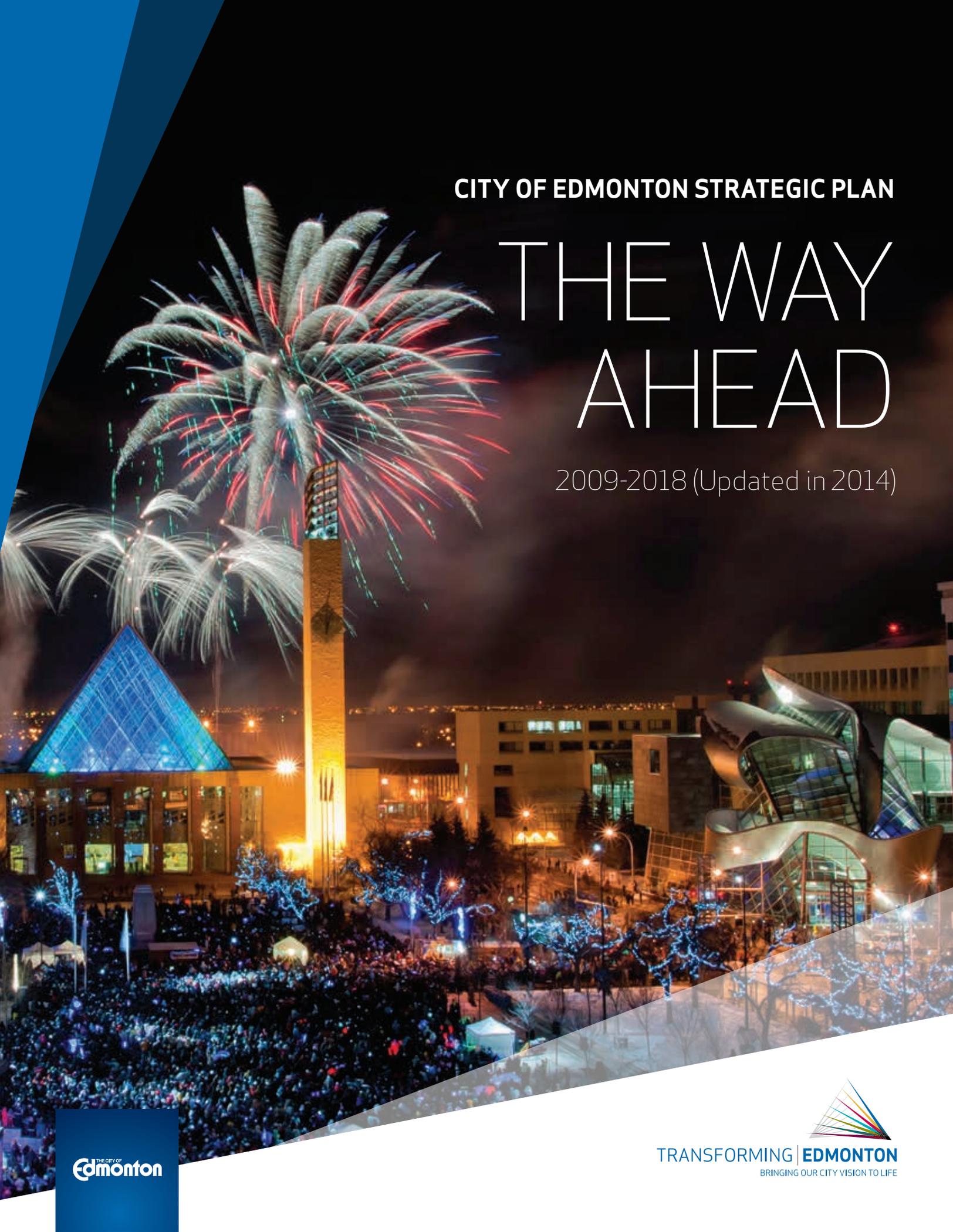


CITY OF EDMONTON STRATEGIC PLAN

# THE WAY AHEAD

2009-2018 (Updated in 2014)





## CONTENTS

- 02 Message from the Mayor
- 03 Message from the City Manager
- 04 Introduction
- 05 From Vision to Action
- 07 Vision
- 08 Principles
- 11 Goals
  - 12 Transform Edmonton's Urban Form
  - 13 Enhance Use of Public Transit and Active Modes of Transportation
  - 14 Improve Edmonton's Livability
  - 15 Preserve and Sustain Edmonton's Environment
  - 16 Ensure Edmonton's Financial Sustainability
  - 17 Diversify Edmonton's Economy
- 19 Outcomes, Measures and Targets

## MESSAGE FROM THE MAYOR

On behalf of my colleagues on City Council, I am pleased to share an update on the City of Edmonton's strategic plan, *The Way Ahead*.

