



# OUR PROGRESS

*on The Way Ahead*

2014 RESULTS

Edmonton



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	The City of Edmonton has a resilient financial position		
	Edmonton has a globally competitive and entrepreneurial business climate		
	Edmonton Region is a catalyst for industry and business growth		

## MESSAGE FROM THE CITY MANAGER

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

Edmonton is maturing into the city that citizens and City Council envisioned in our strategic plan.

As you will see in this report, we have made clear advances in many of our performance measures. The results tell us where we are on the right path to meet our 2018 goals and where we might adjust our course.

The interplay of industry, other governments and individual Edmontonians is shaping our city into something new and exciting. Our Administration is a key driver of change in many ways, while in others we can influence, facilitate and support.

These outcome measures tell the story of the quality of life in Edmonton. Our goals are ambitious and we are encouraged to see progress in our journey.



A handwritten signature in black ink, appearing to read 'Simon Farbrother'. The signature is stylized and fluid.

**Simon Farbrother**  
City Manager

# ABOUT THIS REPORT

The City of Edmonton has a vision for where it wants to be in 2040. To get there, we must succeed at a number of steps. Ten strategic goals, 12 outcomes and 26 measures—to be exact.

This report gives an account of how well we are meeting our goals in pursuit of our overall vision. Specifically, it:

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



# SNAPSHOT OF ACCOMPLISHMENTS

## HOSTING WORLD-CLASS SPORTING EVENTS

Edmonton hosted the World Triathlon Grand Final, enhancing the city's reputation for running first-rate sporting events.



## ENERGIZING OUR DOWNTOWN

Three new office towers in the Ice District will add to Edmonton's vibrant, energized downtown.



## RENEWING OUR NEIGHBOURHOODS

The City of Edmonton's Great Neighbourhoods Capital Program invested \$15 million in 18 neighbourhoods across the city.



## PROMOTING REUSE AND RECYCLING

The City of Edmonton Reuse Centre celebrated the opening of its new home on Argyll Road and 83 Street. This unique facility accepts more than 250 types of items (such as sewing, arts, crafts and school supplies) that are not accepted elsewhere.

## BUILDING POSITIVE RELATIONSHIPS

The City declared a Year of Reconciliation in Edmonton in an effort to build positive relationships with Aboriginal communities based on mutual respect and understanding of a shared history.

## LEADING THE WAY IN URBAN PLANNING

Edmonton's WinterCity Strategy earned a national award, presented by the Canadian Institute of Planners, for its leadership in planning excellence, innovation and implementation potential.

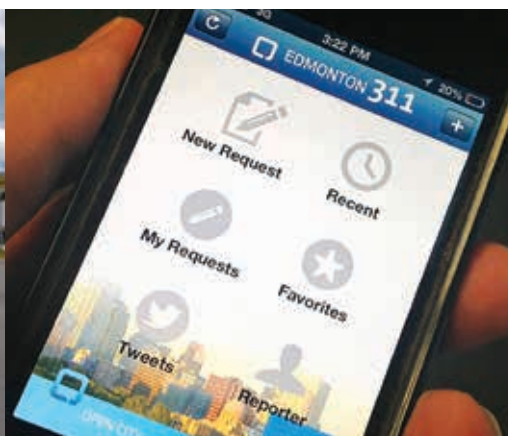
## PREVENTING FLOODS IN INNOVATIVE WAYS

The City is building a living wall. It is a demonstration project to determine how the innovative design using earth, wood and willow shrubs can play a role in flood prevention and be an effective barrier between homes and traffic.



## CONNECTING EDMONTONIANS TO CITY SERVICES

The City launched the Edmonton 311 app to make it easier for residents to connect to City services. This app was downloaded 14,677 times in the first seven months of operation.



## CREATING AFFORDABLE HOUSING

The City of Edmonton and the Government of Alberta opened Baranow Estates II — a new four-storey, 51-unit apartment complex that will provide safe, affordable housing to more than 120 Edmontonians.



## IMPROVING OUR TRANSPORTATION NETWORK

The Valley Line LRT project moved ahead with the announcement of funding and three teams shortlisted to participate in the next phase—bidding to design, build, operate, maintain and partially finance the Valley Line.



## PROVIDING RECREATIONAL OPPORTUNITIES

Edmontonians celebrated the opening of the revitalized Borden Park and two brand new community recreation centres (The Meadows and Clareview), which provide more options for recreation in the city.



## INVESTING IN OUR RIVER VALLEY

The City committed \$172 million to improve access and connections in the River Valley, the largest continuous urban parkland in North America.

## ABOUT THE WAY AHEAD

Our Progress on *The Way Ahead* reports the City of Edmonton's progress (based on 2014 results) toward achieving the goals and outcomes detailed in the City's strategic plan, *The Way Ahead*.

### 10-YEAR STRATEGIC GOALS

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TRANSFORM EDMONTON'S URBAN FORM

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ENHANCE USE OF PUBLIC TRANSIT & ACTIVE MODES OF TRANSPORTATION

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IMPROVE EDMONTON'S LIVABILITY

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PRESERVE & SUSTAIN EDMONTON'S ENVIRONMENT

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ENSURE EDMONTON'S FINANCIAL SUSTAINABILITY

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DIVERSIFY EDMONTON'S ECONOMY

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## The City's Strategic Goals

*The Way Ahead* is a strategic plan that outlines the City of Edmonton's vision for Edmonton in 2040, which City Council created in consultation with residents. The six 10-year strategic goals, stated in *The Way Ahead*, direct long-term planning for the City. These goals are supported by a set of Ways plans that guide the City in its efforts to enhance Edmontonians' quality of life.

## The City's Outcomes

The City's strategic goals are ambitious, so how do we define and measure the City's success?

Twelve corporate outcomes and 26 outcome measures help measure that success. The corporate outcomes tell us what success will look like in the journey to achieving the 10-year strategic goals. Outcome measures let us know if we are getting there.

Each corporate outcome helps move forward one or more of the 10-year strategic goals. Each corporate outcome is tied to outcome measures with specific targets that the City is striving to meet by 2018.

### CORPORATE OUTCOMES

Edmonton is attractive and compact



The City of Edmonton has sustainable and accessible infrastructure



Edmontonians use public transit and active modes of transportation



Goods and services move efficiently



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



Edmontonians use facilities and services that promote healthy living



Edmonton is a safe city



The City of Edmonton's operations are environmentally sustainable



Edmonton is an environmentally sustainable and resilient city



The City of Edmonton has a resilient financial position



Edmonton has a globally competitive and entrepreneurial business climate



Edmonton Region is a catalyst for industry and business growth



## OUR PROGRESS AT A GLANCE

Over three-quarters of our outcome measures are projected to be near, meet or exceed target.

### Summary of Progress: Our Way Ahead Looks Promising

The City of Edmonton is well on its way to achieving its vision and strategic goals. Over three-quarters (81%) of the outcome measures are projected to be near or to meet/exceed their targets.

- **Sixty-two per cent (62%) of measures (16 of 26 measures) are currently expected to meet or exceed 2018 targets.**

The City is doing particularly well in supporting its corporate outcomes related to infrastructure, transportation, financial position and business climate. Edmontonians are connected to their city and are using many of the facilities and services offered to them to improve their health and quality of life.

- **Nineteen per cent (19%) of measures (5 of 26 measures) are projected to be near target and, through the City's efforts, may well reach their targets by 2018.**

About half of these measures are dependent on Edmontonians' satisfaction. Efforts to address areas of weakness should move the City closer to the targets. Others, such as Fire Rescue Events, include elements that are not entirely within the City's control, but education and intervention initiatives are helping the City move in the right direction.

● **Fifteen per cent (15%) of measures (4 of 26 measures) are not on track to meet 2018 targets as of 2014.**

- Two are greenhouse gas (GHG) measures, but it is anticipated that the implementation of Edmonton's Community Energy Transition Strategy will help move these measures closer to their targets.
- One is the Watershed Contaminant Reduction Index measure, which is impacted by some elements not within the City's control. The City cannot control the impact of climate change and higher frequency of intense, localized storm events. It is expected that the City's strategies will lead to a gradual improvement in the index.
- One is the New Residential Units in Mature Areas measure. Infill projects such as Blatchford, the Quarters and Transit Oriented Design, will help move this measure toward its target.

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

## How to Read the Progress Summary:

**TREND:** Trends are calculated using data from 2010 to 2014. For some measures, however, the trend is calculated based on less than five years (for example, Edmontonians' Perception Survey measures are based on four years because the survey was not conducted in 2011).

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

**STATUS:** Status is calculated using linear projections to 2018, which use the available data from 2010 through 2014 compared against the 2018 target. "Green" means the projection is expected to meet or surpass the target. "Yellow" means the projection is expected to be within 20% of the target. "Red" means the projection is expected to be more than 20% off target.

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

## Progress Summary

OUTCOME MEASURE		2014 RESULT	2018 TARGET	TREND	STATUS
<b>1. EDMONTON IS ATTRACTIVE AND COMPACT</b>					
1.1	New Residential Units in Mature Areas ( <i>as a % of new residential units city-wide</i> )	14%	25%		
1.2	Edmontonians' Assessment: Well-designed Attractive City ( <i>% of survey respondents who agree/strongly agree</i> )	46%	55%		
<b>2. THE CITY OF EDMONTON HAS SUSTAINABLE AND ACCESSIBLE INFRASTRUCTURE</b>					
2.1	Infrastructure Density ( <i>City's population divided by the total kilometres of infrastructure</i> )	55.6	Increase over previous year		
2.2	Edmontonians' Assessment: Access to Amenities and Services that Improve Quality of Life ( <i>% of survey respondents who agree/strongly agree</i> )	70%	70%		
<b>3. EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE MODES OF TRANSPORTATION</b>					
3.1	Transit Ridership ( <i>Rides per capita</i> )	101.7	105.0		
3.2	Journey to Work Mode ( <i>% of survey respondents who select auto passenger, transit, walk, cycle or other</i> )	24.3%	25.9%		
<b>4. GOODS AND SERVICES MOVE EFFICIENTLY</b>					
4.1	Business Satisfaction: Goods and Services Transportation ( <i>% of survey respondents who are satisfied/very satisfied</i> )	48.3%	53.0%		
4.2	Travel Time and Reliability for Goods and Services Movement ( <i>time in minutes: seconds to drive 10 km route</i> )	9:49 - 50% of time 12:46 - 85% of time	< 11:00 - 50% of time < 14:00 - 85% of time <sup>*</sup>	N/A 2014 Baseline (new methodology)	
<b>5. EDMONTONIANS ARE CONNECTED TO THE CITY IN WHICH THEY LIVE, WORK AND PLAY</b>					
5.1	Reported Volunteer Rate ( <i>% of survey respondents who report volunteering in the past 12 months</i> )	49%	55% <sup>*</sup>		
5.2	Edmontonians' Assessment: Connected to Community ( <i>% of survey respondents who feel connected</i> )	48%	45% (2017 target)		
<b>6. EDMONTONIANS USE FACILITIES AND SERVICES THAT PROMOTE HEALTHY LIVING</b>					
6.1	Health and Wellness ( <i>% of survey respondents who report increased health and wellness</i> )	88%	90%		
6.2	Recreation Facility and Library Attendance ( <i># of visits per capita</i> )	14.5	≥ 12		
6.3	City Park Usage ( <i>% of survey respondents who report using a City park in the past 12 months</i> )	89%	83%		

OUTCOME MEASURE		2014 RESULT	2018 TARGET	TREND	STATUS
<b>7. EDMONTON IS A SAFE CITY</b>					
7.1	Fire Rescue Events (# of events per 1,000 population)	48	Decrease from previous 3-year avg.	↗	●
7.2	Edmontonians' Assessment: Safe City (% of survey respondents who agree/strongly agree)	69%	68%	↗	●
7.3	Edmonton Crime Severity Index (Annual total of reported crime weighted by type and population)	97.0	84.0	↘	●
<b>8. THE CITY OF EDMONTON'S OPERATIONS ARE ENVIRONMENTALLY SUSTAINABLE</b>					
8.1	City Operations Greenhouse Gas Emissions (Tonnes of carbon dioxide equivalents)	328,868	179,228	↗	●
8.2	Watershed Contaminant Reduction Index (Contaminants discharged to the North Saskatchewan River divided by population)	6.5	7.8	↘	●
<b>9. EDMONTON IS AN ENVIRONMENTALLY SUSTAINABLE AND RESILIENT CITY</b>					
9.1	Community Greenhouse Gas Emissions (Tonnes of carbon dioxide equivalents)	16,584,561	Downward trend	↗	●
9.2	Ecological Footprint (Resource consumption with land area [hectares] divided by population)	7.62	Maintain or decrease	→	●
<b>10. THE CITY OF EDMONTON HAS A RESILIENT FINANCIAL POSITION</b>					
10.1	City of Edmonton Credit Rating (Standard & Poor's rating)	AA+	AA+	→	●
10.2	City Asset Sustainability (Actual expenditure on capital infrastructure divided by required expenditure)	1.05	1.00	↗	●
<b>11. EDMONTON HAS A GLOBALLY COMPETITIVE AND ENTREPRENEURIAL BUSINESS CLIMATE</b>					
11.1	Edmonton Economic Diversity Index	Data avail. in 2016	To be est. in 2016	N/A	N/A
11.2	Edmonton Small to Medium-sized Business (% of growth)	7.0%	Increase over previous year (positive growth rate)	→	●
<b>12. EDMONTON REGION IS A CATALYST FOR INDUSTRY AND BUSINESS GROWTH</b>					
12.1	Edmonton Region Gross Domestic Product (in 2007 \$ millions)	88,167	98,750	↗	●
12.2	Edmonton Region's Non-residential Permit Value (Billions of \$)	2.35	2.79*	↗	●

\* These targets are recommended by City Administration and have not yet been approved by City Council

# OUR PROGRESS IN DETAIL



**CORPORATE OUTCOME**

**1. EDMONTON IS ATTRACTIVE AND COMPACT**



**CORPORATE MEASURE**

**1.1 New Residential Units in Mature Areas**

**ABOUT THIS MEASURE**

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

**WHY IT MATTERS**

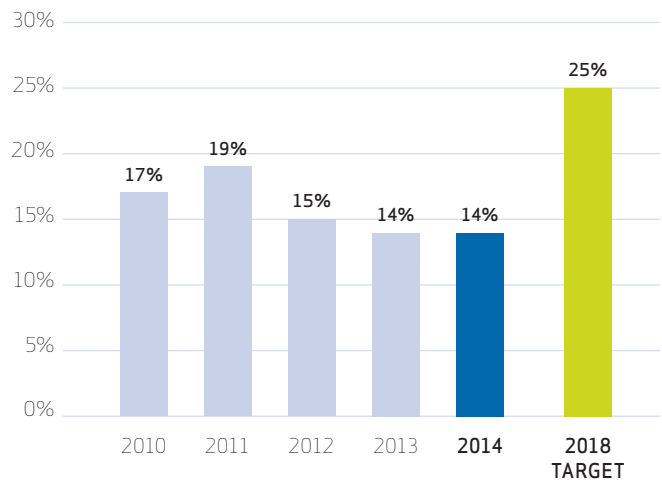
This measure reflects reinvestment and redevelopment in existing neighbourhoods. The City supports making better use of its land infrastructure by directing growth to existing urban areas. This is where the best capacity exists to meet the population's needs. An increased proportion of growth in mature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

**TARGET**

25% by 2018

**New Residential Units in Mature Areas**

Percentage



Data source: City of Edmonton, Residential Permit Data

**ABOUT OUR PROGRESS**

This measure has been relatively stable over the last three years; however, in 2014, the actual number of new residential units in mature areas increased by 22% over the previous year. This suggests strong growth in new residential units in the rest of the city due to low vacancy rates and a strong economy, which contributed to the overall downward trend. The entire city experienced high residential growth in 2014 and this was reflected in mature neighbourhoods as well. Policies, regulations and funding for infrastructure renewal can facilitate redevelopment of existing neighbourhoods, and it is expected that the numbers will move toward the target as infill projects like Blatchford, the Quarters and Transit Oriented Design go forward.

