edmonton Crime Severity Index is considered an indicator.

WHY IT MATTERS
This measure is valuable because it provides a standardized assessment of the severity of crime occurring in Edmonton, which is a core component of community safety. CSI is comparable over time and across policing jurisdictions and regions. It is an enhancement compared to a traditional crime rate as it covers a wider set of criminal code violations and recognizes that not all crimes are equal in terms of their impacts on victims and communities.

ABOUT OUR RESULT
CSI in 2017 was an estimated 124.2 points, a 5.6 percent increase from 2016. From 2004 to 2012, Edmonton’s CSI experienced annual reductions, falling 46 percent during that period. Since then, CSI has experienced persistent increases. While CSI is made up of 150+ Criminal Code of Canada offences, a select few have been identified as having the largest year-over-year impact on CSI:

- Break & Enter (+11%, +54% since 2012)
- Fail to Comply with Order (+24%, +102% since 2012)
- Obtaining Sexual Services for Consideration (+371%, +90% since 2012)
- Criminal Flight (+36%, +547% since 2012)

Although most criminal offences increased year-over-year, several did experience a reduction including:

- Trafficking Cocaine (-38%, -47% since 2012)
- Discharge Firearm with Intent (-58%, +75% since 2012)
- Possession of Weapons (-10%, +127% since 2012)
- Mischief (-3%, -0.3% since 2012)
Crime is impacted by a multitude of socio-economic factors. It is EPS’ position that the increase in crime over the last several years has in large part been driven by Alberta’s lingering economic recession. Crime levels in Edmonton experienced a significant rise in early 2015, coinciding with the sharp uptick in Alberta’s unemployment rate due to the collapse of oil prices. The deteriorating economy contributed to the rise in the financially motivated crime. (Edmonton’s property crime has increased 34 percent since 2014, while violent crime has only increased 16.7 percent). Rising crime has also occurred across Alberta, with Alberta’s CSI rising 17.7 percent from 2014–2016 (while Edmonton’s rose 20.4 percent).
8.0

CORPORATE OUTCOME
THE CITY’S OPERATIONS ARE ENVIRONMENTALLY SUSTAINABLE

CORPORATE MEASURE

8.1 CITY OPERATIONS’ GREENHOUSE GAS EMISSIONS

ABOUT THIS MEASURE
City Operations’ Greenhouse Gas (GHG) Emissions measures the amount of GHG emissions from City Operations including City buildings and other facilities, streetlights, vehicle fleet, transit fleet, solid waste management and GHG emissions from landfills. The measure also includes an estimate of the reduction in GHG emissions generated by trees the City maintains and beginning in 2013 the emissions saved by the City’s purchase of green electricity. Data on energy consumption and emissions is collected from third-party invoices, the urban tree inventory, landfill hauler summary reports for waste loads hauled to landfills by contractors and the landfill waste degradation models.

In 2017, the protocol the City uses to measure and calculate its corporate GHG was changed to The Climate Registry General Reporting Protocol (Version 2.1, January 2016) from the Local Governments for Sustainability GHG Reporting Protocol. This was a necessary modernization to the City’s accounting of GHG to better align with international community protocols for large municipalities allowing improved comparability with other cities. As a result, emissions relating to the City’s public transit system were integrated into the corporate emissions profile where they were once left out. In addition, emissions relating to water and wastewater (including drainage operations) were removed from the total, as the responsibility for these operations now fully resides with EPCOR (these are still reported and included in the overall community GHG for Edmonton Measure 9.1). When making any change to the accounting of GHG, prior period adjustments must be made back to the baseline year (2005). As such, the magnitude of emissions noted will differ from prior reporting of emissions. The absolute target has also been updated accordingly, although the percentage decrease (42 percent below 2008 levels) remains the same.

WHY IT MATTERS
Climate change due to an increase in GHG emissions impacts Edmontonians’ long-term quality of life. The City wants to take a leadership position in reducing and monitoring its emissions in order to encourage Edmontonians and other municipalities to do the same. For more information on why GHG reduction matters, please see Measure 9.1 on page 39.

ABOUT OUR RESULT
In 2017 City Operations’ GHG emissions totaled 440 thousand tCO₂e (tonnes of carbon dioxide), which was reduced from 529 thousand tCO₂e due to the procurement of green electricity and the contribution of the urban forest to GHG reduction.

Between 2005 and 2017, City Operations’ GHG emissions have increased by almost 25 percent, while GHG emissions per Edmonton’s resident have declined 6.3 percent. The increase in absolute GHG emissions is indicative of a city whose emissions are growing faster than the rate of reductions. The
8.1 CITY OPERATIONS’ GREENHOUSE GAS EMISSIONS CONTINUED

decline in per person GHG emissions is a result of the City’s focus on reducing energy usage from operations.

Assessment of GHG emissions takes into consideration both where the emissions are coming from and the fuel source. In Alberta, more than 40 percent of electricity generation capacity is natural gas-fired and 60 percent is coal-fired. This means that although most of the GHG emissions (54 percent) are from electricity usage, since most of the Alberta grid is largely fossil-fuel based (i.e. coal), there are still higher GHG emissions than if the source of electricity generation was renewables (i.e. solar or windmills).

For City Operations, although the corporate energy fuel sources are relatively blended between electricity, diesel and natural gas, energy use has increased as the City continues to grow. Buildings, fleet and waste management, have increased energy use from 4 to 10 percent between 2016 and 2017, while total energy use for City Operations increased by 2.9 percent between 2016 and 2017 (over 4.1 million gigajoules). The overall increase in energy use impacts GHG emissions.