Edmonton is transforming into an increasingly vibrant, sustainable city. There is a rediscovered pride in our city and a growing consensus that we are a creative, confident city – ready to lead, innovate, inspire and build something great. At the core of all this is *The Way Ahead*, our bold, citizen-built vision for what Edmonton will be in 2040. It defines 10-year goals to transform Edmonton, and includes measures to ensure we remain accountable to citizens.

Cities are constantly in an ongoing process of change. As we work toward our dream for Edmonton's future, we continue to strengthen the plan, adjusting to new opportunities and challenges that arise. As a result of this ongoing challenge, City Council reviewed all six 10-year strategic goals and revised the transportation goal to reflect the need to create a more integrated transportation system that offers greater travel choices for Edmontonians.

We have also approved corporate outcomes, measures and targets to make sure we keep on track to achieving our vision. I look forward to continuing to work with Council to support citizens in building the city we all aspire to.



A handwritten signature in black ink, appearing to read 'Don Iveson'. The signature is fluid and cursive.

**Mayor Don Iveson**  
City of Edmonton

## MESSAGE FROM THE CITY MANAGER



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

**Simon Farbrother**  
City Manager

In 2008, thousands of Edmontonians came together to imagine a common vision for our future. The result of their conversation was *The Way Ahead*.

As we have worked to bring this plan to life, our understanding of what the goals mean to our city has grown deeper and clearer. Our new City Council elected in 2013 has brought the insight of their constituents to *The Way Ahead*, which has greatly enhanced our strategic road map.

Over these years, the City of Edmonton has accomplished a great deal in building the new facilities outlined in the plan and in re-focusing our efforts and shifting our resources to Council's priority areas. Our Administration continues to build a corporate culture that year by year grows more collaborative and responsive to our changing world. We believe that encouraging innovation and creativity among our staff is essential to ensuring our valuable budget dollars are effectively invested.

In 2009, *The Way Ahead* was a unique plan among municipalities and as we refine our outcomes and measures, we continue to lead the way in municipal strategic planning.

The City of Edmonton's Administration is proud to serve the people of Edmonton and to work together with our citizens to build a great city.



The City of Edmonton strategic plan, *The Way Ahead*, captures the City's vision for Edmonton in 2040 and establishes six 10-year strategic goals to provide a clear focus for the future. This strategic plan forms the foundation for the strategic work of the City and guides us in our everyday commitment to enhance the quality of life for Edmontonians.

Established in 2008 and updated in 2011, *The Way Ahead* was re-examined by the newly elected City Council in 2014. City Council confirmed their commitment to the strategic plan and reviewed the 10-year strategic goals, corporate outcomes, measures and targets.

Revisions to one goal and a number of corporate outcomes, measures and targets are captured in this updated document.

Significant revisions include the following:

- a revised transportation-related 10-year strategic goal,
- a revised set of corporate outcomes that relate to many 10-year strategic goals rather than a set of outcomes per goal, and
- a revised set of outcome measures and targets.

# FROM VISION TO ACTION

The journey toward the long-term vision is supported by deliberate and purposeful planning to build a great city and create the community in which Edmontonians strive to work, live and play.

## Vision and Goals

In the fall of 2007, City Council began the strategic planning process by calling on Edmontonians to share their vision of Edmonton in 2040. With this extensive public input, City Council created a long-term vision for Edmonton and identified six 10-year strategic goals that direct long-term planning for the City.

## Corporate Outcomes

City Council then established a set of corporate outcomes for the 10-year strategic goals. These outcomes are City Council's priorities and describe how Council defines success in the journey to achieving the 10-year strategic goals.

## Measures and Targets

In order to understand how successful the City is in meeting set outcomes, City Council established measures and targets. Measures provide evidence that the City is making progress in achieving set outcomes.

Targets identify how far and how fast the City will proceed to deliver on the corporate outcomes within a specified time horizon. Targets guide the City in allocating resources for programs and services and facilitate decision-making related to resource allocation.

Outcome measures and targets will be reported annually and will be used to adjust planning and budgeting.