Risks to achieving the target: Economic conditions might impact the housing market and location choices. For example, apartment vacancy rates, the employment rate, in-migration and oil prices may limit the ability to achieve the 2018 target of 25%.

**CORPORATE OUTCOME**

**1. EDMONTON IS ATTRACTIVE AND COMPACT**



**CORPORATE MEASURE**

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

**ABOUT THIS MEASURE**

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

**WHY IT MATTERS**

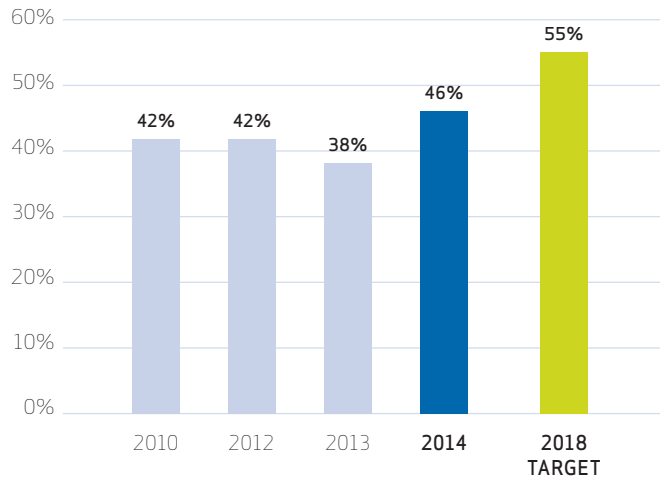
Many factors impact why Edmontonians choose to stay in Edmonton. The City wants to retain as well as attract residents. Finding the place where one lives to be attractive and well-designed is a good measure of the City's success in this area.

**TARGET**

55% by 2018

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

Percentage that agree or strongly agree



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

**ABOUT OUR PROGRESS**

Almost half (46%) of survey respondents in 2014 considered the city to be well-designed and attractive, a 21% improvement from 2013 results. Edmonton is primarily seen as culturally diverse with many desirable, well-maintained parks and recreation areas throughout. Additional survey questions about design and attractiveness indicated a lower proportion of residents consider city streets to be well maintained and well designed. Perceptions about the transit system are also weaker.

Risks to achieving the target: People's responses can be impacted by environmental factors and/or life circumstances at the time of the survey.



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

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

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

The infrastructure data for a particular year is based on information from Transportation Services and Financial Services and Utilities as of the end of the previous year. For example, the 2014 quantity of infrastructure assets is based on the data as of December 31, 2013. It should be noted that although assets are reported on an annual basis, some assets are not physically assessed every year.

**WHY IT MATTERS**

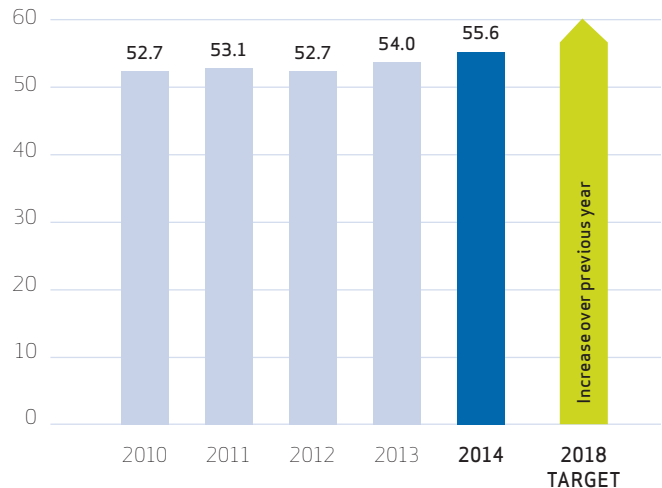
This measure helps assess the sustainability of the city's overall infrastructure. Incrementally more people are making use of the existing infrastructure, which increases sustainability and cost effectiveness.

**TARGET**

Increase over the previous year

**Infrastructure Density**

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



*Data sources: Infrastructure Inventory is from Transportation Services and Financial Services and Utilities; Population information is from Statistics Canada, Municipal Census and the City of Edmonton Chief Economist estimates*

**ABOUT OUR PROGRESS**

The results show an overall increase in infrastructure density between 2010 and 2014, as well as an annual increase year over year, with the exception of 2012. Over the last two years, this measure has met its identified target of an increase year over year. The City is making use of its existing infrastructure and building new infrastructure to support its growing population. It is expected this increase in the infrastructure density trend will continue in the next few years as the city's population continues to increase and makes more efficient use of existing and new infrastructure.

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

**CORPORATE OUTCOME**

2. THE CITY OF EDMONTON HAS SUSTAINABLE AND ACCESSIBLE INFRASTRUCTURE



**CORPORATE MEASURE**

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

**ABOUT THIS MEASURE**

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

**WHY IT MATTERS**

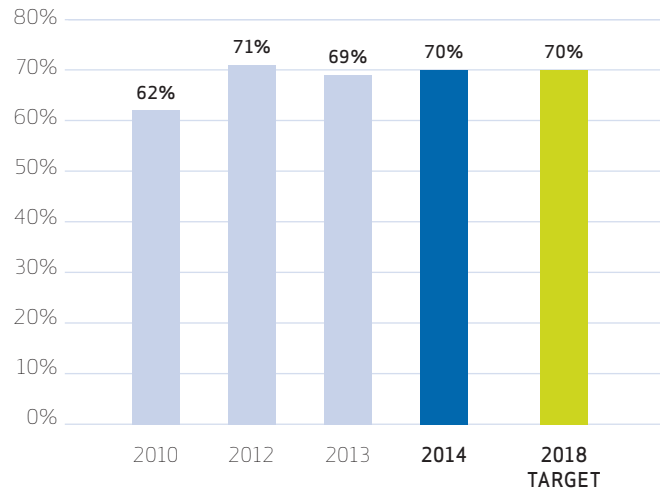
Infrastructure is designed, operated and maintained to be accessible to all Edmontonians regardless of physical, geographic, demographic or socio-economic barriers. Public infrastructure ranges from buildings and parks to libraries and affordable housing, and from roads and bridges to light rail transit.

**TARGET**

70% by 2018

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

Percentage that agree or strongly agree



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

**ABOUT OUR PROGRESS**

The majority (70%) of Edmontonians agree or strongly agree that they have access to infrastructure, amenities and services that will improve their quality of life. This is consistent with the 2013 results. In followup questions, accessible parks, effective solid waste management and effective street lighting received the highest ratings. The ability of the transit system to take people where they need to go and the responsiveness of snow-clearing systems received the lowest ratings.

Risks to achieving the target: There is inconsistency associated with these types of perception-based questions, which are influenced by recent events, expectations and life circumstances. Improving the areas where Edmontonians have low satisfaction levels should result in increased satisfaction.

**CORPORATE OUTCOME**

**3. EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE MODES OF TRANSPORTATION**



**CORPORATE MEASURE**

**3.1 Transit Ridership**

**ABOUT THIS MEASURE**

Transit Ridership measures the level of transit use in Edmonton. It is calculated by dividing the annual transit ridership by the city’s population. Edmonton Transit estimates ridership based on cash collected at the fare box and the number of fare products sold, such as tickets and monthly passes, multiplied by rides per fare type. The estimated number of rides per fare type is based on surveys conducted by Edmonton Transit.

**WHY IT MATTERS**

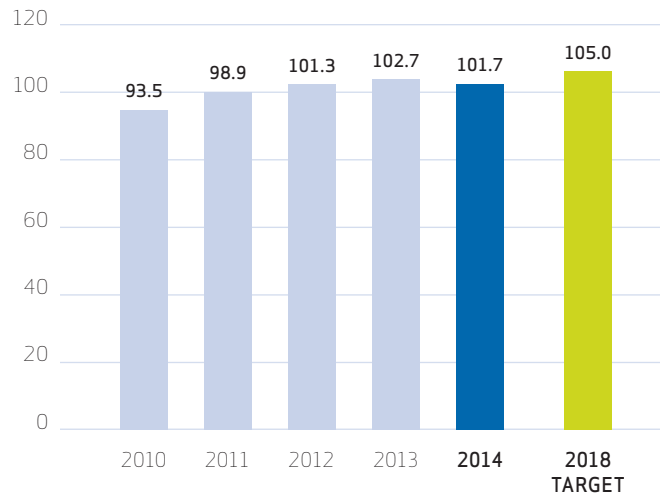
Transit is one of the most efficient means of transporting large numbers of people in an urban environment. Ridership per capita is an indication of Edmonton’s public transit use. Increasing transit ridership per capita means that more people are taking transit and implies that a greater proportion of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

**TARGET**

105.0 rides per capita by 2018

**Transit Ridership**

Rides per capita



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

**ABOUT OUR PROGRESS**

Transit ridership per capita increased between 2010 and 2013. The decrease of 1% from 2013 to 2014 is the result of rapid population growth in the outer areas of the city where there is limited introduction of new service and service level increases have not kept pace with growth and passenger demand increases. Planned initiatives that will have a positive impact on ridership levels include:

- Introduction of peak period service into developing communities in September 2015
- Opening of the Metro Line
- Ongoing expansion of the Smart Bus program in 2016, which will provide transit customers with real-time schedule information
- Introduction of Smart Fare, which will make it easier for transit customers to pay

Risks to achieving the target: Meeting the target is dependent on the city’s land development patterns and funding for operations, major infrastructure initiatives, and technology implementation programs.

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

Journey to Work Mode measures the percentage of people who choose to get to work by a method other than driving themselves in a vehicle. The data is collected as part of the municipal census. One question asks people how they normally travel from home to work. Journey to Work Mode is a sum of the percentage of respondents who select “auto passenger,” “transit,” “walking,” “cycling” or “other modes of transportation.” There are data limitations because the data is not sensitive to seasonal variations in travel patterns and it under-emphasizes less frequent travel behaviour.

The journey to work question on the municipal census was asked of a larger sample in 2014 than in 2012. The 2012 census only asked the question of those who identified as working full time, part time or other. The 2014 census expanded the sample to better match the federal census sample, which includes all those who are legally able to work. The results in this report have been adjusted from what was reported on the City website so that the 2012 and 2014 data can be compared. Of note, some differences in methodology remain due to differences in how work status was asked between the two censuses.

**WHY IT MATTERS**

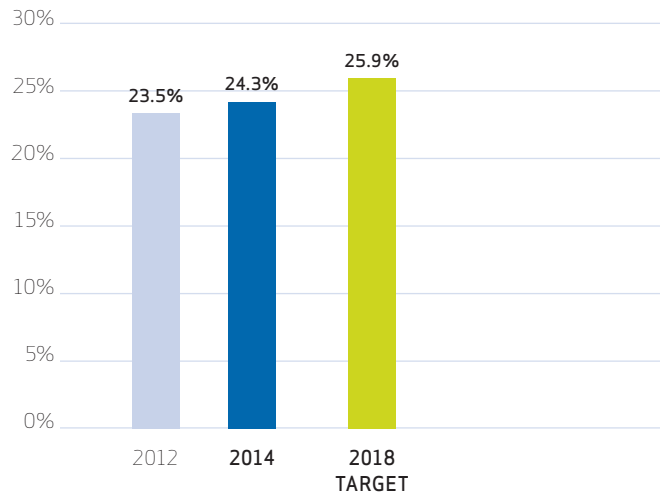
This measure looks at how people normally travel to work in Edmonton. Although only 26% of all daily trips made are to or from work, commuting sets the travel pattern for the day. This results in periods of traffic congestion and influences the capacity requirements of the transportation network.

**TARGET**

25.9% by 2018

**Journey to Work Mode**

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



Data source: City of Edmonton Municipal Census, Edmonton Transit

**ABOUT OUR PROGRESS**

While there was a 0.8% increase from 2012 to 2014, there is not enough comparable historical information to reliably describe a trend.

Many factors affect Edmontonians’ transportation choices and not all are under the City’s control. Factors under the City’s control include infrastructure availability, infrastructure quality and the marketing of transportation choices. The introduction of the new peak period transit service into developing communities in 2015, the opening of the Metro Line, and the introduction of Smart Bus and Smart Fare are expected to positively affect this measure in the short term. Longer term initiatives that will positively affect this measure include the 1-Day-a-Week Pledge program; investing in transit, cycling and walking infrastructure; and having a more compact urban form.

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

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

Business Satisfaction: Goods and Services Transportation measures the business community's satisfaction with how Edmonton's transportation system enables them to operate its businesses. Through a survey administered by the City of Edmonton Transportation Services department, randomly selected Edmonton businesses are asked about their satisfaction with various aspects of the transportation system. The subjective nature of the survey and the measurement of satisfaction at a particular point in time limit the data. The survey was conducted with an adequate number of businesses to achieve a 95% confidence level.

**WHY IT MATTERS**

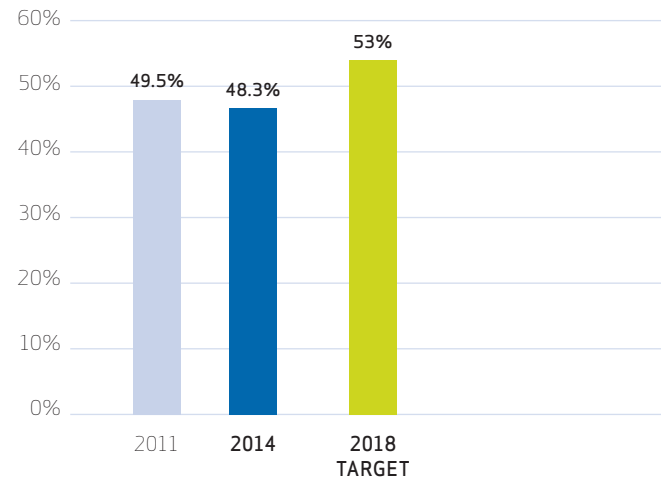
The Edmonton business community's opinions about the performance of the transportation system provide information about the efficiency of the movement of goods and services. Businesses are direct users of the transportation system and are able to reflect on the ability of the transportation system to impact the economic vitality of the city.

