

City Plan Phase 2:

Building Foundations

Recommendation

That the November 13, 2018, Urban Form and Corporate Strategic Development report CR_6407, be received for information.

Executive Summary

This report summarizes the completion of Phase II of The City Plan project and outlines draft “guiding values” and “city-building outcomes” that will shape the Plan over the course of its development. This direction will be used to inform public engagement and policy development activities over future phases of the project.

Report

The City Plan is about the people of Edmonton and establishing the kind of city in which they want to live as the community changes. The aspirations that Edmontonians hold today will help determine the desired path forward as Edmonton grows to a city of two million people. The foundations for this work are the guiding values and city-building outcomes of The City Plan.

During Phase II of the development of The City Plan, Administration worked with the community to build these foundations together. The guiding values and city-building outcomes reflect what Edmontonians said through the Vision 2050 process, based on feedback received through current public engagement results for The City Plan, and shaped in consideration of current urban planning best practices and integrated design relevant to the city-scale.

Building upon Council’s four strategic goals, as determined through the Vision 2050 process, the guiding values create the context for the 24 distinct city-building outcomes identified in Attachment 2. These outcomes incorporate resident feedback by articulating how they want to live their best lives in Edmonton and by more clearly framing what Edmontonians want from their future city. By defining a future state that is rooted in an Edmonton voice, the outcomes are structured to holistically describe a desired path forward that resonates with Edmontonians.

Interpreting Council’s Strategic Goals

The City Plan will deliver on the four goals of Council's Strategic Plan which are knitted together by the principle "connected." In order to do so, the Plan must envision how to translate each of these goals into concepts and more specific aims that will shape Edmonton's future. The four goals include:

1. *Healthy City* - Edmonton is a neighbourly city with community and personal wellness that embodies and promotes equity for all Edmontonians.
2. *Urban Places* - Edmonton neighbourhoods are more vibrant as density increases, where people and businesses thrive and where housing and mobility options are plentiful.
3. *Regional Prosperity* - Edmonton grows prosperity for our Metro Region by driving innovation, competitiveness, and relevance for our businesses at the local and global level.
4. *Climate Resilience* - Edmonton is a city transitioning to a low carbon future, has clean air and water, and is adapting to a changing climate.

Each of these goals, along with the Vision 2050 public engagement data used to create them, has a role in shaping The City Plan. Edmontonians' thoughts on the current state of the city and their ideas for the future are captured through past and current public engagement activities (see Attachment 1 - What We Are Hearing).

Plan Foundations: Defining Guiding Values for The City Plan

To be relevant and effective, The City Plan must be relatable to Edmonton's residents and investors in a manner that reflects their values and responds to the ways they want to experience their city. As such, residents must be able to recognize through the course of their daily life how Edmonton contributes to their individual and collective wellbeing. This understanding is critical to The City Plan because wellbeing is impacted by how residents experience and respond to the built environment. As a starting point, The City Plan must reflect both Edmontonians' desired future state and their experience of places and spaces within their community everyday.

In order to better understand and articulate the interaction between human experience and the built environment (i.e. how people experience their city), research on urban design best practices from other cities and review of current City of Edmonton policies and strategies was undertaken to inform development of the guiding values for The City Plan. The culmination of this work, along with additional internal review and administrative input, resulted in the development of six guiding values for The City Plan that articulate how Edmontonians want to experience their future city. They are:

- I want to **BELONG** and contribute
- I want to **LIVE** in a place that feels like home
- I want opportunities to **THRIVE**
- I want more **ACCESS** within my city
- I want to **PRESERVE** what matters most
- I want to be able to **CREATE** and innovate.

Plan Foundations: City-Building Outcomes

The next step in the process was to draft city-building outcomes in consideration of Council's four goals and The City Plan's six guiding values. This context of analysis provided for a deeper, richer understanding of the conditions or city-building outcomes The City Plan should aspire to achieve. Connecting Council's strategic goals to guiding values provides a means of transforming community feedback in a more holistic and integrated fashion, revealing what Edmontonians ultimately want to experience in the city. The city-building outcomes provide the first step towards developing The City Plan policy.