GHG Emissions:

- 51 percent from buildings and other facilities, like recreation centres and pools, and waste management facilities
- 26 percent from transportation, which includes corporate service vehicles and, as well as transit fleet
- 13 percent from the operation of streetlights and traffic signals
- 10 percent from the decomposition of waste at City-operated landfills

Operations Energy Source

- 54 percent from electricity use in buildings, and powering streetlights and light rail transit (LRT)
- 23 percent from diesel and gasoline used in the operation of fleet, equipment, and other transit vehicles
- 17 percent from natural gas used to heat buildings

DATA SOURCES: CITY ENVIRONMENTAL STRATEGIES – REGIONAL AND ECONOMIC DEVELOPMENT – COORDINATED ALL DATA COLLECTION AND PROVIDED THE QUANTITY OF GREEN ELECTRICITY PURCHASED; FLEET & FACILITY SERVICES – FLEET LIST AND FUEL CONSUMPTION; FLEET DISTANCE TRAVELED AND ESTIMATED FUEL CONSUMPTION; OFFICE OF ENERGY MANAGEMENT – ENERGY AND NATURAL GAS USAGE FOR BUILDINGS, STREETLIGHTS, WATER, AND WASTEWATER INFRASTRUCTURE, ETC.; UTILITY ENGINEERING – TOTAL WASTE AND RECYCLING TONNAGE COLLECTED BY CITY AND CONTRACTED SERVICES; AND TOTAL DISTANCE TRAVELED TO LANDFILLS BY CITY AND CONTRACTED SERVICES; EWMC & GEOWARE DATA ADMINISTRATOR – LANDFILL HAULER SUMMARY REPORTS FOR WASTE LOADS HAULED TO LANDFILLS BY CONTRACTORS; MODELLING DATA – LANDFILL GAS FUGITIVE GHG EMISSION ESTIMATES; OPERATIONS, PARKS – NUMBER OF URBAN TREES.
Our Results; The Way Ahead | Final Report 2017  
City of Edmonton

8.0

CORPORATE OUTCOME

THE CITY’S OPERATIONS ARE ENVIRONMENTALLY SUSTAINABLE

CORPORATE MEASURE

8.2 WATERSHED CONTAMINANT REDUCTION INDEX

ABOUT THIS MEASURE

Watershed Contaminant Reduction Index measures drainage system releases into the North Saskatchewan River from the city of Edmonton, adjusted for population. The index is calculated annually using measured and estimated amounts of sediments, nutrients (ammonia and phosphorus) and bacteria discharged into the river, referenced to a baseline. Sources of these parameters include the Gold Bar Wastewater Treatment Plant, combined sewer overflow sites and stormwater outfalls. An increase in the index is good and means fewer contaminants were released into the river. A 5-year running average is used to smooth out fluctuations due to weather.

On September 1, 2017 the drainage utilities were transferred from the City of Edmonton to EPCOR, and they are continuing with measurement and reporting of the Watershed Contaminant Reduction Index.

WHY IT MATTERS

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

ABOUT OUR RESULT

2017 was an average precipitation year, meaning average loads from the stormwater system, and the 2017 index result was 7.2. Continued treatment optimization at Gold Bar Wastewater Treatment Plant has resulted in a decrease of loads discharged into the North Saskatchewan River. Generally, there were fewer contaminants released into the North Saskatchewan River in 2017 than originally forecasted. The city’s current population is also higher than the estimates which were developed in 2014, driving results upward.

Continued improvement of combined sewer system performance along with continued efforts at EPCOR’s Gold Bar Wastewater Treatment Plant on managing and treating wet weather flows was essential to environmental performance. Source control, enforcement
8.2 WATERSHED CONTAMINANT REDUCTION INDEX CONTINUED

of the Drainage Bylaw, development of the Low Impact Development Design Guide, the update of the design and construction standards and citizen education all played a role in improving the index. Overall citizen education about the impact people have on the North Saskatchewan River has always helped to reduce the impact of the City of Edmonton and EPCOR.
Our Results; The Way Ahead | Final Report 2017  

city of edmonton

9.0

CORPORATE OUTCOME

EDMONTON IS AN ENVIRONMENTALLY SUSTAINABLE AND RESILIENT CITY

CORPORATE MEASURE

9.1 COMMUNITY GREENHOUSE GAS EMISSIONS

ABOUT THIS MEASURE

Community Greenhouse Gas Emissions measures the total tonnes of GHG emissions from the following community sources:

• Stationary energy (i.e. power generation and consumption)
• Mobile combustion (i.e. on-road, off-road, waterborne, air and rail traffic)
• Solid waste disposal and wastewater
• Industrial process and product use
• Agriculture, forestry and other land use
• Other emissions occurring outside city boundaries, but as a result of the community’s actions (e.g. solid waste disposed in landfills outside the city).

Data is obtained from various agencies and used to calculate the community GHG emissions. Since 2016, Administration has engaged a consultant to calculate the community GHG emissions and to report on current and all prior years using the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories methodology.

Of note, the City Operations’ emissions (Measure 8.1) are included in the overall community emissions making up approximately 2 percent of the total community emissions (Measure 9.1).

WHY IT MATTERS

Carbon dioxide and other greenhouse gases absorb and trap heat in the atmosphere. The effect is the gradual heating of Earth’s atmosphere and surface which contributes to a changing climate. This in turn impacts humanity by increasing the number of extreme weather and flooding events, increasing temperatures, heat waves and drought, reducing water supplies and reducing biodiversity. A changing climate also impacts socio-economic systems around the globe.

Cities are significant energy consumers, and growing sources of GHG emissions. In fact, cities are responsible for more than 70%1 of global, energy-related GHG emissions. Therefore, cities represent the single greatest opportunity for tackling climate change.