**TARGET**

53% by 2018

**Business Satisfaction:  
Goods and Services Transportation**

Percentage that are satisfied or very satisfied



Data source: City of Edmonton, Transportation Planning, Business Satisfaction Survey

**ABOUT OUR PROGRESS**

The reduction of overall satisfaction was due to a greater proportion of businesses reporting neutral levels of satisfaction. According to an analysis of the survey results, the most effective immediate actions to increase overall satisfaction of the transportation system would be to increase investment in pavement renewal, focus the current renewal investment and improve effectiveness of pavement repairs. Ongoing improvements to increase satisfaction with the transportation system include:

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

Risks to achieving the target: Meeting the target is dependent on funding for major infrastructure, technology implementation and asset maintenance and operations funding.

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

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

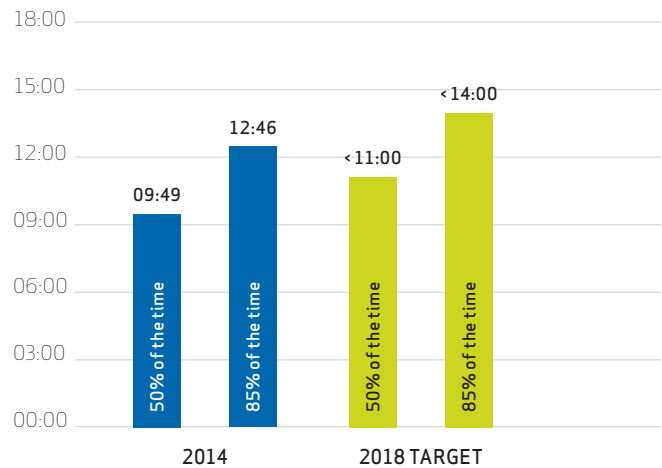
- Travel times are calculated for a 10 km trip between 6 a.m. and 6 p.m. on weekdays, excluding holidays.
- The median travel time represents typical driving conditions where half the observed vehicles will travel in less than the median time and half will take longer.
- The 85th percentile travel time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

**WHY IT MATTERS**

The movement of goods and delivery of services are key to the economic vitality of Edmonton. Businesses need to be able to count on effective and reliable corridors for transportation. Maintaining travel times on these corridors means businesses in Edmonton and the Capital Region have access to an effective and reliable transportation network.

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

Time in minutes & seconds to make a 10km trip



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

**TARGET**

By 2018, fifty per cent (50%) of the time it will take less than 11 minutes to make a 10 km trip. Eighty-five per cent (85%) of the time it will take less than 14 minutes to make a 10 km trip. (Administration recommended target)

**ABOUT OUR PROGRESS**

Two critical factors affect travel times on the inner ring road and highway connectors:

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

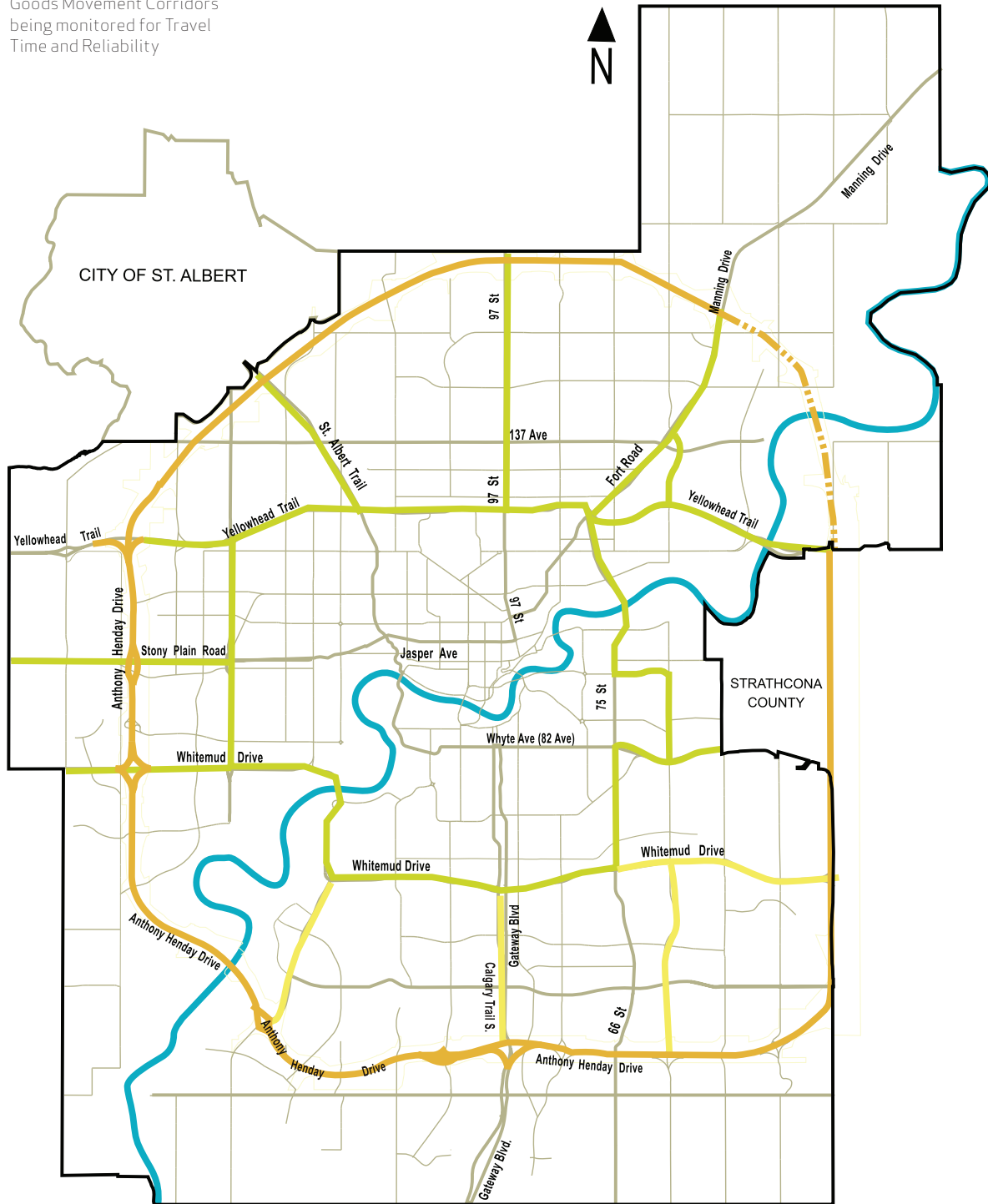
For example, widening Whitemud Drive from 17 Street to 66/75 Street may temporarily increase travel times during construction. Travel times may decrease once additional lanes are in operation and then increase when the roadway volumes near the roadway capacity.

This measure represents the system as a whole that has many routes with different characteristics, such as speed limits, number of lanes and access.

Risks to achieving the target: Meeting the target is dependent on funding for major infrastructure, asset maintenance funding and current land use patterns.

# Transportation System Map

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



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

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

**WHY IT MATTERS**

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

**TARGET**

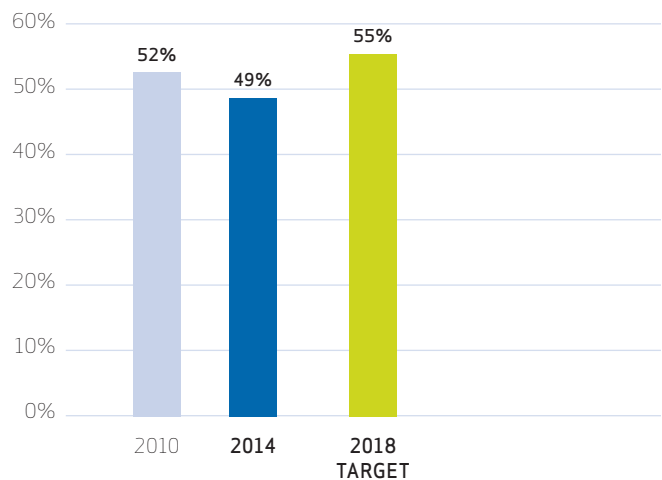
55% by 2018 (Administration recommended target)

**ABOUT OUR PROGRESS**

The 2010 and 2014 survey results show a downward trend. The Edmonton Chamber of Voluntary Organizations indicated that the overall number of volunteers has dropped across Canada and Alberta. In addition, although there was a downward trend in the number of volunteers, the number of volunteer hours per volunteer has been fairly steady or increasing. Less people are volunteering, but the ones who are volunteering are doing so for more hours. Seniors and youth are volunteering more, but the 35-44 age group rates have dropped, which is generally attributed to time constraints.

**Reported Volunteer Rate**

Percentage that reported volunteering in past 12 months



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

The City of Edmonton, as a corporation, has not seen a decrease in overall volunteer rates. Volunteer numbers have been steady at 13,000 over the last couple of years, and there has been an increase in the number of overall hours. The City hosted the Edmonton volunteer fair at West Edmonton Mall on April 11, 2015, and provided skills training to new volunteer board members at the 2015 board leadership conference to help increase volunteering. The City is committed to providing positive, meaningful volunteer experiences for people by adopting the Canadian Code for Volunteer Involvement (2001) as its standard for the City's volunteer management systems. The City encourages all corporations in Edmonton to support volunteering and work with community groups to strengthen and recognize volunteering in Edmonton.

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



**CORPORATE OUTCOME**

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



**CORPORATE MEASURE**

**5.2 Edmontonians' Assessment: Connected to Community**

**ABOUT THIS MEASURE**

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

**WHY IT MATTERS**

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

**TARGET**

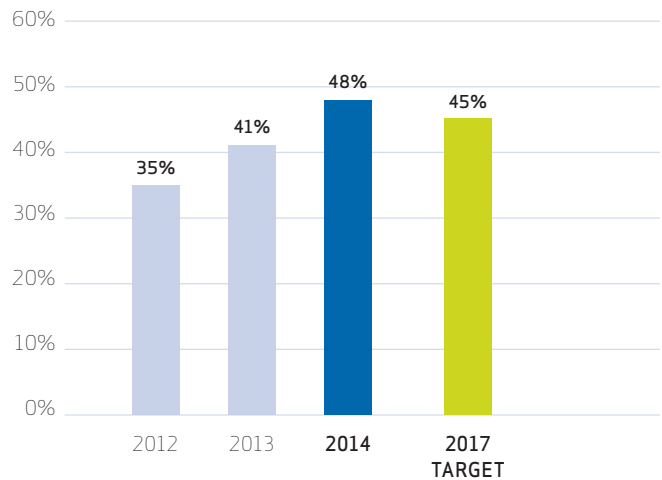
45% by 2017

**ABOUT OUR PROGRESS**

The annual perception survey shows the number of Edmontonians who feel connected to their community increased 7% from 2013 to 2014. Some of the reasons the 2013 survey respondents suggested they did not feel connected to their community were that there were not enough activities or programs in their communities to suit their needs, they were not interested in their community or they did not feel safe. The results for safety, along with

**Edmontonians' Assessment: Connected to the Community**

Percentage who feel connected



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

Edmontonians reporting overall satisfaction with quality of life in Edmonton, went up by 3% and 4% respectively from 2013 to 2014. Edmontonians also reported that having many things to do and living in a safe city as reasons for satisfaction with quality of life in Edmonton in 2014. This may contribute to Edmontonians reporting they feel more connected to their community.

The City of Edmonton delivers programs and services that address culture, safety, accessibility, attractions and facilities. In 2014, Edmontonians who reported they feel connected to their community said there were many reasons, such as the variety of attractions, good accessibility and cultural richness. The City of Edmonton's Open City Initiative, which includes the goal of making City data more available, may also provide increased opportunity for connectedness.

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

**CORPORATE OUTCOME**

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



**CORPORATE MEASURE**

**6.1 Health and Wellness**

**ABOUT THIS MEASURE**

Health and Wellness measures the percentage of survey respondents who report they have increased health and wellness due to participation in services and programs offered by the City of Edmonton. The survey results were collected as part of the 2014 Community Services Client Outcome Survey Program. This program collects data from users of facilities, programs and services offered by Edmonton Community Services. They conduct a random telephone survey with Edmontonians as well as registered participants.

**WHY IT MATTERS**

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

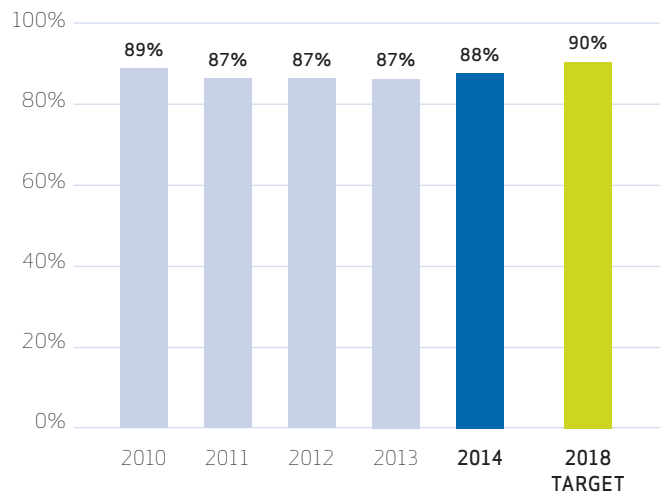
- It has the potential to reduce costs related to challenges such as obesity and sedentary living.
- It contributes to good physical and mental health.
- It is a fundamental need in all ages and stages in life.

**TARGET**

90% by 2018

**Health and Wellness**

Percentage reporting increased health and wellness



*Data source: 2010 - 2014 Community Services Quarterly Survey, Hargreaves and Associates*

**ABOUT OUR PROGRESS**

The percentage of Edmontonians who reported increased health and wellness from participating in City programs and services has stayed fairly consistent over the past five years. Recreation programs and services are frequently re-evaluated to ensure they meet the needs of all Edmontonians. Upcoming initiatives and projects include the development of the Sport and Active Living Strategy and the new Recreation Facility Master Plan, expanding art and nature experiences in the River Valley and Muttart Conservatory, expanding the aquatics programs, implementing a city-wide recreation network, and renewing the Jasper Place Leisure Centre.