The methodology used to draft city-building outcomes was supported through a natural language processing project. The public engagement data that was recorded through the Vision 2050 and The City Plan sessions was analyzed against each of Council's four goals. Those four individual data sets were subsequently analyzed against each of the six guiding values allowing for a series of common themes to emerge (see Attachment 1 - What We Are Hearing). This methodology ensured that all public feedback was considered and that the 24 city-building outcomes reflect the aspirations of Edmontonians and are shaped by their voices.

As a result, each city-building outcome is unique to the intersection of a goal and a guiding value, and specific to Edmonton (see Attachment 2 - City-Building Outcomes Matrix). This approach has helped translate Council's strategic goals into a City Plan context, gain a greater sense of the strength of associations between these goals and guiding values, and identify areas that may be under-represented but important to developing an integrated City Plan.

Next Steps

Phase II work resulted in a foundation for further public and stakeholder engagement that will continue to build and strengthen The City Plan throughout the execution of the work program. Phase III will involve drafting and testing a series of strategic city moves and key policy directions that reflect the city-building outcomes. Administration will return to Urban Planning Committee in February 2019 with key city moves defined at that time.

As Edmonton reaches the milestone of one million people and starts to plan for two million, it will need new policies and growth frameworks to build a healthy, urban, regionally prosperous and climate resilient city. The City Plan must provide a strategy for Edmonton's physical growth in order to advance Council's Strategic Plan goals, incorporate public engagement findings, and reflect a uniquely Edmonton experience and future state the community desires.

The development of The City Plan aligns with the City of Edmonton's overall Strategic Planning Framework, which defines the relationship between strategies, business plans and processes. Attachment 3 - Strategic Planning Framework summarizes how these components work together to ensure best-in-class community development, service delivery and municipal governance (for reference, please see the November 6, 2018 City Council report CR_5404 "Corporate Business Plan").

Public Engagement

Hearing from Edmontonians

The driving question at the core of the development of The City Plan is:

What choices do we need to make to be a healthy, urban, and climate resilient city of two million people that supports a prosperous region?

To develop this work, Vision 2050 engagement feedback and targeted City Plan outreach was used to inform the values and city-building outcomes that will provide the foundation for The City Plan. At the time of the writing of this report, seven dedicated public engagement sessions have been held and an integrated marketing and communications strategy has been implemented to engage residents through multiple social media platforms including Instagram, Facebook, Facebook Live, Reddit and Twitter.

In alignment with planned project engagement outcomes, the outreach activities in Phase II fall primarily within the 'refine' category of the Public Engagement Spectrum as outlined in Council's Public Engagement Policy. Communication with the public was continuous throughout Phase II. Attachment 1 - What We Are Hearing summarizes what was heard during engagement and outlines the methodology used.

Corporate Outcomes and Performance Management

Corporate Outcome(s): Conditions of Success			
Outcome(s)	Measure(s)	Result(s)	Target

Target effective and efficient service delivery: Effective communication and collaboration with stakeholders, partners and citizens support the achievement of goals	Total number of attendees at City Plan public information sessions	750 attendees at public sessions	780 attendees at public sessions
	Public engagement levels through a variety of in-person events and social media modes	<p>Members of the general public were engaged through a variety of modes:</p> <ul style="list-style-type: none"> 7 Public engagement events (750 in-person engagements across seven pop-up sessions in all quadrants of the city) 5 Online public engagements*: <ul style="list-style-type: none"> Reddit: 376 comments Facebook: 19,708 people reached Facebook Live: 19,375 people reached Instagram: 131,935 people reached Twitter: 62,797 Twitter impressions <p>*This resulted in 236 people subscribed to the City Plan email newsletter</p>	<p>9 Public engagement events*</p> <p>3 Online public engagement using social media platforms**</p> <p>**Prior to 20 October 2018</p>
	Number of quadrants represented at pop-up sessions	Pop up session representative of each of the four quadrants of the city (see details in Attachment 1)	Pop up session representative of each of the four quadrants of the city

Attachments

1. What We Are Hearing - The City Plan
2. City-Building Outcomes Matrix
3. Strategic Planning Framework

Others Reviewing this Report

- T. Burge, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- A. Laughlin, Deputy City Manager, Integrated Infrastructure Services
- K. Armstrong, Deputy City Manager, Employee Services
- R. Smyth, Deputy City Manager, Citizen Services