## Strategies and Tactics

To identify strategies to achieve the 10-year strategic goals, the City developed directional plans, also called Ways plans:

- *The Way We Grow: Municipal Development Plan*
- *The Way We Move: Transportation Master Plan*
- *The Way We Live: Edmonton's People Plan*
- *The Way We Green: Edmonton's Environmental Plan*
- *The Way We Finance (underway for 2015)*
- *The Way We Prosper: The City of Edmonton's Economic Development Plan.*

Collectively with *The Way Ahead*, these plans form Council's strategic plan for the City of Edmonton.

To identify tactics to move forward directional plans, the City created implementation plans. These plans outline corporate and departmental actions to be undertaken to achieve the Ways plans.

## Conditions of Success

Because much of the success of this strategy depends on the City's operational environment, the City strives to enhance the following areas:

- Organizational capacity (for example, fiscal and human)
- Sound management practices and process
- Enabling infrastructure (for example, information technology) and
- Effective communication.

## Term of the Strategic Plan

The strategic plan is intended to guide and inform planning for a 10-year planning horizon. New issues, challenges, trends and opportunities will emerge throughout the 10-year life of the strategy. In addition to City Council's annual review of the progress of implementation, an extensive review and update of the plan occurs every four years to reflect changes in the operating environment and to ensure City Council priorities are addressed.



# VISION

A creative description of Edmonton's future, the vision guides our decisions, helps us set direction and encourages us to align our priorities as we work to make Edmonton the city we want it to become in 2040.

Take a river boat from one shore of the world's largest urban park to the other, from the university to the legislature. From the water, look up and consider the skyline, the bustling core and the towers and urban villages to the east and west.

The people on the sidewalks and trails, from First Nations to new Canadians, linked by a common purpose — to learn, to prosper, to celebrate. Take the LRT in any direction from here and you'll be in the heart of somewhere special. Welcome to Edmonton, the capital of Alberta, a northern city of art and ideas, research and energy.

- Edmonton is an energy city. Energy drawn from the ground and from above; from the sun and wind. But the true power of Edmonton is the democratic spark in its people.
- Edmonton is a city of design — urban design, architectural design, and environmental design. Walk its safe, leafy neighbourhoods, ride its efficient and accessible transportation system. The city has grown up; now we're building smarter.
- Edmonton links the continent with the north and with Asia. This cooperative regional economy is powerful and diverse, oriented toward the future. Visit the universities and colleges, the humming research parks, the downtown office towers: Edmonton is a destination for advanced technologies, health care, and green energy.
- Edmonton is a recreation city, an arts city. It is a city that embraces all seasons. Run, ride or ski on its trails and fields, cheer in its arenas and stadiums. Enjoy the museums, galleries, clubs, and theatres. Read its novels, watch its films. Spend an hour or a week in the glorious North Saskatchewan River Valley, the world's largest preserved park.
- Edmonton is a city of many cultures, educational opportunities, and all political and social orientations; yet its citizens are inspired by a shared vision and the certainty that this city on a river is one of the most special places on earth.

# PRINCIPLES

Four principles underpin the development and implementation of this strategic plan.

## Integration

*A holistic view of strategic planning that acknowledges the interrelated and interdependent reality of complex urban environments.*

Goals and priorities for different elements in urban planning reflect interrelated ecosystems and are considered in terms of how they impact, support and drive each other.

## Sustainability

*A way of living that meets the needs of the present and does not compromise the ability of future generations to meet their own needs.*

Urban planning takes an integrated, holistic view of urban environments and defines sustainability in the context of interrelated ecosystems encompassing economic, social, environmental and cultural sustainability.

The principle of sustainability includes financial sustainability, ensuring urban planning recognizes and addresses resource constraints and capacities.

## Livability

*A set of interrelated factors that influence people in choosing where they live and reinforce their sense of well-being.*

The concept of livability is based on the knowledge that the economic and social life of the community is intimately linked to its natural and built environment, and together these elements impact social and cultural goals. Livability is the culmination of many components and experiences. All of these contribute to creating the highest quality of life that all citizens aspire to. Livability factors include:

- *Welcoming place:* Residents are active and engaged in urban life. People feel safe, connected and alive in a vibrant urban centre that values its people, places and activities.
- *Public spaces:* Public spaces are generous, magnetic, transformative and alive with activity.
- *Diversity:* Parks, recreation, arts and cultural events meet the rich diversity of citizens, the result of productive partnerships between residents and the city in creating projects and programs.
- *Amenities:* A clean and well-designed community that supports a range of lifestyle choice, includes open and green spaces, respect for historic elements and fosters a sense of pride in place.