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

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

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

**WHY IT MATTERS**

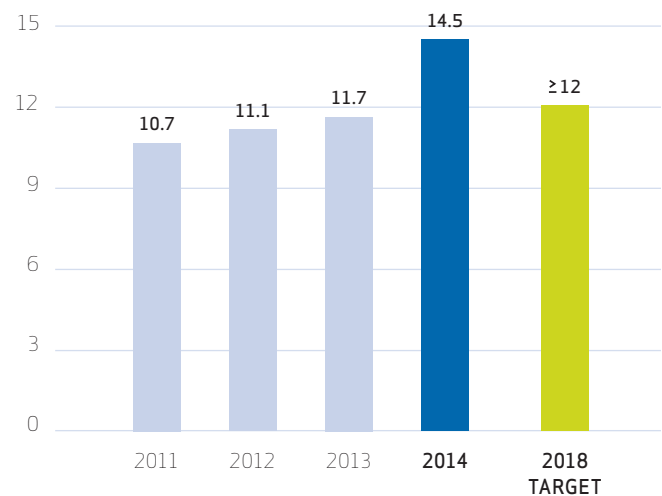
Along with increasing Edmontonians' health and wellness when they participate in the City's services and programs, it is important to show that Edmontonians are using facilities. Attendance should increase as a result of population growth and because programming needs are being met.

**TARGET**

12 or more visits per capita by 2018

**Recreation Facility and Library Attendance**

Visits per capita



Data source: City of Edmonton: Community Recreation Facilities and Public Libraries

**ABOUT OUR PROGRESS**

Edmonton Public Libraries saw an increase in attendance and have attributed this to an increase in community engagement activities in 2014. Also in 2014, two new facilities opened (Clareview and The Meadows community recreation centres) and a review was completed on Millwoods Recreation Center. Attendance increased at Terwillegar Community Recreation Centre and at Kinsmen Sports Centre by 8% each. The Valley Zoo and John Janzen Nature Centre also saw a combined increase of 25% in attendance. This can be attributed to the newly renovated play space at the nature centre and the redevelopment that has been completed at the Valley Zoo in line with the Edmonton Valley Zoo Master Plan.

Upcoming projects include:

- The schematic design of Lewis Farms Recreation Centre, Library and District Park
- Renewal of the grandstand and locker rooms at Johnny Bright Sports Park (Jasper Place Bowl)
- Renewal of Castledowns Arena

Also, there are other facilities that are not a part of the City of Edmonton that Edmontonians use for health benefits.

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

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

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

**WHY IT MATTERS**

Parks and green spaces are key to improving the overall livability and wellness of communities. They also help address some of the most complicated and expensive physical and mental health challenges arising from poor nutrition and obesity. They can contribute to social sustainability, pedestrian movement, gathering, socializing and quality of life. In the national framework for recreation (*Pathways to Wellbeing*, 2014):

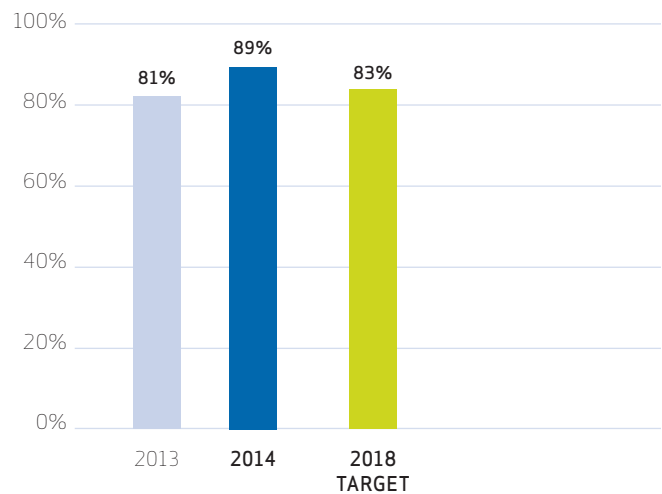
- 98% of Canadians reported that parks and recreation benefit the community and are an essential service.
- 75% indicated parks and recreation help children and youth lead a healthy lifestyle.
- 93% indicated parks and recreation improve health.
- 89% indicated parks and recreation boost social cohesion.

**TARGET**

83% by 2018

**City Park Usage**

Percentage that used City park in past 12 months



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

**ABOUT OUR PROGRESS**

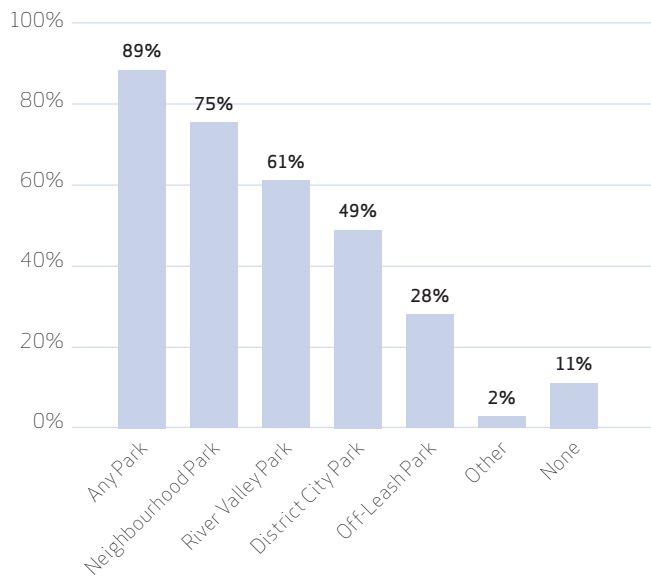
Edmontonians have reported an increase of 8% in parks usage from 2013 to 2014. In 2014, the Neighbourhoods Branch piloted a social media campaign with a focus on parks programming, opportunities and shared pictures of park events. There has also been increased efforts around animation of parks and recreation spaces through programs such as the Pop Up Play program and the Flying Eagle program.

Survey results show 85% of respondents feel safe in their local neighbourhood park, which could contribute to increased parks usage. This result could be increased with the addition of new park rangers, enhanced sight lines and increased visibility at night.

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

## City Park Usage Breakdown

Percentage



Data sources: Leger Edmontonians' Perception Survey (2014)

### ADDITIONAL USEFUL INFORMATION

City Park Usage includes the following categories:

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

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

**CORPORATE OUTCOME**

**7. EDMONTON IS A SAFE CITY**



**CORPORATE MEASURE**

**7.1 Fire Rescue Events**

**ABOUT THIS MEASURE**

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

**WHY IT MATTERS**

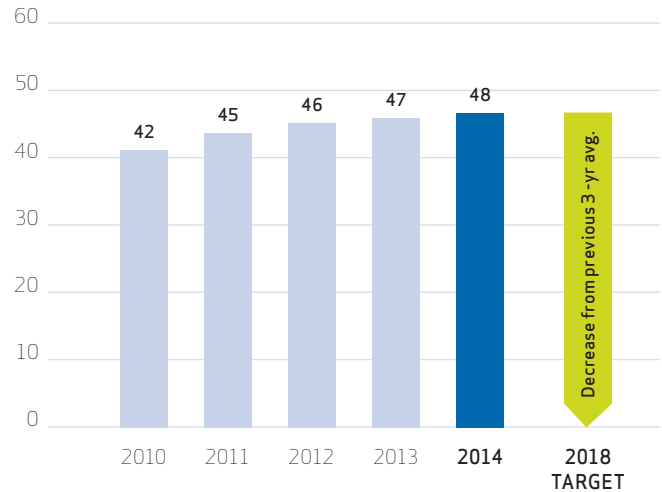
The City of Edmonton Fire Rescue Services protects the lives, property and environment of the people who live, visit and work in Edmonton. The number of events Fire Rescue responds to indicates how safe the city is and whether resources are adequate to meet demand.

**TARGET**

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

**Fire Rescue Events**

Events per 1,000 population



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

**ABOUT OUR PROGRESS**

Fire rescue events per 1,000 population increased slightly in 2014. This is primarily due to an increase in the number of medical events, which are 60% to 65% of total dispatched events. Fire Rescue is a first responder to medical events. The number of fire alarm calls increased marginally in 2014 while repeated false alarms have decreased due to a policy change relating to false alarms.

Risks to achieving the target: Fire Rescue has limited control over the number of fire rescue events that occur; however, they can have a significant impact through public education programming, fire prevention programming, fire inspections of buildings and occupancies for fire safe practices, and safety codes. The modest decrease in number of fire suppression events might be due to these initiatives. As the population changes in Edmonton, the risk factors for events change and require new strategies.

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

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

**WHY IT MATTERS**

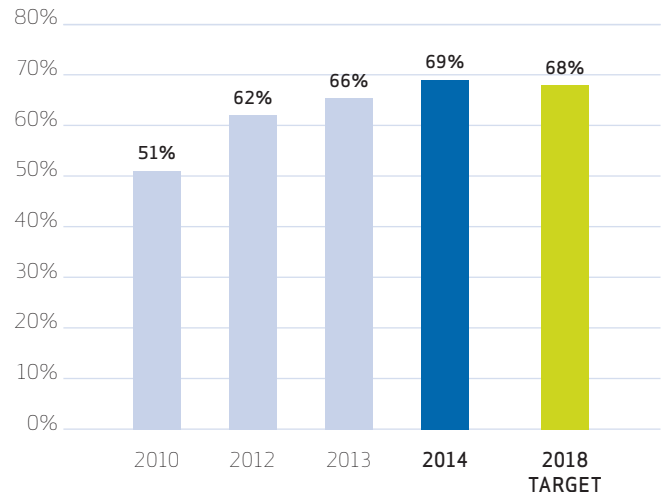
Individuals who feel safe are more likely to participate in activities and events outside the home. They are also more likely to use City resources such as parks and facilities, which contribute to social sustainability, health and wellness, community connectedness and quality of life. This measure relates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

**TARGET**

68% by 2018

**Edmontonians' Assessment: Safe City**

Percentage that agree or strongly agree



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

**ABOUT OUR PROGRESS**

The 2014 Edmontonians' Perception Survey measured Edmontonians' views about safety at home, in the community, downtown, on public transit, in parks, and in the overall city during the day and at night. In 2014, Edmontonians reported feeling safer in their home (96%, up 7% from 2013) and in their neighbourhood/community (86%, up 10% from 2013).

In combination, the following factors may have had a positive impact of the perception of safety. In 2014:

- The Community and Recreation Facilities branch increased safety and security at City facilities.
- Edmonton Fire Rescue increased community engagement activities and they saw an improvement in overall response time to emergency events.
- Both the graffiti and litter audits showed a decrease in graffiti and litter from 2013.
- Neighbourhoods Revitalization made community safety a key outcome.

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

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

Edmonton Crime Severity Index measures the severity of crime in Edmonton. It accounts for Edmonton's population, the number of crimes occurring, and the seriousness of the crimes. Data is based on crimes reported to the Edmonton Police Service (EPS) and submitted to Statistics Canada using UCR2 data (uniform-crime-reporting). UCR2 is a national data format that all police services use to allow for cross-jurisdictional comparisons of crime levels. Statistics Canada aggregates the data to calculate the Crime Severity Index. As crime is impacted by many factors, Edmonton Crime Severity Index is considered an indicator.

**WHY IT MATTERS**

This measure is valuable because it shows in one statistic, the degree of crime Edmonton faces and how it has changed over time. It can also be used for comparison with other policing jurisdictions. It is better than using the more traditional crime rate measure because it covers a more comprehensive set of criminal code violations and factors for the severity of crime.

**TARGET**

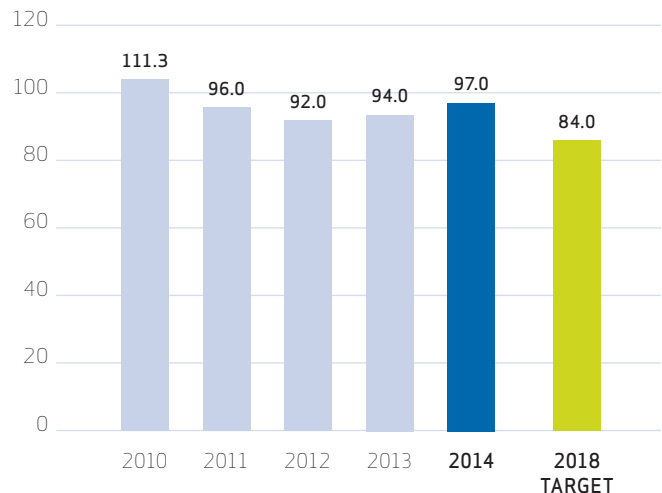
2.0 point annual decrease from the 2013 baseline of 94.0

**ABOUT OUR PROGRESS**

Edmonton's Crime Severity Index steadily decreased from 2004-2012, with 2013 marking the first year in a decade with an increase. In 2014, the Crime Severity Index increased by a further 3.3% to 97.0. The 2013-2014 increase was most impacted by increases in Fraud, Break and Enter,

**Edmonton Crime Severity Index**

Index



Data source: Statistics Canada Table 252-0088

Fail to Comply with Order, Theft from Vehicle and Trafficking of Methamphetamines. At the same time, the Crime Severity Index was kept from rising even further primarily from reductions in Trafficking of Cocaine, Incest, Mischief, Arson and Sexual Assault. The current trend indicates the Edmonton Crime Severity Index will continue to increase into the future.

Risks to achieving the target: Edmonton Police Service has limited control over the underlying socio-economic factors that impact crime trends in Edmonton. However, EPS employs several policing initiatives and strategies intended to increase public safety through the prevention, intervention and suppression of crime and disorder. These include:

- Increasing patrol member availability for preventative activities by obtaining efficiency gains in implementing and refining Collision Reporting Centres, Online Crime Reporting, and minimizing officer wait times when escorting those under arrest to a hospital.
- Implementing EPS's Violence Reduction Strategy, Senior's Protection Strategy, Youth Strategy and Aboriginal Strategy.
- Revising EPS's Offender Management System (policy, work processes, tracking and patrol division responsibilities) to better manage the level of outstanding criminal arrest warrants in Edmonton.



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

City Operations Greenhouse Gas Emissions measures the amount of greenhouse gas (GHG) emissions from four main City operations sources: City buildings and facilities, streetlights, landfill waste degradation and the municipal fleet. The measure also includes an estimate of the reduction in GHG emissions that is generated by the trees the City maintains. Beginning in 2013, the emissions saved by the City's renewable energy credit purchases have been included. The measure is calculated using the ICLEI - Local Governments for Sustainability's Government Greenhouse Gas Reporting Protocol. Edmonton's City Operations GHG inventory excludes wastewater and water treatment related emissions and transportation emissions from Edmonton's Transit fleet and buildings and Edmonton Police Service's fleet. These emissions are captured in Measure 9.1.