To mitigate Edmonton’s contribution to global climate change, City Council approved Edmonton’s Community Energy Transition Strategy. This strategy outlines over 150 actions the City will take to reduce Edmonton’s GHG emissions to 35% below its 2005 levels (18,263,000 tCO₂e in 2005) by 2035. They will also support the city in becoming 25% more energy efficient per capita than it was in 2009.
by 2035. Monitoring and measuring GHG emissions and energy usage in the community is required to track the City’s progress towards these goals.

Edmonton also participates in the following climate change action declarations and programs: Partners for Climate Protection, the Carbon Disclosure Project, the Global Covenant of Mayors for Climate and Energy, the World Wildlife Fund’s One Planet City Challenge, and the carbon® Climate Registry. These programs require the participating cities to report their GHG emissions using industry-standard protocols.

ABOUT OUR RESULT
Estimated community GHG emissions for 2017 are 19,414,000 tonnes CO₂e (tCO₂e), and have increased 770,000 tCO₂e or 4.0 percent from 2016. Per capita emissions for 2017 are 20 tCO₂e which is higher from 2016 (19 tCO₂e). Approximately 20 tCO₂e is equivalent to 4.3 passenger vehicles driving for one year or 8,500 litres of gasoline.

Between 2016 and 2017:
- Population increased 5.6 percent.
- A 5.9 percent increase in total community energy use was observed, which included a 10 percent increase in natural gas use in residential and commercial buildings compared to 2016. This increase can be attributed to 2017 being a colder year than 2016. Specifically, the heating degree days (a measure that describes the overall need for heating for buildings) in 2017 were 11 percent higher than in 2016, matching very closely the observed increase in natural gas use.
- Transportation GHG emissions increased 4.4 percent.
- Waste GHG emissions increased 4.7 percent, which parallels the increase in population.

Compared to the baseline reporting year (2005), the 2017 community GHG emissions have increased more than 6.0 percent. The majority of this is due to increased emissions from:
- transportation including vehicles, rail and air, and;
- substantial new building growth over the period that outpaced improvements in efficiency in existing building stock and neighbourhoods.

Growth in emissions is attributed to a significant increase (33 percent) in Edmonton’s population since 2005. This population growth has translated into more new buildings, businesses, and travel. For absolute reductions in emissions to be realized in Edmonton, the reduction in emissions must outpace the growth in emissions. This requires significant effort and investment in retrofitting current buildings, transitioning to low/no carbon energy sources, and travel in the city being made by transit, walking, and cycling, along with a shift to electric vehicles. These efforts must be combined with the principles of smart sustainable development for new growth (e.g. greater residential density and mixed use development, energy efficiency in buildings and active modes of transit, etc.).

The Community Energy Transition Strategy outlines over 150 individual actions to be taken to reduce Edmonton’s greenhouse gas emissions. However the plan was only approved by City Council in 2015 and it will take time for the programs, actions and infrastructure improvements to start to impact overall emissions.

1. UN HUMAN SETTLEMENT PROGRAM REPORT: “HOT CITIES: BATTLEGROUNDS FOR CLIMATE CHANGE”
**Corporate Outcome**

Edmonton is an environmentally sustainable and resilient city

**Corporate Measure**

9.2 Ecological Footprint

**About This Measure**

Ecological Footprint measures the resources Edmontonians consume and the waste they produce, compared to Earth’s ability to provide these resources and absorb the waste. This measure is calculated by considering all of the biological materials consumed and all of the biological waste generated nationally per person, using the international, peer-reviewed methodology and standards developed by the Global Footprint Network (an international research agency).

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

**Why It Matters**

As a result, there are limitations and lags in reporting frequency and timing. Ecological footprint is one measure of sustainability, but should not be considered an all-inclusive sustainability measure as it does not account for issues such as pollution and water consumption. An external consultant calculated detailed results. As the City has limited control over Edmontonians’ consumption behaviour, Ecological Footprint is considered an indicator.

The measure is representative of the relative sustainability of Edmontonians’ lifestyles. An ecological footprint compares the total resources people consume with the land and water area needed to replace those resources. The ecological footprint measures the earth’s ability to replace resources and absorb waste. Greenhouse gas calculations make up a portion of the ecological footprint as the earth absorbs greenhouse gas waste. Edmontonians consume resources from outside the city boundaries, but the extraction, production and transportation of those resources have impacts both inside and outside the city boundaries.

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

ABOUT OUR RESULT
Edmonton’s ecological footprint in 2017 was 7.76 hectares per capita. This 2017 value is essentially unchanged when compared to 2016. The trend since 2010 is downward, with a decrease of 14 percent.

Edmonton’s ecological footprint can be compared with the national and global footprint averages, as well as the global biocapacity of Earth (what Earth can regenerate and absorb each year). One indicator of sustainability would be reflected by a global footprint equal to or less than Earth’s global biocapacity of 1.7 global hectares per person. Edmonton’s ecological footprint is 4.5 times larger than the global biocapacity and almost 3 times larger than the global average of 2.71 global hectares per capita. Even though Edmonton’s ecological footprint is down, the city has a large footprint compared to the global average.

The main drivers of Edmonton’s ecological footprint are Edmontonians’ average consumption practices and use of fossil fuels (55 percent of Canada’s ecological footprint is related to carbon). This measure is impacted by Edmontonians’ lifestyles and choices, the degree to which they are environmentally sustainable and population.

Initiatives that contributed positively to Ecological Footprint include the Growth Coordination Strategy implementation, Nodes and Corridors Planning, and Edmonton’s Community Energy Transition Strategy. These initiatives contributed positively by promoting higher density (which promotes less consumption of fossil fuels), sustainable transportation (fewer fossil fuels consumed), renewable energy, and energy efficiency (fewer fossil fuels consumed).
CORPORATE OUTCOME

THE CITY OF EDMONTON HAS A RESILIENT FINANCIAL POSITION

CORPORATE MEASURE

10.1 CITY OF EDMONTON CREDIT RATING

The credit rating also reflects the City’s strong fiscal position and responsible stewardship of taxpayers’ dollars in providing services and infrastructure. For government organizations, credit ratings increase transparency and provide a basis of comparison with other organizations.