- *Economic prosperity:* Sustainable economic employment and lifelong learning opportunities that build on the skills and contributions of its diverse local and global workforce.
- *Access & Affordability:* The ability of people of all incomes to have access to affordable housing, food, transit and core social services. The recognition as well that the affordability of amenities affects the overall competitiveness of the city in attracting and retaining residents.
- *Safety:* A sense of personal and community safety and overall social order.
- *Caring:* Communities that reach out to include all of their citizens in community life to help each individual have the optimum opportunity to reach their potential.
- *Community capacity:* Needs of low income, vulnerable, and at-risk residents are met by building individual and community capacity so that all residents are better able to address current and future issues and chart their own future course.
- *Environment:* An environment that is sustainable for current and future generations through responsible social, fiscal and environmental practices. Clean air and water, access to local food supply and the healthy coexistence of natural and urban environments.
- *Participation:* Political and democratic processes that provide for public participation in the decisions that affect residents and ongoing transparency of local government.

## Innovation

*A planning approach and operational culture within a municipality that encourages and enables continuous improvement and the exploration and adoption of new techniques, technologies, products and ways of operating in order to improve results and lead progressive change.*





# GOALS

The following six 10-year strategic goals provide a clear focus for the future and direct long-term planning for the City of Edmonton.



**10-YEAR STRATEGIC GOAL**

# TRANSFORM EDMONTON'S URBAN FORM

**Edmonton has increased its density and optimized existing infrastructure while maintaining and revitalizing strong, vibrant neighbourhoods; ensuring high standards of urban design; adopting best land use practices and preserving natural areas and public spaces.**

**ELABORATION**

In setting the goal to transform Edmonton's urban form, the City recognizes the realities of the changing economics of urban service delivery. A more balanced use of dwelling densities, mixed-use, and place making which recognizes the strategic importance of building neighbourhoods differently is envisioned. This goal implies Edmonton's role should be shifting to more of an urban centre within a thriving region and a prioritization of the placement of natural and public spaces.

**APPROVAL DATE**

*The Way We Grow / MAY 2010*

**10-YEAR STRATEGIC GOAL**

# ENHANCE USE OF PUBLIC TRANSIT & ACTIVE MODES OF TRANSPORTATION

Enhancing public transit and other alternatives to single-occupant vehicles will provide Edmonton with a well-maintained and integrated transportation network. Increased use of these options will maximize overall transportation system efficiency and support the City's urban planning, livability, financial, economic and environmental sustainability goals.

**ELABORATION**

Through this goal, the City recognizes that a transportation system that is designed to support a range of travel options will increase the number of people and the amount of goods that can move efficiently around the city, while supporting the City's goals for livability, urban form, financial, economic and environmental sustainability. Creating this 21st century sustainable and globally-competitive city means offering choice. It will allow Edmontonians of all ages and abilities to safely walk, bike, ride transit, ride-share or drive to the places they need to go. The trade-offs needed to achieve this vision will create an integrated transportation system with greater travel choices for Edmontonians.

**APPROVAL DATE**

*The Way We Move* / SEPTEMBER 2009



**10-YEAR STRATEGIC GOAL**

# IMPROVE EDMONTON'S LIVABILITY

**Edmonton is one of Canada's most livable cities because it is welcoming to all; is safe and clean; fosters its heritage and supports its arts and multicultural communities; encourages active lifestyles through recreational opportunities and engages its citizens in the City's vision and directions.**

**ELABORATION**

To improve Edmonton's livability, the City intends to focus on the people concerns associated with improved livability by concentrating efforts on prevention and getting to the root causes or barriers that are in the way of achieving a more livable city. This goal is focused specifically on the strategic areas of welcoming, safety perception, cleanliness and aspects important to the notion of urban village creation.

**APPROVAL DATE**

*The Way We Live* / JULY 2010

**10-YEAR STRATEGIC GOAL**

# PRESERVE & SUSTAIN EDMONTON'S ENVIRONMENT

**In partnership with its citizens, businesses and institutions, Edmonton is the nation's leader in setting and achieving the highest standards of environmental preservation and sustainability both in its own practices, and by encouraging and enabling the practices of its partners.**

**ELABORATION**

With the goal to preserve and sustain Edmonton's environment, the City intends to leverage existing strengths and new innovations to improve the environment in a sustainable way and minimize the ecological footprint of the City. Striving to preserve natural resources as City building partners and the municipal corporation deliver services to citizens, emphasis will be placed on both preservation and sustainability.