**WHY IT MATTERS**

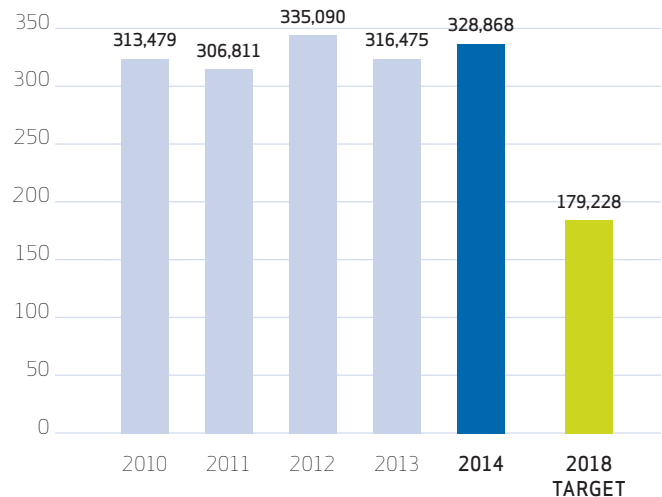
Climate change due to an increase in GHG emissions impacts Edmontonians' long-term quality of life. The City continually works to minimize its impact on the environment, including monitoring City Operations GHG trends to understand if it is meeting GHG emission reduction and mitigation targets and commitments.

**TARGET**

179,228 tonnes CO<sub>2</sub> equivalent by 2018 (42% reduction in GHG emissions from City operations by 2018 from 2008 levels)

**City Operations Greenhouse Gas Emissions**

Tonnes, carbon dioxide equivalent



Data source: Energy Management Services, Fleet Services, Waste Management Services, Landscapes and Infrastructure, and Urban Planning and Environment

**ABOUT OUR PROGRESS**

City Operations GHG emissions continue to increase. The development of the city means an increased level of City services and resources are needed to sustain this growth (for example, new buildings, more streetlights and a larger fleet). Emissions reduction initiatives are not keeping pace with that growth.

City Operations GHG emissions in 2014:

- 53% of emissions were from City buildings
- 20% of emissions were from streetlights
- 13% of emissions were from landfill waste degradation
- 9% of emissions were from the municipal fleet
- 4% of emissions were from energy to run the Waste Management compost facility

The urban forest captures 1% of the City Operations GHG emissions.

If City Operations' emissions remain on the current trajectory, it is unlikely that the 2018 target will be achieved. A review of reduction opportunities will be undertaken to identify needed changes to the City Operations Greenhouse Gas Management Plan to meet the 2018 target.

Risks to achieving target: Given the pace of progress, it is unlikely this target will be achieved without adjustment to reduction initiatives.

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

The Watershed Contaminant Reduction Index measures contaminants released 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 released into the river, referenced to a baseline. Contaminant sources from the City of Edmonton include the wastewater treatment plant, combined sewer overflow sites and storm water outfalls. An increase in the index is good and means less contaminants are released to the river. A five-year running average is used to smooth out fluctuations due to weather.

**WHY IT MATTERS**

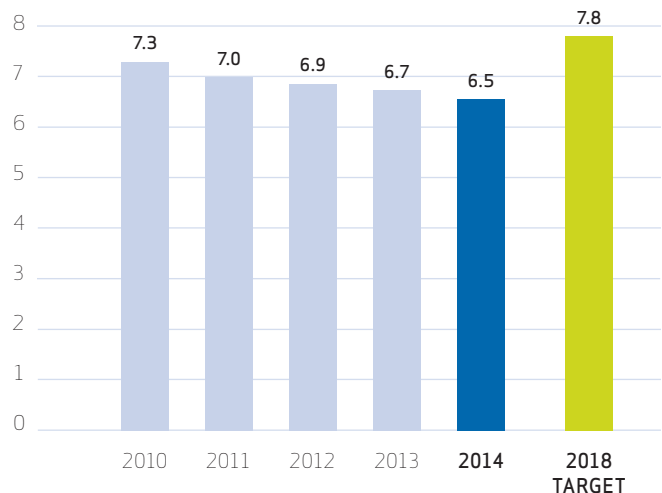
The City of Edmonton is committed to tracking and reducing contaminant discharges into the North Saskatchewan River to reduce the impact these contaminants have on river ecology and downstream communities. Parameters included in the calculation have also been identified as important to the North Saskatchewan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

**TARGET**

7.8 by 2018

**Watershed Contaminant Reduction Index**

Index



Data source: City of Edmonton, Drainage Services, 2015

**ABOUT OUR PROGRESS**

The 2014 index result of 6.5 is considered fair. An index of 7.45 or higher is considered good. A score of 10.0 would result from zero contaminant discharge. The decreasing trend is due in part to major rainstorm events that influenced the outcome for 2012 and 2013 as well as the five-year average. Of note, the 7.8 target was established prior to a new, more robust calculation method being used. The City is expecting to be at 6.9 by 2018; progress is being made toward reducing contaminant loading into the river through implementation of low impact development and other management programs. Source control and enforcement of Drainage Bylaw 16200 play a role in improving the index score, and so does overall citizen education about the impact that people have on the North Saskatchewan River. The City's River for Life strategy will accomplish contaminant discharge reductions through a structured planning process. It is expected that these initiatives, as well as optimization of existing infrastructure, will lead to a gradual improvement in the index.

Risks to achieving the target: The City cannot control the impact of climate change and higher frequency of intense, localized storm events.

**CORPORATE OUTCOME**

**9. EDMONTON IS AN ENVIRONMENTALLY SUSTAINABLE AND RESILIENT CITY**



**CORPORATE MEASURE**

**9.1 Community Greenhouse Gas Emissions**

**ABOUT THIS MEASURE**

Community Greenhouse Gas Emissions measures the tonnes of greenhouse gas (GHG) emissions from Edmonton residential, commercial, industrial and transportation sources.

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

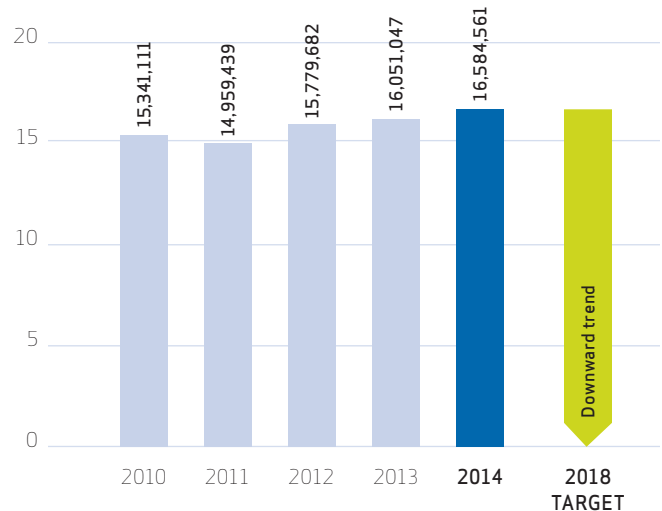
**WHY IT MATTERS**

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

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

**Community Greenhouse Gas Emissions**

Tonnes, carbon dioxide equivalent



*Data sources: Atco Gas, EPCOR Distribution, Alberta Transportation, City of Edmonton Waste Management Services, Waste Management Canada, Statistics Canada*

**TARGET**

Downward trend by 2018

**ABOUT OUR PROGRESS**

In 2014 the sources of Edmonton's GHG emissions were transportation (35%), industry (24%), commercial buildings (21%) and residential buildings < 4 storeys (20%).

GHG emissions reductions will be achieved through:

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

Risks to achieving the target: Risks are addressed in the Eight-Year Action Plan supporting Edmonton's Community Energy Transition Strategy and include: absences of environmental leadership; failure to keep pace with emerging best practices; business models that ignore social and environmental opportunities and costs; inadequate project management; and City planning that does not align with green objectives.

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

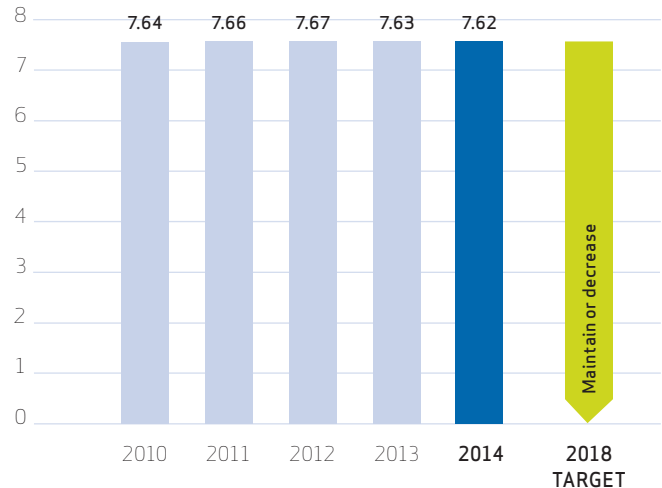
Ecological Footprint measures the resources Edmontonians consume and the waste they produce, compared to Earth's ability to provide these resources and absorb the waste. This measure is calculated by considering all of the biological materials consumed and all of the biological wastes generated nationally per person. 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. As a result, there are limitations and lags in reporting frequency and timing. Ecological footprint is one measure of sustainability, but should not be considered an all-inclusive sustainability measure as it does not account for issues such as pollution and water consumption. An external consultant calculated results for 2006, 2012 and 2013 and extrapolated results for 2010, 2011 and 2014 based on these calculated results. As the City has limited control over Edmontonians' consumption behaviour, Ecological Footprint is considered an indicator.

**WHY IT MATTERS**

The measure is representative of the relative sustainability of Edmontonians' lifestyles. Edmontonians consume resources from outside the city boundaries, and 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.

**Ecological Footprint**

Hectares per capita



Data sources: Anielski Management Inc., and ASM Consulting

**TARGET**

Maintain or decrease by 2018

**ABOUT OUR PROGRESS**

Edmonton's ecological footprint can be compared with national and global footprint averages, as well as the global biocapacity of Earth (what Earth can regenerate and absorb each year). One indicator of sustainability would be reflected by a global footprint equal to or less than Earth's global biocapacity of 1.7 global hectares per person.<sup>1</sup> Edmonton's ecological footprint is almost three times larger than the global average and 4.5 times larger than the global biocapacity. The main drivers of Edmonton's high ecological footprint are Edmontonians' average consumption practices (which are related to wealth) and the use of fossil fuels (55% of Canada's ecological footprint is related to carbon).<sup>2</sup> This measure is impacted by how environmentally sustainable Edmontonians' lifestyles and choices are.

Risks to achieving the target: The City will need to educate, raise awareness and influence Edmontonians to make sustainable and resilient choices. The City has several initiatives that attempt to educate and build awareness around sustainability.

<sup>1</sup> WORLD WILDLIFE FUND, *Living Planet Report 2014 - Species and spaces, people and places*, 2014, p. 33. <sup>2</sup> WORLD WILDLIFE FUND, *Living Planet Report 2014 - Species and spaces, people and places*, 2014, p. 160.

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

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

**WHY IT MATTERS**

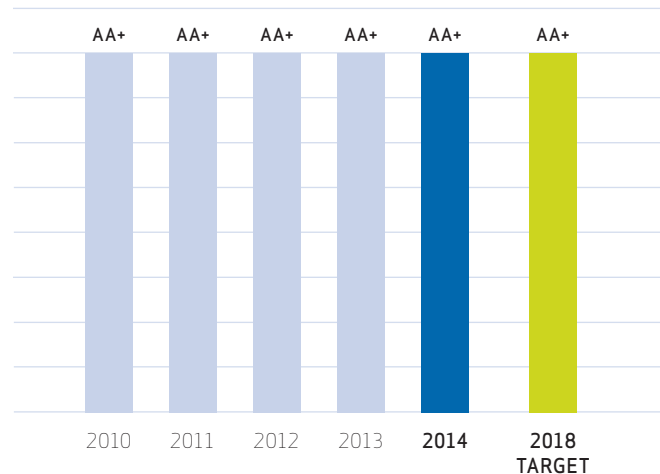
This measure demonstrates the consistent creditworthiness of the City of Edmonton, which allows the City to pay a lower interest rate when borrowing. Paying lower interest provides a greater opportunity for growth and sustainability. The credit rating also reflects the City's strong fiscal position and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

**TARGET**

Standard and Poor's credit rating of AA+

**City of Edmonton Credit Rating**

Credit rating (Standard and Poor's)



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

**ABOUT OUR PROGRESS**

In 2014, the City had an AA+ credit rating. Standard and Poor's defines this as having a very strong capacity to meet financial commitments with a stable outlook. The stable outlook means that taxable assessment growth, annual property tax increases and strong liquidity will support the City's budgetary performance. The City's resilient financial position is demonstrated by a stable revenue base resulting from well-defined, relatively limited taxing powers; a wide array of responsibilities for providing customary public services; and fairly stable political systems and local economies. Although the City is well within its legislated and policy driven debt and debt service limits, it must rely on debt as a financing tool. This is because the city is growing rapidly and it must provide and maintain capital assets and infrastructure to serve residents and businesses. Debt must be affordable and the City must maintain flexibility to issue debt in response to emerging needs.

Risks to achieving the target: Economic recessions, currency fluctuation, unsteady commodity prices, interest rate risks and national catastrophes could lead to volatility to debt service burden. Major reductions in government grants or changes in local/regional government systems are difficult to predict. The exposure to these external risks could impact the City's level of control.

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

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

**WHY IT MATTERS**

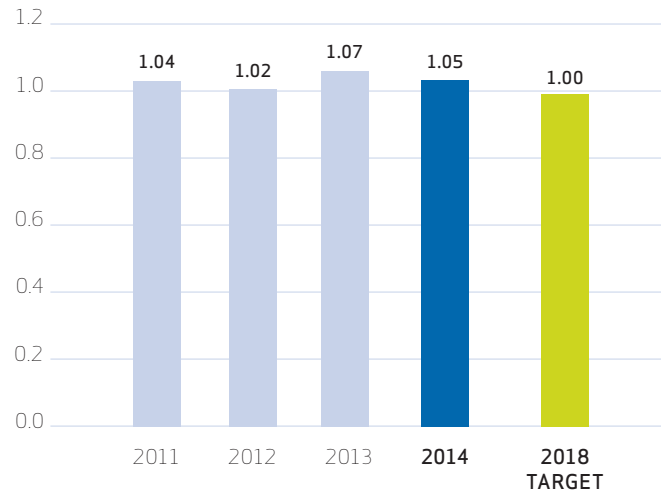
The measure provides a summary of the City's renewal investment trends. It also provides useful information for long-range financial planning, short-term improvement programs or public budgeting decisions. Effective renewal extends the life of assets and allows assets to perform as they are intended—saving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

**TARGET**

1.0 by 2018

**City Asset Sustainability**

5-year rolling average



Data source: City of Edmonton, Financial Services

**ABOUT OUR PROGRESS**

A ratio of 1.0 or greater indicates the actual renewal investment in infrastructure equals or exceeds the recommended renewal investment. A result above 1.0 is generally positive for the City. It is the “right investment at the right time.” A ratio of less than 1.0 indicates the actual renewal expenditures are insufficient to meet the specified levels of performance. This may eventually lead to lower levels of service to Edmontonians and increased rehabilitation costs in the future. Current results indicate the City has been meeting its target and has funded renewal expenditures to match renewal requirements as defined by the Risk-based Infrastructure Management System. The 2015-2018 Capital Budget allocates 45% of the overall budget to renewal projects, which shows a continued focus on renewal reinvestment. Levels of funding are expected to continue to meet or exceed the renewal requirements in future years.