ABOUT OUR RESULT

In 2017, the City was again awarded a credit rating of AA+. S&P defines the broader AA credit rating category as having a very strong capacity to meet financial commitments. In addition, the City benefits from very strong financial management and exceptional liquidity. The strong financial position results from a predictable and well-balanced institutional framework for Canadian municipalities and the City’s strong budgetary performance. The City continues to make significant capital expenditures to expand infrastructure, including the LRT network, to accommodate growth, but remains well within its legislated and internal policy debt and debt service limits. In addition, debt is currently affordable and the City continues to maintain flexibility with respect to issuing debt in response to emerging needs and priorities.

Although the City’s Credit Rating remains strong, S&P revised its outlook on the City from stable to negative in 2017. This negative outlook reflects S&P’s assessment of the risk that the rollout or announcement of additional capital projects will keep the City’s after-capital deficits and debt burden near current levels on a sustained basis.

ABOUT THIS MEASURE

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

WHY IT MATTERS

This measure demonstrates the City’s consistent creditworthiness, which allows the City to pay a lower interest rate when borrowing. Paying lower interest provides a greater opportunity for growth and sustainability.
10.0 CORPORATE OUTCOME

THE CITY OF EDMONTON HAS A RESILIENT FINANCIAL POSITION

CORPORATE MEASURE

10.2 CITY ASSET SUSTAINABILITY

ABOUT THIS MEASURE
City Asset Sustainability measures the extent to which the City is reinvesting in its existing, non-utility infrastructure compared to the amount of reinvestment required to bring infrastructure to an acceptable condition. The measure is a ratio of the actual capital infrastructure renewal expenditure divided by the required capital infrastructure renewal expenditure. Although this ratio is calculated on an annual basis, year-to-year variances from the target may occur. The measure is, therefore, a 3-year rolling average. The actual renewal expenditures are derived from the Capital and Operating Budget System (COBS).

A ratio of 1.00 or greater indicates the actual renewal investment in infrastructure equals or exceeds the recommended renewal investment. A result equal to 1.00 is generally positive for the City, it suggests the “right investment at the right time”. A ratio of less than 1.00 indicates the actual renewal expenditures are insufficient to meet the specified levels of performance. This may eventually lead to lower levels of service to Edmontonians and increase the rehabilitation costs in the future.

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

ABOUT OUR RESULT
The 2017 result of 0.94 indicates the City is under its 1.00 target, with a 3-year rolling average of 0.94 ending in 2017. It does show, however, an increase from the 2016 result, and suggests it is trending toward the TWA target of 1.00. The delay in reaching the target can be explained by a renewal spending lag in the face of increased renewal allocations in the approved 2015 – 2018 Capital Budget over the 2012 – 2014 Capital Budget. Business areas require adequate time to react and adjust spending in order to align with the higher renewal allocations. In addition, it could also be attributed to a greater degree of actual spending on design and planning, rather than (higher cost) construction in the first two years of the 2015 – 2018 Capital Budget, and a ramp up in 2017, which will continue in 2018.

There has been a continued focus on renewal investment through the Capital Budget. Forty-two percent of the overall budget has been allocated to renewal from 2015 – 2018.

DATA SOURCE: ACTUAL RENEWAL EXPENDITURES - CAPITAL AND OPERATING BUDGET SYSTEM (COBS), FINANCIAL AND CORPORATE SERVICES, CITY OF EDMONTON; EXPECTED RENEWAL REQUIREMENTS - RISK-BASED INFRASTRUCTURE MANAGEMENT SYSTEM (RIMS), INTEGRATED INFRASTRUCTURE SERVICES, CITY OF EDMONTON.

The City began using RIMS in 2012, therefore, a 3-year rolling average is reported instead of the 5-year rolling average.
11.0

CORPORATE OUTCOME

EDMONTON HAS A GLOBALLY COMPETITIVE AND ENTREPRENEURIAL BUSINESS CLIMATE

11.1 EDMONTON ECONOMIC DIVERSITY INDEX

NO TWA TARGET DUE TO CITY-LEVEL DATA BEING UNAVAILABLE

ABOUT THIS MEASURE

Edmonton Economic Diversity Index was intended to measure the diversity of Edmonton’s economy by comparing the city’s employment share by sector to that of Canada’s. However, data is only available for the Edmonton Census Metropolitan Area (CMA), therefore, these results are used for this measure.

A value of 0.00 means the Edmonton CMA lacks diversity, and a value of 1.00 means the Edmonton CMA has the same industrial structure as Canada. As the City has limited control over employment and the labour market, this index is considered an indicator.

The data for this measure is obtained from the Conference Board of Canada. The Conference Board of Canada releases Winter (March), Summer (May) and Autumn (August) publications every year. The Autumn publication releases final results and the Winter and Summer publications release estimates, therefore, previous year results are based on the Autumn publication and the current year result is based on the Winter publication.

WHY IT MATTERS

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

• Grow emerging and target sectors
• Grow Edmonton’s existing industrial sectors
• Support startups and scale-ups
• Catalyze commercial economic development
• Support small business
• Improve service to the business community

ABOUT OUR RESULT

According to the Winter 2018 Metropolitan Outlook 1 by the Conference Board of Canada, the 2017 Economic Diversity Index for Edmonton CMA is 0.89, which is a slight increase from 2016.