Risks to achieving the target: City Council decides the level of spending on infrastructure renewal projects, which may impact the ability to meet the target.

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

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

**WHY IT MATTERS**

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

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

Success in these areas should show employment growth in low performing or underperforming, high-potential sectors.

**TARGET**

The first data point will be collected in the 2016 municipal census. A target will be set as data points become available.

**ABOUT OUR PROGRESS**

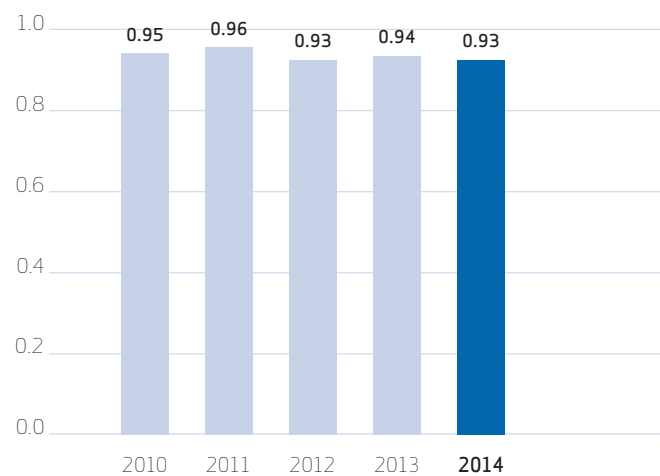
Data will be collected in 2016; therefore, there is no progress to report.

**ADDITIONAL USEFUL INFORMATION**

The Edmonton Census Metropolitan Area (CMA) Economic Diversity Index is calculated by comparing employment share by sector data for the Edmonton census metropolitan region to Canada's employment share by sector. This data includes Edmonton and the surrounding municipalities that form the CMA.

**CMA Economic Diversity Index**

Index



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

The index allows a direct comparison of the region's diversity of employment share by sector to Canada's. The index fell to 0.93 in 2014 from 0.95 in 2010, indicating that the region's employment mix diverged from the nationwide employment mix.

Initiatives being undertaken by the City and its partners as part of Edmonton's Economic Development Plan, The Way We Prosper, have the potential to impact performance related to Edmonton's index:

- An Industrial Land Development Initiative aims to increase Edmonton's profile within targeted industrial sectors and increase industrial land sales.
- An Industry Cluster Development Program led by Edmonton Economic Development Corporation targets growth in sectors including hospitality and entertainment, tourism, creative industries, and technology and innovation.

The success of these initiatives is expected to help the City and region recover from busts with a more diverse and resilient economy and with a higher Economic Diversity Index as underperforming sectors grow.

**CORPORATE OUTCOME**

**11. EDMONTON HAS A GLOBALLY COMPETITIVE AND ENTREPRENEURIAL BUSINESS CLIMATE**



**CORPORATE MEASURE**

**11.2 Edmonton Small to Medium-sized Business**

**ABOUT THIS MEASURE**

Edmonton Small to Medium-sized Business measures the percentage of growth in the number of small to medium-sized businesses in the city. They are defined as those businesses with 1 to 49 employees. Data is from the Canadian Business Patterns database, released semi-annually 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 over \$30,000.

**WHY IT MATTERS**

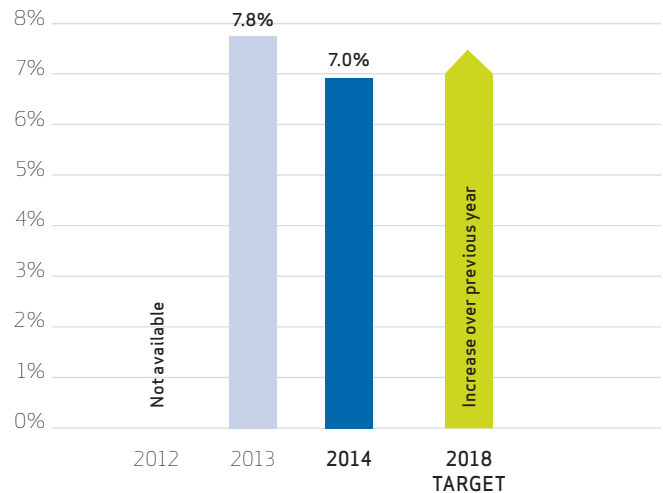
The climate for entrepreneurship in Edmonton impacts the growth of small to medium-sized business. This is seen as a measure of the City's success in maintaining business-friendly policies and providing small business supports.

**TARGET**

Increase over previous year (positive growth rate)

**Edmonton Small to Medium-sized Business**

Percentage growth



YEAR	# OF BUSINESSES BY SIZE CATEGORY (# OF EMPLOYEES)				TOTAL SMALL & MEDIUM SIZED
	1-4	5-9	10-19	20-49	
2012	17,203	6,108	4,184	2,879	30,374
2013	18,835	6,474	4,390	3,045	32,744
<b>2014</b>	<b>20,718</b>	<b>6,502</b>	<b>4,548</b>	<b>3,253</b>	<b>35,021</b>

*Data source: Statistics Canada, Canadian Business Patterns database  
 Note: This is a special data set produced by Statistics Canada and results before 2011 are not available. In December 2014, a revision of the employer status on all units of the Business Register resulted in approximately 70,000 businesses with employees shifting to the businesses without employees category. This is mostly noticeable in the smaller employment size ranges represented in this measure.*

**ABOUT OUR PROGRESS**

The results demonstrate strong growth in small and medium-sized business in Edmonton. There was a 7.0% growth in 2014 despite a change in methodology by Statistics Canada that lowered the overall number of businesses in Canada categorized as “with employees,” particularly in the smallest categories. Although this may explain the decrease in growth from 2013 to 2014, there is not enough comparable historical information to reliably describe a trend. The results imply that Edmonton is maintaining a climate that is friendly to entrepreneurs and small and medium-sized businesses, and that these businesses are able to access the supports they need to sustain and grow themselves in the city.

Ongoing initiatives to improve Edmonton’s entrepreneurial climate can be expected to sustain strong growth in the number of small and medium-sized businesses in Edmonton.



These include:

- A Business Friendly Service Initiative to streamline the regulatory review and permit process
- Various entrepreneurial supports being spearheaded by Edmonton Economic Development Corporation with support from Administration
- Targeted investment in small and medium-sized businesses through the Façade Improvement Program, the Development Incentive Program and the Corner Store Pilot Program

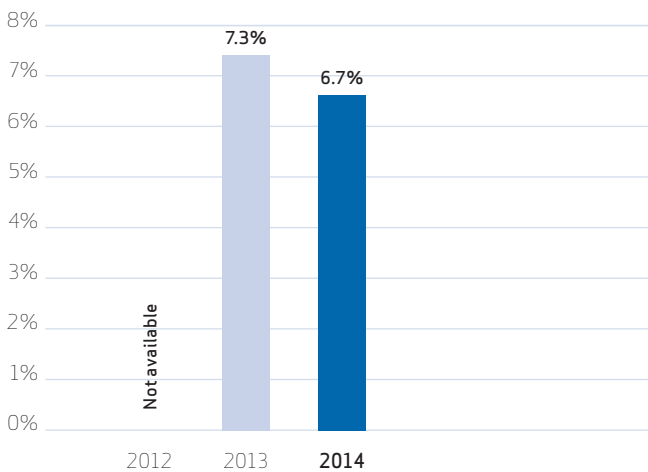
Risks to achieving the target: The City has limited influence on the overall economic climate.

**ADDITIONAL USEFUL INFORMATION**

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

**CMA Small to Medium Sized Business**

Percentage growth



YEAR	# OF BUSINESSES BY SIZE CATEGORY (# OF EMPLOYEES)				TOTAL SMALL & MEDIUM SIZED
	1-4	5-9	10-19	20-49	
2012	25,491	8,570	5,689	3,826	43,576
2013	27,861	8,986	5,893	4,014	46,754
2014	30,350	9,099	6,128	4,325	49,902

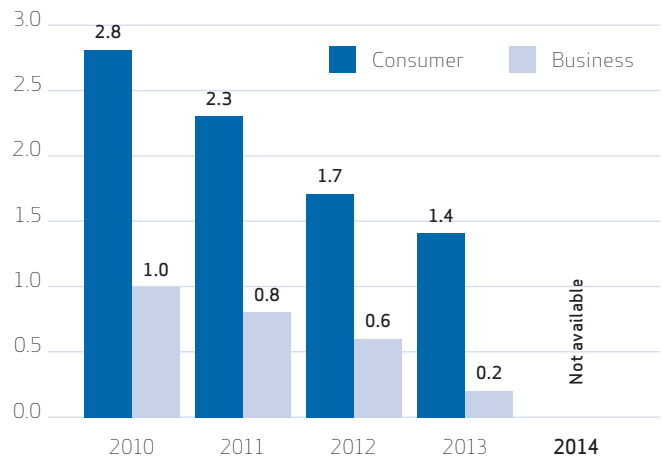
Data source: Statistics Canada, Canadian Business Patterns database

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

The Edmonton CMA Annual Business Bankruptcy Rate provides information on business failure. The Edmonton CMA Annual Consumer Bankruptcy Rate provides insight into how this business failure rate compares to the rate of consumer insolvency. The data shows a decreasing trend in both consumer and business bankruptcy rates to 2013.

**CMA Annual Bankruptcy Rates**

Per 1,000 population aged 18 years and older



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

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

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

**WHY IT MATTERS**

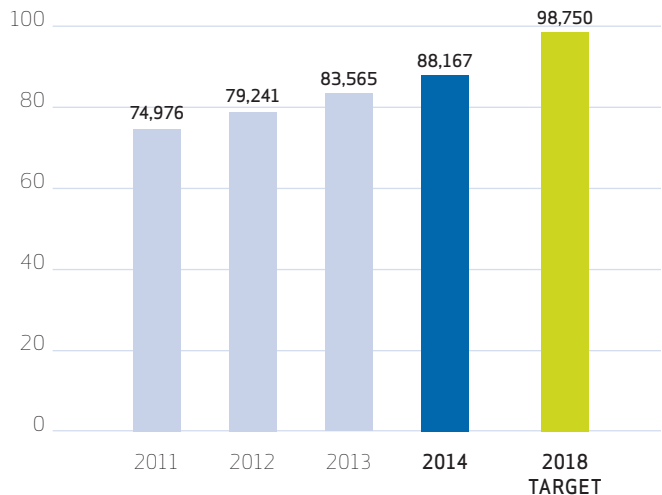
GDP is widely recognized as an important economic indicator of how an economy is doing. GDP growth also impacts the economy. It is a positive feedback loop—strong performance generates investor confidence which impacts investment decisions that contribute to further economic growth.

**TARGET**

98,750 (2007 \$ millions) by 2018

**Edmonton Region GDP**

2007 \$ millions, basic prices



Data source: Conference Board of Canada, Metropolitan Outlook through the Chief Economist

**ABOUT OUR PROGRESS**

The Edmonton CMA continues to show strong economic growth in 2014, at 5.6% as forecasted by the Conference Board of Canada. As a macroeconomic measure, the City has limited control over GDP. Indirectly, the City can have a positive impact on this measure through the ability of the City and Edmonton Economic Development Corporation to lead successful marketing and attraction programs and support business retention and expansion. The momentum of City initiatives to improve the city's reputation and attract, retain and grow key industries are expected to support continued economic health for the CMA and Edmonton.

The Conference Board of Canada has revised its 2015 CMA GDP forecast to 1.9% growth, down from 3.0% growth as forecast in 2014. Lower oil prices and decreased consumer confidence in the province are expected to slow growth until 2016. Edmonton's Office of the Chief Economist remains confident that Edmonton will continue to report GDP gains in 2015, and expects a smaller drop in GDP growth in 2015. Still, the ability to reach the 2018 target for CMA GDP will depend upon continued economic growth in the face of low oil prices.

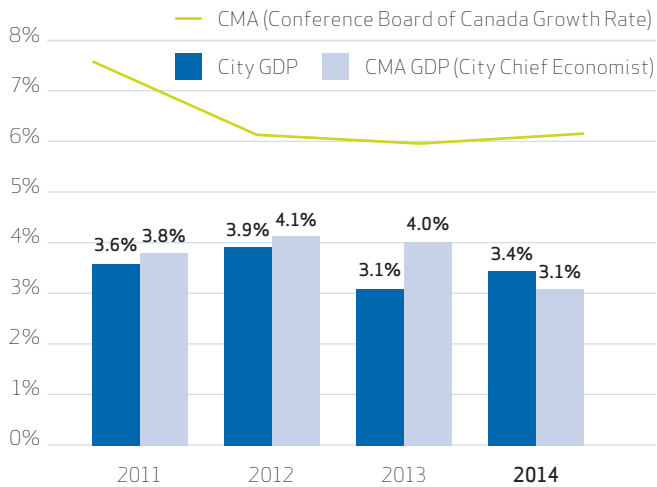
Risks to achieving the target: There may be fluctuations in oil prices and slow global economic growth. Targets are determined according to forecasts that are based on current market conditions, so targets may not be achievable when changes in global and national economic indicators stray from forecasts relied upon to set targets.

**ADDITIONAL USEFUL INFORMATION**

A city-level GDP is also provided, along with a corresponding annual growth rate. As 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, comparing the two data sets provides limited value. The Office of the Chief Economist, which uses a market prices method to estimate GDP, forecasts a smaller gross value for CMA GDP. This indicates that the City GDP growth rate slightly outpaced CMA GDP growth in 2014.

**CMA and City GDP Comparison**

Percentage growth



YEAR	2011	2012	2013	2014
City GDP Results (2007 \$ millions, market prices)	41,604	43,244	44,589	<b>46,096</b>

Data source: City of Edmonton Chief Economist Note: The 2014 result for City GDP remains a forecast prepared by the Office of the Chief Economist. All GDP values are subject to revision. It has been revised since last reported to Council, with change driven most significantly by a Statistics Canada revision of employment data (back to 1998).

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

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

**WHY IT MATTERS**

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

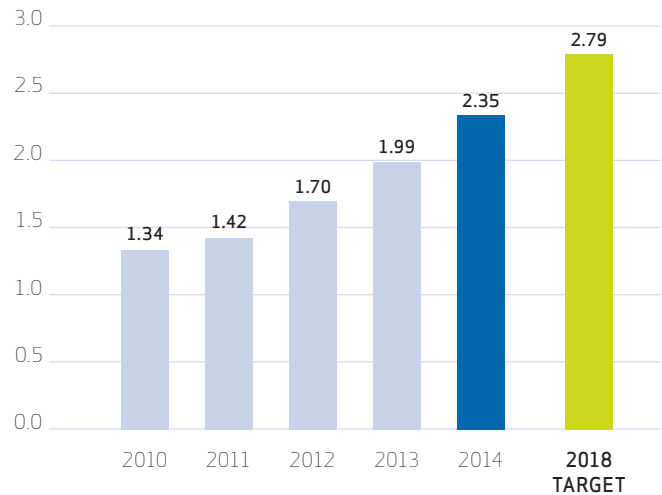
- Generates new jobs.
- Spurs the growth of smaller value-chain businesses.
- Increases the demand for office space.
- Increases sector diversity through renewed growth in sectors such as health care, education and hospitality.

**TARGET**

\$2.13 billion by 2014. \$2.79 billion by 2018 (Administration recommended target)

**Edmonton Region Non-residential Permit Value**

¢ in Billions



Data source: Statistics Canada CANSIM Table 026-0006

**ABOUT OUR PROGRESS**

The 2014 result demonstrates significant success in encouraging non-residential growth in the region. The total dollar value for non-residential permits is more than \$200 million above the 2014 target of \$2.13 billion, representing annual growth in the measure result of 17.9% from 2013 to 2014. This increase is primarily a result of strong growth in commercial permit value for the CMA. It is assumed that major projects in the downtown core (for example, Kelly-Ramsey Tower, Edmonton Civic Tower, Stantec Tower and Rogers Arena) are major contributors to this strong commercial growth and that the downtown core renaissance will continue to drive growth in non-residential permit value over the near term. Similar growth at the Edmonton International Airport is assumed to have a large impact on commercial permit value growth in the region and will add new cargo, warehouse, and office and retail space by the end of 2015.

Future performance for the region should be positively impacted by initiatives to improve Edmonton's image and reputation, including a Major Event Strategy to complement and enhance the image of Edmonton on a global stage. Proactive efforts to attract industrial investment, including cooperative work with regional partners, including Alberta's Industrial Heartland Association and the Edmonton International Airport, will help ensure that total non-

residential investment in the region continues to grow. A Business-friendly Service Initiative, an Industrial Land Supply Management Initiative, and an Industrial Market and Competitiveness Analysis Program will support the City in attracting a strong share of regional industrial investment in particular.

Risks to achieving the target: Administration will have limited control to drive non-residential economic growth in municipal regions outside Edmonton (city proper).

**ADDITIONAL USEFUL INFORMATION**

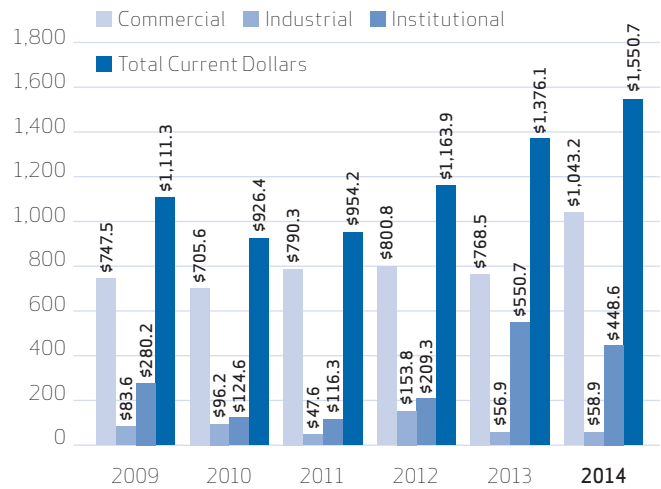
A breakdown of the dollar value of non-residential building permits issued in the Edmonton Census Metropolitan Area (CMA) is provided for industrial, commercial and institutional sectors. As well, the dollar value of building permits issued in the City of Edmonton for non-residential, industrial, commercial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

The additional information on the dollar value of non-residential permits issued in the city demonstrates that Edmonton continues to attract a large proportion of overall non-residential investment in the region—66% in 2014 and consistently between 66 and 69% since 2010.

The additional information does show significant volatility in the city’s share of industrial investment in the region—21% in 2014, down from highs of over 50% in 2010 and 2012. This performance reinforces the highly competitive landscape for industrial business attraction in the region, the potential impact of large-scale industrial investments, and the importance of targeted investment attraction efforts.

**City of Edmonton Non-residential Permits Value**

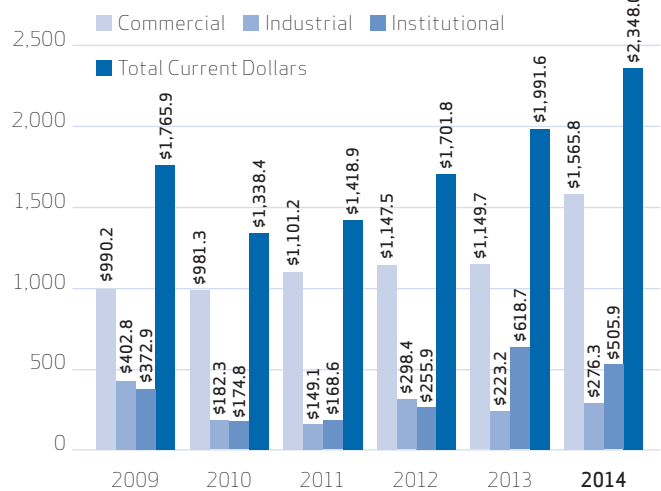
\$ in Millions



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

**Edmonton Region Non-residential Permits Value**

\$ in Millions



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

# APPENDIX

## Survey Methodology and Demographic Details

The Edmontonians' Perception Survey was conducted at random by telephone between November 28 and December 21, 2014. Four hundred (400) interviews took place with Edmonton residents 18 years of age and older, who have lived in Edmonton for six months or longer. Soft quotas by age, gender and city quadrant were maintained during data collection to minimize the need for data weighting. The margin of error is  $\pm 4.9$  percentage points, 19 times out of 20.

## Respondents Profile

CATEGORY	TOTAL (400)
<b>GENDER</b>	
Male	50%
Female	50%
<b>AGE</b>	
18-24	11%
25-34	23%
35-44	16%
45-54	19%
55-64	17%
65 years and over	14%
<b>DURATION OF STAY IN EDMONTON</b>	
6 months - less than 1 year	3%
1 year - less than 3 years	9%
3 years - less than 5 years	7%
5 years or more	81%
<b>CITY QUADRANT</b>	
NW	29%
NE	21%
SE	24%
SW	25%
<b>PEOPLE IN HOUSEHOLD</b>	
1	16%
2	32%
3	22%
4+	30%
Prefer not to answer	<1%
<b>AGE OF PEOPLE IN HOUSEHOLD</b>	
Under 10 years of age	19%
Between 10 and 17 years of age	19%
Between 18 and 65 years of age	90%
Older than 65	17%

CATEGORY	TOTAL (400)	CATEGORY	TOTAL (400)
<b>EDUCATION</b>		<b>PRIMARY LANGUAGE</b>	
Less than high school	5%	English	84%
Graduated high school	22%	French	1%
Graduated college, technical or vocational school	31%	Others	15%
Graduated university	41%	<b>WORK FOR THE CITY OF EDMONTON</b>	
Prefer not to answer	1%	Yes	8%
<b>EMPLOYMENT</b>		No	92%
Working full time	58%	<b>VOTED IN MOST RECENT MUNICIPAL ELECTION</b>	
Working part time	13%	Yes	62%
A student	5%	No	35%
Not working outside the home	9%	I was not eligible	3%
Retired	16%	<b>OWN OR RENT</b>	
Prefer not to answer	<1%	Own	69%
<b>ANNUAL HOUSEHOLD INCOME</b>		Rent	31%
Less than \$20,000	5%	<b>TYPE OF RESIDENCE</b>	
Between \$20,000 and \$29,999	8%	House	60%
Between \$30,000 and \$49,999	11%	Duplex	5%
Between \$50,000 and \$79,999	16%	Four-plex	2%
Between \$80,000 and \$119,999	15%	Apartment	13%
\$120,000 or more	28%	Condo	12%
Prefer not to answer	17%	Townhouse	6%
<b>ANNUAL PERSONAL INCOME</b>		Other	2%
Less than \$20,000	15%	<b>BORN</b>	
Between \$20,000 and \$29,999	9%	Canada	72%
Between \$30,000 and \$49,999	16%	Moved to Canada from elsewhere	28%
Between \$50,000 and \$79,999	19%	<b>YEAR MOVED TO CANADA*</b>	
Between \$80,000 and \$119,999	12%	1929-1980	23%
\$120,000 or more	12%	1981-2000	22%
Prefer not to answer	16%	2001-2010	33%
		2011-2014	22%

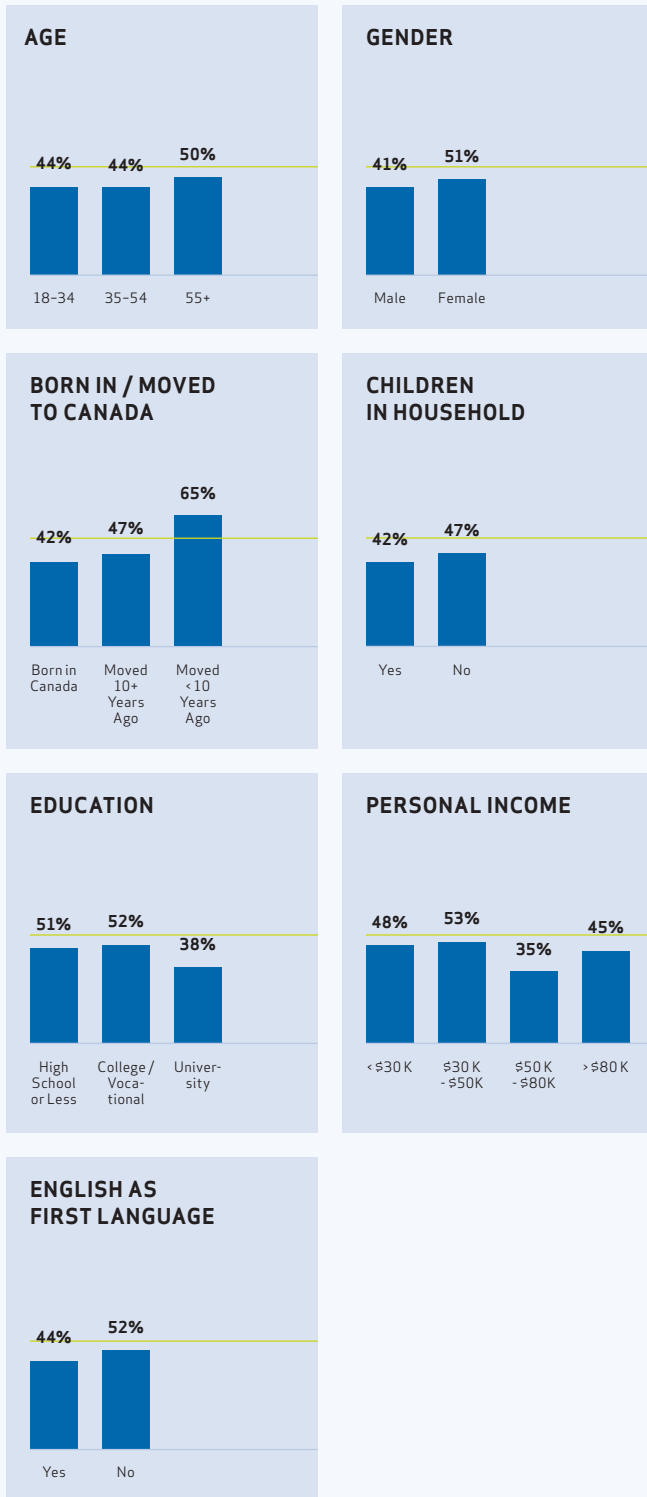
Data source: Leger Edmontonians' Perception Survey (2014)

\*n=113 (113 of 400 respondents indicated they moved to Canada since 1929)