In 2016, employment in the goods sector decreased, but increased in the service, wholesale and retail sectors. In 2017, this resulted in increased consumer spending. Manufacturing, primary and utilities, and construction sectors were impacted the most during the economic downturn through 2016, but with the modest recent increase in oil prices, these sectors had positive gains in 2017. The overall impact is the increase to 0.89 for 2017.
The City of Edmonton focuses on innovation and stimulating new and emerging sectors such as health care, agribusiness, cannabis, information and communication technology to help diversify Edmonton’s economy. Through Edmonton Economic Development Corporation, the City of Edmonton has supported technology and business innovation and entrepreneurship.
11.0

CORPORATE OUTCOME

EDMONTON HAS A GLOBALLY COMPETITIVE AND ENTREPRENEURIAL BUSINESS CLIMATE

CORPORATE MEASURE

11.2 EDMONTON SMALL TO MEDIUM-SIZED BUSINESS

ABOUT THIS MEASURE

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

WHY IT MATTERS

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

ABOUT OUR RESULT

Edmonton small to medium-sized businesses saw a further decrease to -1.4 percent in 2017 compared to -0.4 percent in 2016. Despite the overall decrease, businesses with 10 to 19 employees saw the most growth. According to Statistics Canada, the industries of oil, construction and sales saw the most growth compared to 2016 for businesses with 10 to 19 employees. The rise in oil prices and related sectors are leading to more economic activity in the region. The further decrease in small to medium-sized businesses could be attributed to the slower economic recovery over the past few years that would have directly impacted the purchasing power of consumers and the demand for goods and services.

The City of Edmonton’s programs such as Business Retention and Expansion program, Urban Form Business Transformation, Business Improvement Area support, Corner Store and the Open Window have helped create an environment for small business growth, support and retention.
### ADDITIONAL INFORMATION - 1

An additional measure of the growth in small to medium-sized business for the Edmonton Census Metropolitan Area (CMA) is provided. This measure is also broken down by the number of businesses. The Edmonton CMA trend is consistent with that of the City as the economic drivers for the regional economy are similar to that of Edmonton.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of businesses by size category (number of employees)</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1-4</td>
<td>5-9</td>
</tr>
<tr>
<td>2015</td>
<td>30,922</td>
<td>9,175</td>
</tr>
<tr>
<td>2016</td>
<td>30,730</td>
<td>9,260</td>
</tr>
<tr>
<td>2017</td>
<td>29,749</td>
<td>9,303</td>
</tr>
</tbody>
</table>

**DATA SOURCE:** STATISTICS CANADA, CANADIAN BUSINESS PATTERNS DATABASE

### ADDITIONAL INFORMATION - 2

The Edmonton CMA Annual Consumer Bankruptcy Rate and Annual Business Bankruptcy Rate provide insight into how Edmonton’s climate for business may impact small to medium-sized businesses. It also provides a comparison to overall business growth in the region. The Edmonton CMA Annual Business Bankruptcy Rate provides information on business failure, while the Edmonton CMA Annual Consumer Bankruptcy Rate provides insight into how this business failure rate compares to the rate of consumer insolvency. The data shows no change in consumer and business bankruptcy rates for 2017 compared to 2016.

**EDMONTON CMA SMALL TO MEDIUM-SIZED BUSINESS**

**Percentage of growth**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.8%</td>
<td>-0.4%</td>
<td>-1.9%</td>
<td></td>
</tr>
</tbody>
</table>

**EDMONTON CMA ANNUAL BANKRUPTCY RATES**

**Per 1,000 population aged 18 yrs & older**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>0.2</td>
<td>0.2</td>
<td></td>
</tr>
<tr>
<td>1.5</td>
<td>0.2</td>
<td>0.2</td>
<td></td>
</tr>
</tbody>
</table>

**DATA SOURCE:** INDUSTRY CANADA - OFFICE OF THE SUPERINTENDENT OF BANKRUPTCY CANADA
EDMONTON REGION IS A CATALYST FOR INDUSTRY AND BUSINESS GROWTH

EDMONTON REGION GDP
2007 $ million, basic prices

DATA SOURCE: CONFERENCE BOARD OF CANADA

CORPORATE OUTCOME

CORPORATE MEASURE

12.1 EDMONTON REGION GROSS DOMESTIC PRODUCT

98,750
2007 $ MILLION

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

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

ABOUT OUR RESULT
According to the Conference Board of Canada, Edmonton’s CMA Gross Domestic Product increased 5.2 percent to $88 billion in 2017. 2016 data has also been modified due to the Conference Board of Canada overestimating the strength of the economy and the negative impact of oil prices during the economic downturn since 2014. These corrections are made two to three times a year to the historical and forecasted numbers.

2017 was the first time GDP increased since 2014. During the 2014 – 2017 period, goods producing sectors (primary and utilities, manufacturing and construction), services, wholesale and retail trade and business services were the hardest hit sectors, but the large public sector output growth in the service sectors remained positive. In 2017, construction in Edmonton was stable with modest improvements in residential activity offsetting a slower pace of activity in the non-residential sector.
ADDITIONAL INFORMATION

A city-level GDP and corresponding annual growth rate are provided. The methodology used to estimate GDP by the Conference Board of Canada differs from the methodology used by the City of Edmonton’s Office of the Chief Economist. The Office of the Chief Economist uses a market price method to estimate GDP and forecasts a smaller gross value for the Edmonton CMA GDP, which indicates that Edmonton GDP growth was slightly less than Edmonton CMA GDP growth in 2017.