**MEASURE 1.2:** The 2014 positive responses (agree/strongly agree) are provided by demographic breakdown

City Design and Attractiveness

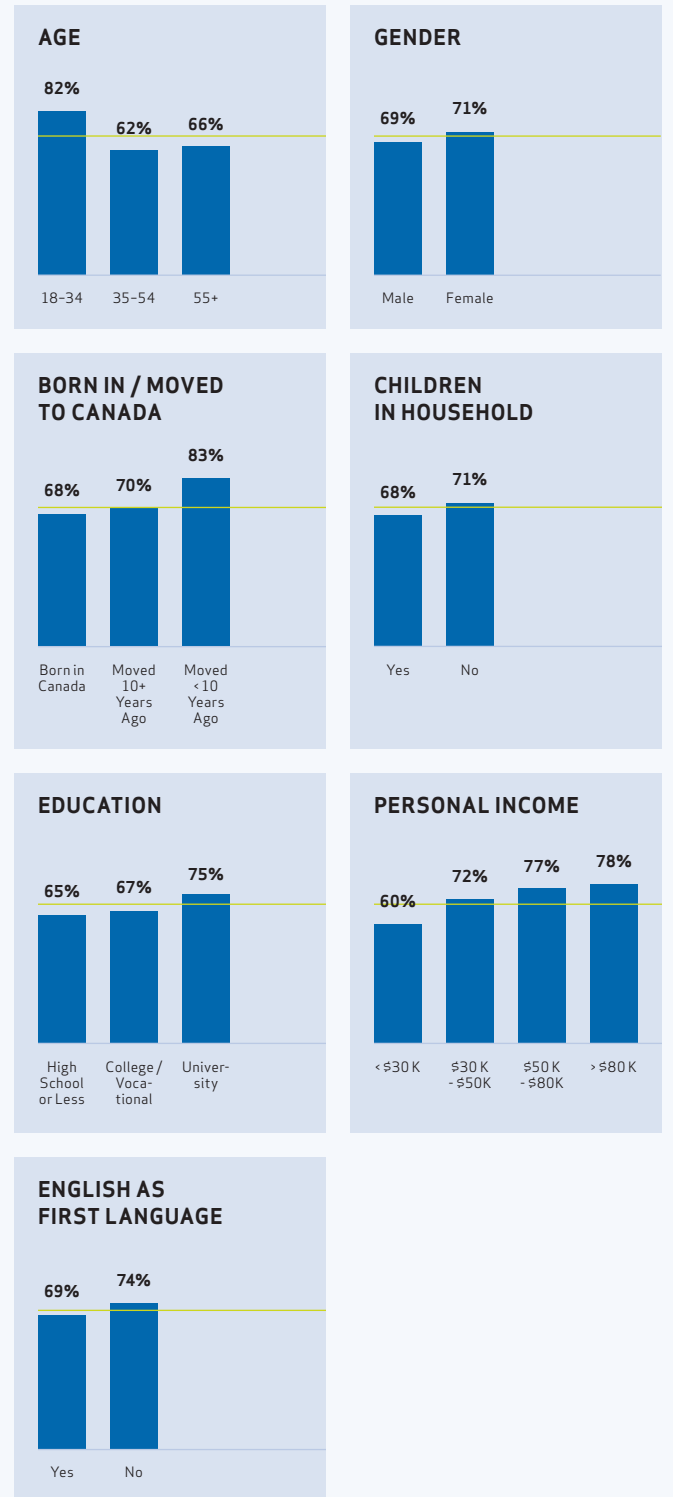
Target Performance - 55%



**MEASURE 2.2:** The 2014 positive responses (agree/strongly agree) are provided by demographic breakdown

Access to Infrastructure, Amenities and Services

Target Performance - 70%

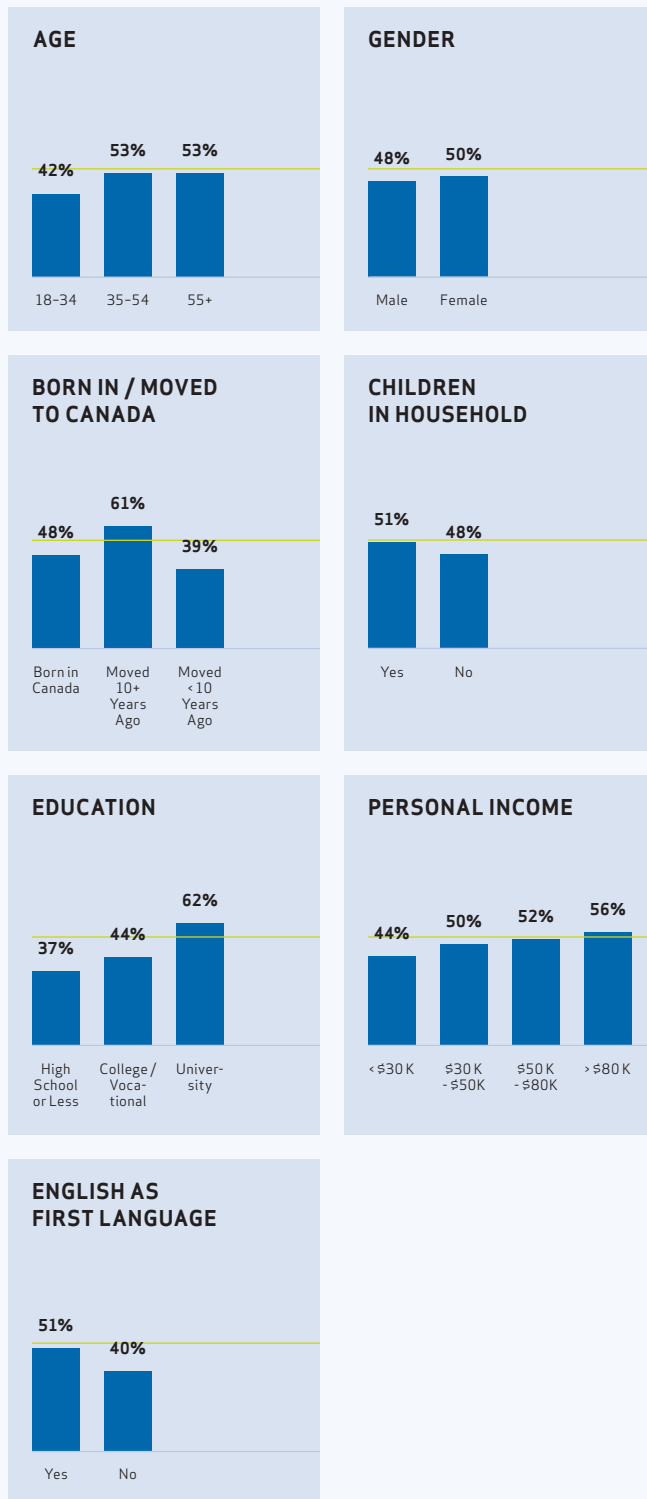




**MEASURE 5.1:** The 2014 positive responses (yes) are provided by demographic breakdown

### Volunteerism

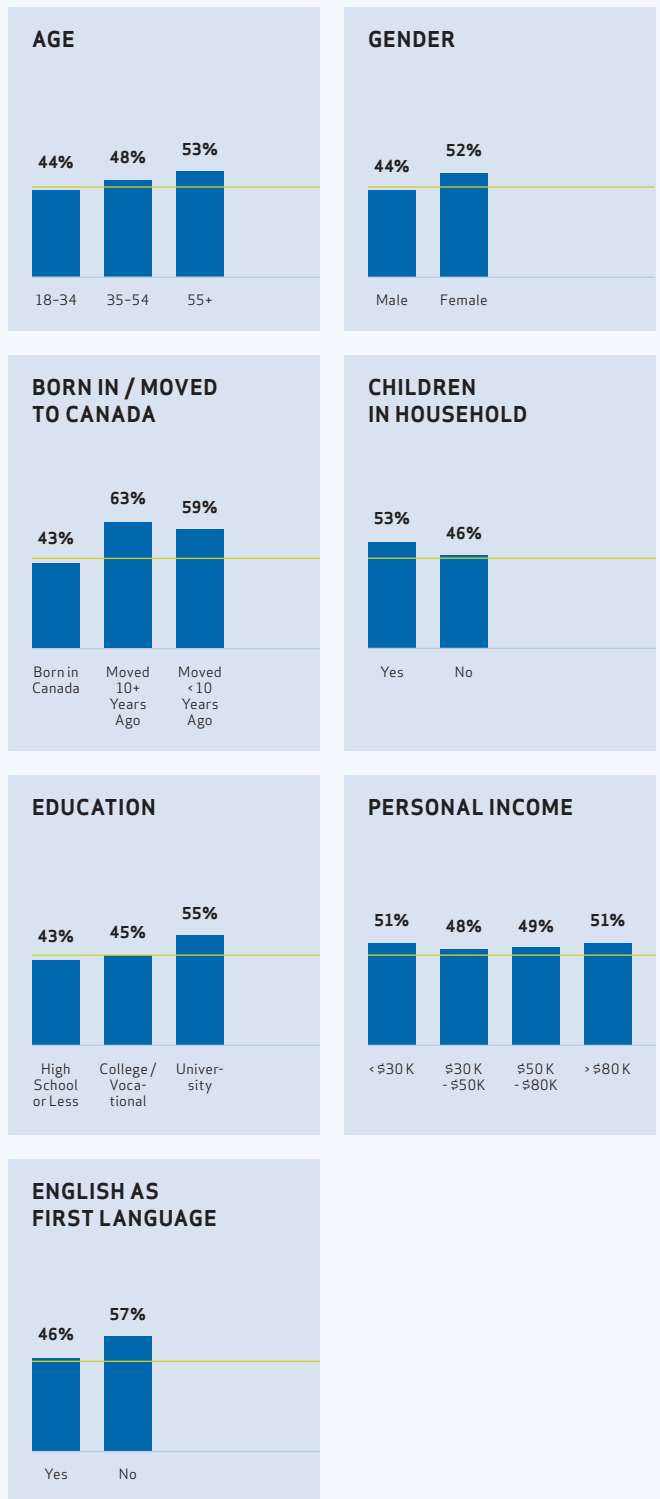
Target Performance - 55%



**MEASURE 5.2:** The 2014 positive responses (agree/strongly agree) are provided by demographic breakdown

### Connectedness to Community

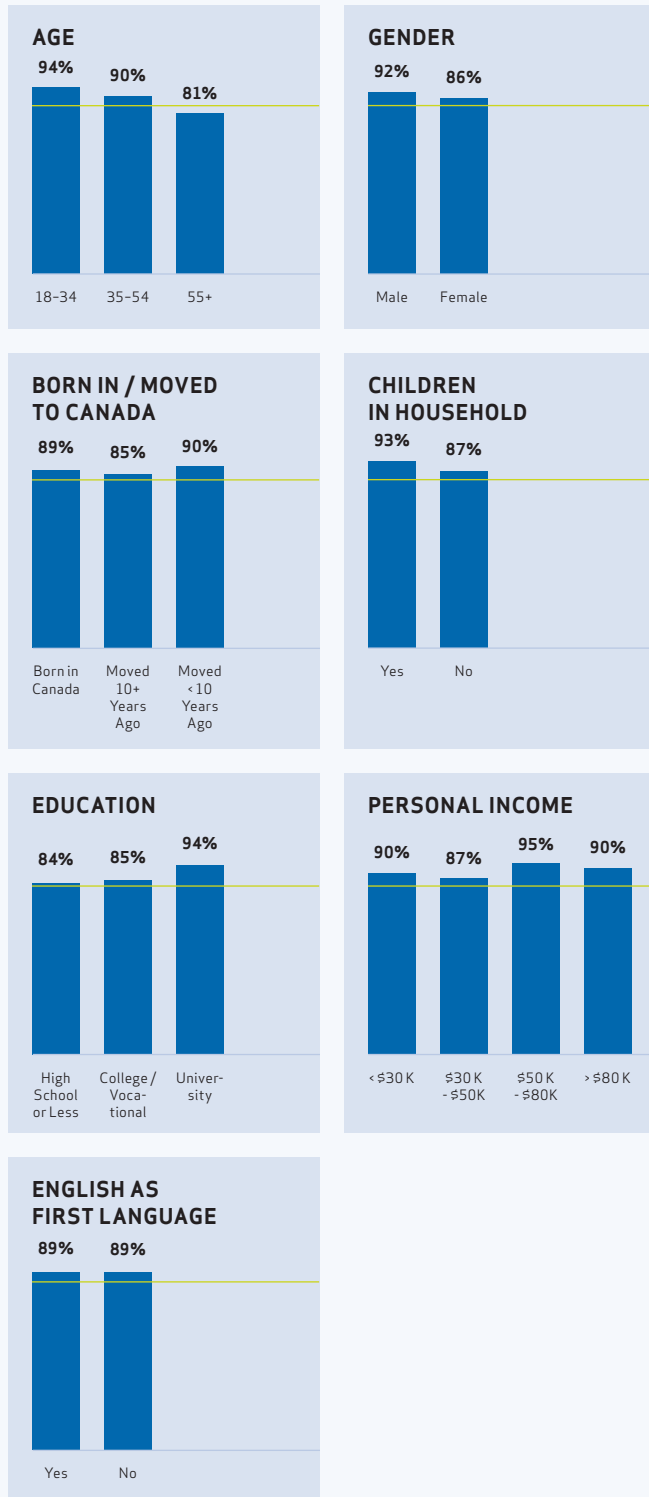
Target Performance - 45%



**MEASURE 6.3:** The 2014 positive responses (used in past 12 months) are provided by demographic breakdown

Park Visitations

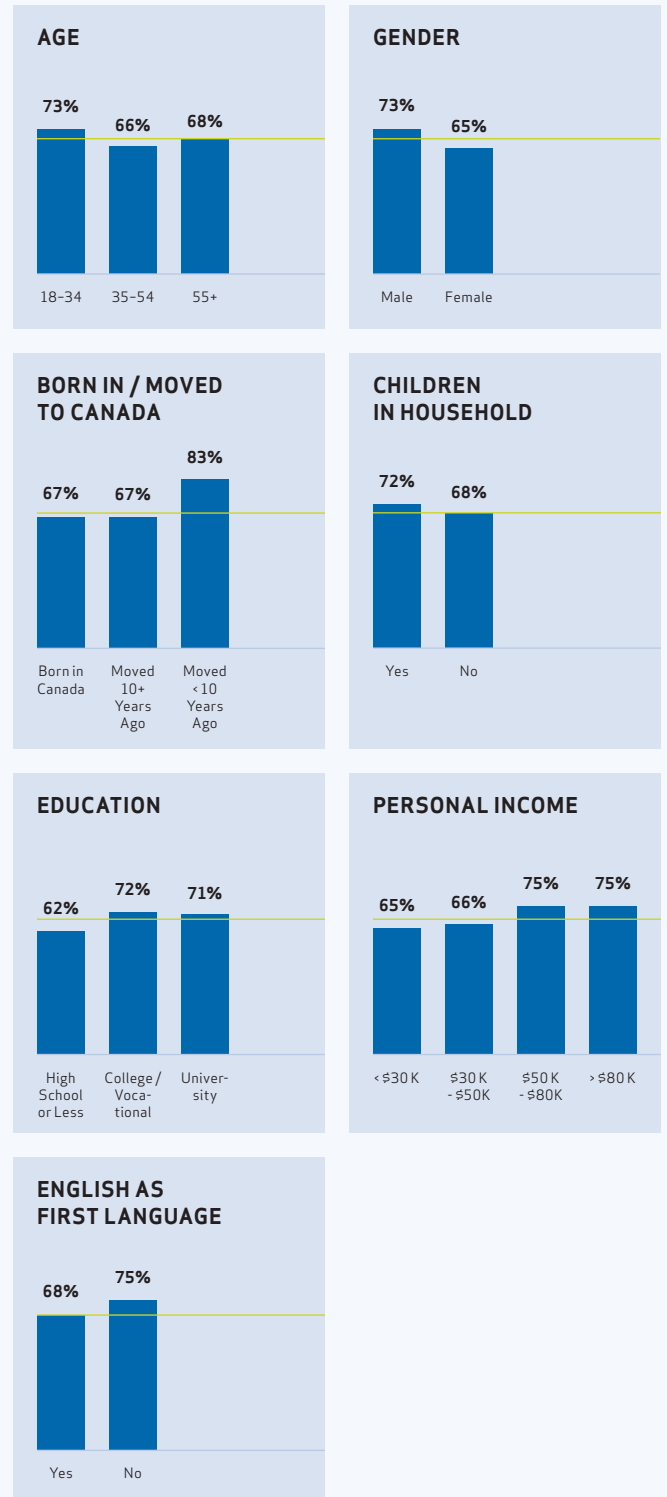
Target Performance - 83%



**MEASURE 7.2:** The 2014 positive responses (agree/strongly agree) are provided by demographic breakdown

Safety in the City

Target Performance - 68%



## Glossary

TERM	DEFINITION
<b>Baseline</b>	A starting point used for comparative purposes when analyzing and reporting results.
<b>Corporate Outcome</b>	The result City Council uses to define success in the journey to achieving the Strategic Goals. These are City Council's priorities.
<b>Corporate Outcome Measure</b>	The evidence that the City of Edmonton has been successful in achieving the outcomes.
<b>Indicator</b>	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.
<b>Level of Control</b>	Degree of influence on the desired result. As measures become more strategic in nature, the level of control will decrease.
<b>Performance Measure</b>	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.
<b>Performance Measurement</b>	The use of performance measures to monitor progress, report and analyze results to inform decision making.
<b>Strategic Goal (10-Year Strategic Goal)</b>	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.
<b>Target</b>	A measurable performance or success level to be achieved within a specified time period. The corporate outcome measure targets guide Administration in focusing resources to achieve the outcome that City Council expects within the time horizon.

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