CITY GDP AND CMA GDP COMPARISON

Percentage of growth

<table>
<thead>
<tr>
<th>Year</th>
<th>City GDP (City Chief Economist)</th>
<th>CMA GDP (City Chief Economist)</th>
<th>City GDP (Conference Board of Canada)</th>
<th>CMA GDP (Conference Board of Canada)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>3.8%</td>
<td>4.1%</td>
<td>3.8%</td>
<td>4.1%</td>
</tr>
<tr>
<td>2014</td>
<td>6.2%</td>
<td>3.2%</td>
<td>6.2%</td>
<td>3.2%</td>
</tr>
<tr>
<td>2015</td>
<td>5.1%</td>
<td>3.5%</td>
<td>5.1%</td>
<td>3.5%</td>
</tr>
<tr>
<td>2016</td>
<td>-0.6%</td>
<td>-0.2%</td>
<td>-0.6%</td>
<td>-0.2%</td>
</tr>
<tr>
<td>2017</td>
<td>1.8%</td>
<td>1.9%</td>
<td>1.8%</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

DATA SOURCE: OFFICE OF THE CHIEF ECONOMIST
12.0

CORPORATE OUTCOME

EDMONTON REGION IS A CATALYST FOR INDUSTRY AND BUSINESS GROWTH

12.2

CORPORATE MEASURE

EDMONTON REGION
NON-RESIDENTIAL PERMIT VALUE

Growth in non-residential investment:
- Generates new jobs
- Spurs the growth of smaller value-chain businesses
- Increases the demand for office space
- Provides tax uplift
- Increases sector diversity through renewed growth in health care, agri-business, information and communication technology (ICT) and manufacturing and logistics

ABOUT OUR RESULT

According to Statistics Canada, the non-residential permit value for the Edmonton CMA decreased from $2.34 billion (2016) to $1.86 billion (2017). There was a decrease in permit value within the commercial and industrial sectors and an upward trend in the institutional sector for the region and the city of Edmonton. In recent years, permit value was higher than previous years in the region. Construction of the Ice District, the Royal Alberta Museum, college expansions, the premium outlet mall and the new Valley Line LRT were all major contributors to the non-residential permit value. Many of these projects are close to completion, if not already complete.

The decrease in permit value in the commercial and industrial sectors is indicative of reduced investor confidence tied to a weak economy. However, with oil prices improving in 2017, there was increased investment in the oil sector, and the region also saw an increase in
institutional permit value. The construction of a therapeutic greenhouse and support building at Alberta Hospital, along with the revitalization of colleges, schools and healthcare facilities in and around the Edmonton region, are driving an increase in institutional permit value.

Over the years, the City of Edmonton has strengthened its non-residential programs and partnerships through initiatives supported by City Council, particularly through the Industrial Investment Action Plan, Edmonton Global, Alberta’s Industrial Heartland Association, Edmonton Metropolitan Region Board and Provincial investor attraction initiatives.

**ADDITIONAL INFORMATION**

A breakdown of the dollar value of non-residential building permits issued in the city of Edmonton is provided for industrial, commercial and institutional sectors. The dollar value of non-residential building permits issued in the Edmonton CMA is also provided for industrial, commercial and institutional sectors. Separating the data at the CMA and city-level offers a richer understanding of the non-residential investment being attracted to the region and the success of the city at competing for non-residential investment. In 2017, industrial and commercial building permits decreased, while institutional building permits increased in Edmonton and Edmonton CMA.
# Appendix I
## 2017 Survey Methodology & Demographic Details

### Respondents Profile

<table>
<thead>
<tr>
<th>Category</th>
<th>Total (400)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>50%</td>
</tr>
<tr>
<td>Female</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
</tr>
<tr>
<td>18–24</td>
<td>10%</td>
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<tr>
<td>25–34</td>
<td>22%</td>
</tr>
<tr>
<td>35–44</td>
<td>17%</td>
</tr>
<tr>
<td>45–54</td>
<td>18%</td>
</tr>
<tr>
<td>55–64</td>
<td>17%</td>
</tr>
<tr>
<td>65 years and over</td>
<td>16%</td>
</tr>
<tr>
<td><strong>Duration of Stay in Edmonton</strong></td>
<td></td>
</tr>
<tr>
<td>6 months – less than 1 year</td>
<td>1%</td>
</tr>
<tr>
<td>1 year – less than 3 years</td>
<td>4%</td>
</tr>
<tr>
<td>3 years – less than 5 years</td>
<td>7%</td>
</tr>
<tr>
<td>5 years or more</td>
<td>88%</td>
</tr>
<tr>
<td><strong>City Quadrant</strong></td>
<td></td>
</tr>
<tr>
<td>Northwest</td>
<td>28%</td>
</tr>
<tr>
<td>Northeast</td>
<td>20%</td>
</tr>
<tr>
<td>Southeast</td>
<td>26%</td>
</tr>
<tr>
<td>Southwest</td>
<td>26%</td>
</tr>
<tr>
<td><strong>People in Household</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>14%</td>
</tr>
<tr>
<td>2</td>
<td>36%</td>
</tr>
<tr>
<td>3</td>
<td>19%</td>
</tr>
<tr>
<td>4+</td>
<td>28%</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Age of People in Household</strong></td>
<td></td>
</tr>
<tr>
<td>Under 10 years of age</td>
<td>21%</td>
</tr>
<tr>
<td>Between 10 and 17 years of age</td>
<td>16%</td>
</tr>
<tr>
<td>Between 18 and 65 years of age</td>
<td>75%</td>
</tr>
<tr>
<td>Older than 65</td>
<td>14%</td>
</tr>
</tbody>
</table>

### Education

- Less than high school: 4%
- Graduated high school: 21%
- Graduated college, technical or vocational school: 30%
- Graduated university: 44%
- Prefer not to answer: 2%

### Marital Status

- Single, never married: 25%
- Married or common law: 60%
- Separated, divorced, widowed: 14%
- Don’t know/Prefer not to answer: 2%

### Employment

- Working full time: 51%
- Working part time: 14%
- A student: 5%
- Not working outside the home: 9%
- Retired: 20%
- Prefer not to answer: 1%

### Annual Household Income

- Less than $20,000: 4%
- Between $20,000 and $29,999: 4%
- Between $30,000 and $49,999: 11%
- Between $50,000 and $79,999: 17%
- Between $80,000 and $119,999: 18%
- $120,000 or more: 27%
- Prefer not to answer: 18%

### Annual Personal Income

- Less than $20,000: 14%
- Between $20,000 and $29,999: 9%
- Between $30,000 and $49,999: 14%
- Between $50,000 and $79,999: 20%
- Between $80,000 and $119,999: 16%
- $120,000 or more: 9%
- Prefer not to answer: 18%

### Primary Language

- English: 86%
- French: 1%
- Others: 13%

### Work for the City of Edmonton

- Yes: 4%
- No: 96%

### Voted in Most Recent Municipal Election

- Yes: 59%
- No: 39%
- I was not eligible: 2%

### Own or Rent

- Own: 71%
- Rent: 29%

### Type of Residence

- House: 60%
- Duplex: 6%
- Apartment: 12%
- Condo: 11%
- Townhouse: 7%
- Other: 4%

### Born

- Canada: 76%
- Moved to Canada from elsewhere: 24%

### Year Moved to Canada

- Before 1951: 3%
- 1951–1980: 28%
- 1981–2000: 19%
- 2001–2006: 12%
- 2007–2011: 15%
- 2012–2017: 23%

Data source: Leger Edmontonians’ Perception Survey (2017) * N=100 (100 of 400 respondents indicated they moved to Canada)

Note: Due to rounding, some additive percentages may not equal exactly 100 percent.
The Edmontonians’ Perception Survey was conducted at random by telephone between November 14 and December 3, 2017. Four hundred (400) interviews took place with Edmonton residents 18 years of age and older who have lived in Edmonton for six months or longer. Quotas by age, gender and city quadrant were maintained during data collection to minimize the need for data weighing. The margin of error is ±4.9 percentage points, 19 times out of 20.

**SURVEY METHODOLOGY AND DEMOGRAPHIC DETAILS**

**MEASURE 1.2** The 2017 positive responses (agree/strongly agree) are provided by demographic breakdown.

**CITY DESIGN & ATTRACTIVENESS**

**TARGET PERFORMANCE - 55%**

<table>
<thead>
<tr>
<th>Age</th>
<th>18-34</th>
<th>35-54</th>
<th>55+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>50%</td>
<td>52%</td>
<td>57%</td>
</tr>
</tbody>
</table>

**Gender**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>52%</td>
<td>54%</td>
</tr>
</tbody>
</table>

**Born in / Moved to Canada**

<table>
<thead>
<tr>
<th>Born in Canada</th>
<th>Moved &gt;10 years ago</th>
<th>Moved &lt;10 years ago</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>52%</td>
<td>57%</td>
</tr>
</tbody>
</table>

**Children in Household**

<table>
<thead>
<tr>
<th>Children in Household</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>56%</td>
<td>52%</td>
</tr>
</tbody>
</table>

**Education**

<table>
<thead>
<tr>
<th>Education</th>
<th>High School or Less</th>
<th>College / Vocational</th>
<th>University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>64%</td>
<td>51%</td>
<td>50%</td>
</tr>
</tbody>
</table>

**Personal Income**

<table>
<thead>
<tr>
<th>Personal Income</th>
<th>&lt;$30K</th>
<th>$30K - $50K</th>
<th>$50K - $80K</th>
<th>&gt;$80K</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>64%</td>
<td>59%</td>
<td>57%</td>
<td>38%</td>
</tr>
</tbody>
</table>

**English as First Language**

<table>
<thead>
<tr>
<th>English as First Language</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>67%</td>
<td>73%</td>
</tr>
</tbody>
</table>

**MEASURE 2.2** The 2017 positive responses (agree/strongly agree) are provided by demographic breakdown.

**ACCESS TO INFRASTRUCTURE, AMENITIES & SERVICES**

**TARGET PERFORMANCE - 70%**

<table>
<thead>
<tr>
<th>Age</th>
<th>18-34</th>
<th>35-54</th>
<th>55+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>68%</td>
<td>73%</td>
<td>62%</td>
</tr>
</tbody>
</table>

**Gender**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>71%</td>
<td>64%</td>
</tr>
</tbody>
</table>

**Born in / Moved to Canada**

<table>
<thead>
<tr>
<th>Born in Canada</th>
<th>Moved &gt;10 years ago</th>
<th>Moved &lt;10 years ago</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>68%</td>
<td>69%</td>
</tr>
</tbody>
</table>

**Children in Household**

<table>
<thead>
<tr>
<th>Children in Household</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>77%</td>
<td>64%</td>
</tr>
</tbody>
</table>

**Education**

<table>
<thead>
<tr>
<th>Education</th>
<th>High School or Less</th>
<th>College / Vocational</th>
<th>University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>64%</td>
<td>71%</td>
<td>69%</td>
</tr>
</tbody>
</table>

**Personal Income**

<table>
<thead>
<tr>
<th>Personal Income</th>
<th>&lt;$30K</th>
<th>$30K - $50K</th>
<th>$50K - $80K</th>
<th>&gt;$80K</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>77%</td>
<td>68%</td>
<td>71%</td>
<td>70%</td>
</tr>
</tbody>
</table>

**English as First Language**

<table>
<thead>
<tr>
<th>English as First Language</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>67%</td>
<td>73%</td>
</tr>
</tbody>
</table>
**MEASURE 5.1** The 2017 positive responses (yes) are provided by demographic breakdown.

**VOLUNTEERISM**  
**TARGET PERFORMANCE - 55%**

<table>
<thead>
<tr>
<th>AGE</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-34</td>
<td>44%</td>
<td>44%</td>
</tr>
<tr>
<td>35-54</td>
<td>45%</td>
<td></td>
</tr>
<tr>
<td>55+</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BORN IN / MOVED TO CANADA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Born in Canada</td>
</tr>
<tr>
<td>Moved 10+ Years Ago</td>
</tr>
<tr>
<td>Moved &lt;10 Years Ago</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHILDREN IN HOUSEHOLD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>No</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EDUCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School or Less</td>
</tr>
<tr>
<td>College / Vocational</td>
</tr>
<tr>
<td>University</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERSONAL INCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;$30K</td>
</tr>
<tr>
<td>$30K - $50K</td>
</tr>
<tr>
<td>$50K - $80K</td>
</tr>
<tr>
<td>&gt; $80K</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ENGLISH AS FIRST LANGUAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>No</td>
</tr>
</tbody>
</table>

**MEASURE 5.2** The 2017 positive responses (agree/strongly agree) are provided by demographic breakdown.

**CONNECTEDNESS TO COMMUNITY**  
**TARGET PERFORMANCE - 45%**

<table>
<thead>
<tr>
<th>AGE</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-34</td>
<td>43%</td>
<td>46%</td>
</tr>
<tr>
<td>35-54</td>
<td>52%</td>
<td></td>
</tr>
<tr>
<td>55+</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BORN IN / MOVED TO CANADA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Born in Canada</td>
</tr>
<tr>
<td>Moved 10+ Years Ago</td>
</tr>
<tr>
<td>Moved &lt;10 Years Ago</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHILDREN IN HOUSEHOLD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>No</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EDUCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School or Less</td>
</tr>
<tr>
<td>College / Vocational</td>
</tr>
<tr>
<td>University</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERSONAL INCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;$30K</td>
</tr>
<tr>
<td>$30K - $50K</td>
</tr>
<tr>
<td>$50K - $80K</td>
</tr>
<tr>
<td>&gt; $80K</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ENGLISH AS FIRST LANGUAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>No</td>
</tr>
</tbody>
</table>
MEASURE 6.3 The 2017 positive responses (used in past 12 months) are provided by demographic breakdown.

PARK VISITATIONS
TARGET PERFORMANCE - 83%

AGE
- 18-34: 91%
- 35-54: 95%
- 55+: 87%

GENDER
- Male: 89%
- Female: 90%

BORN IN / MOVED TO CANADA
- Born in Canada: 89%
- Moved <10 Years Ago: 90%
- Moved 10+ Years Ago: 86%

CHILDREN IN HOUSEHOLD
- Yes: 96%
- No: 86%

EDUCATION
- High School or Less: 84%
- College / Vocational: 84%
- University: 97%

PERSONAL INCOME
- <$30K: 84%
- $30K - $50K: 89%
- $50K - $80K: 89%
- >$80K: 95%

ENGLISH AS FIRST LANGUAGE
- Yes: 91%
- No: 76%

MEASURE 7.2 The 2017 positive responses (agree/strongly agree) are provided by demographic breakdown.

SAFETY IN THE CITY
TARGET PERFORMANCE - 68%

AGE
- 18-34: 62%
- 35-54: 69%
- 55+: 65%

GENDER
- Male: 69%
- Female: 63%

BORN IN / MOVED TO CANADA
- Born in Canada: 64%
- Moved <10 Years Ago: 68%
- Moved 10+ Years Ago: 71%

CHILDREN IN HOUSEHOLD
- Yes: 70%
- No: 64%

EDUCATION
- High School or Less: 84%
- College / Vocational: 84%
- University: 97%

PERSONAL INCOME
- <$30K: 64%
- $30K - $50K: 63%
- $50K - $80K: 68%
- >$80K: 70%

ENGLISH AS FIRST LANGUAGE
- Yes: 64%
- No: 73%
**APPENDIX II**

## GLOSSARY

### BASELINE
A starting point used for comparative purposes when analyzing and reporting results.

### CORPORATE OUTCOME
The result City Council uses to define success in the journey to achieving the Strategic Goals. These are City Council's priorities.

### CORPORATE MEASURE
The evidence that the City of Edmonton has been successful in achieving the outcomes.

### INDICATOR
The state or condition of something, generally at a community level, for which an organization has limited influence. Indicators are not considered measures of performance as the organization has little ability to move the indicator. Deciding the difference between a performance measure and an indicator can be subjective and level of control is important to discuss when identifying performance measures.

### LEVEL OF CONTROL
Degree of influence on the desired result. As measures become more strategic in nature, the level of control will decrease.

### PERFORMANCE MEASURE
A measure of progress toward a desired result. The organization must have the ability to directly influence the desired result. The two general categories of performance measures are effectiveness and efficiency.

### PERFORMANCE MEASUREMENT
The use of performance measures to monitor progress, report and analyze results to inform decision making.

### STRATEGIC GOAL (10-YEAR STRATEGIC GOAL)
An area of significant change required to achieve a future state or vision. The 10-year Strategic Goals describe six areas where City Council believes significant change is required to achieve its vision.

### TARGET
A measurable performance or success level to be achieved within a specified time period. The Corporate Outcomes guide Administration in focusing resources to achieve the outcome that City Council expects within the time horizon.

For more information about the performance of municipal services, please visit [dashboard.edmonton.ca](http://dashboard.edmonton.ca)

**Contact Information:**
phone: 311
email: TheWayAhead@edmonton.ca

**Corporate Strategy Branch**
City of Edmonton
19th floor, Edmonton Tower
10111–104 Avenue
Edmonton, AB T5J 0J4