**APPROVAL DATE**

*The Way We Green / JULY 2011*



**10-YEAR STRATEGIC GOAL**

# ENSURE EDMONTON'S FINANCIAL SUSTAINABILITY

**Edmonton is financially sustainable, with the revenue resources required to support its plans and provide the infrastructure performance and services citizens need.**

**ELABORATION**

In ensuring Edmonton's financial sustainability, the City recognizes the tie between demands on the City and the limited means to address these demands. The City will work to diversify revenue sources while maintaining the obligations the City has to its citizens. This goal relies on the revenue benefits that could be realized from the other goals, such as Economic Diversity and Urban Form transformation.

**APPROVAL DATE**

*The Way We Finance* / UNDER DEVELOPMENT FOR 2015

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**10-YEAR STRATEGIC GOAL**

# DIVERSIFY EDMONTON'S ECONOMY

**Edmonton is recognized as an economic powerhouse, maximizing the diversity of its economic advantages, including its location as Port Alberta and as a portal to the north; as the urban centre of regional industrial development; as a knowledge and innovation centre for value-added and green technologies and products, and as a place that attracts and supports entrepreneurs.**

**ELABORATION**

To diversify Edmonton's economy, the City recognizes its economic advantages are its existing strengths. Leverage points include Edmonton's physical locale, centres of excellence and industrial/entrepreneurial comparative advantage with local, northern and Asian opportunities. Specific target areas are logistics, eco-industry and environmental technology. In establishing this goal, the City recognizes the separate roles of Edmonton Economic Development Corporation and the Municipal Corporation and envisions the City's role to be that of an enabler.

**APPROVAL DATE**

*The Way We Prosper* / MARCH 2013



# OUTCOMES, MEASURES & TARGETS

Corporate outcomes describe how City Council defines success in the journey to achieving the 10-year strategic goals. Measures provide evidence of success in achieving the outcomes. Targets identify how far and how fast the City will proceed to deliver on the corporate outcomes within a specified time horizon.



**OUTCOME**

## 1. Edmonton is attractive and compact



| MEASURE  | LAST ACTUAL | TARGET*                       |
|--|-------------|-------------------------------|
| 1.1 (% of) New Residential Units in Mature Areas             | 14% (2013)  | 25%                           |
| 1.2 Edmontonians' assessment: Well-designed, attractive city | 38% (2013)  | 55% positive survey responses |

**OUTCOME**

## 2. The City of Edmonton has sustainable and accessible infrastructure



| MEASURE   | LAST ACTUAL   | TARGET                        |
|---|---------------|-------------------------------|
| 2.1 Infrastructure density (Edmonton's population/ total kilometers of infrastructure)      | 53.44% (2012) | Increase over previous year   |
| 2.2 Edmontonians' assessment: Access to amenities and services that improve quality of life | 69% (2013)    | 70% positive survey responses |

**OUTCOME**

## 3. Edmontonians use public transit and active modes of transportation



| MEASURE   | LAST ACTUAL               | TARGET           |
|---|---------------------------|------------------|
| 3.1 Transit ridership   | 101.2 rides/capita (2012) | 105 rides/capita |
| 3.2 Journey to Work Mode (sum of % survey respondents who select "auto passenger," "transit," "walk," "cycle" or "other" as commute to work mode) | 23.7% (2012)              | 25.9%            |

\*Targets are for 2018 unless otherwise noted.

**OUTCOME**

## 4. Goods and services move efficiently



| MEASURE   | LAST ACTUAL               | TARGET   |
|---|---------------------------|--|
| 4.1 Business satisfaction: Goods and services transportation  | 49.5% (2011)              | 53% positive survey responses                  |
| 4.2 Travel time and reliability for goods and services movement (average travel time and travel time variance during peak period along key travel routes) | 68.0 +/-4.1 sec/km (2012) | < 75 +/- 7sec/km (subject to revision in 2015) |

**OUTCOME**

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



| MEASURE  | LAST ACTUAL | TARGET                               |
|--|-------------|--------------------------------------|
| 5.1 Reported volunteer rate                          | 75% (2013)  | ≥ 75%                                |
| 5.2 Edmontonians' assessment: Connected to community | 41% (2013)  | 45% positive survey responses (2017) |

**OUTCOME**

## 6. Edmontonians use facilities and services that promote healthy living



| MEASURE   | LAST ACTUAL                   | TARGET                 |
|---|-------------------------------|------------------------|
| 6.1 Health and wellness (% of surveyed City of Edmonton registered program participants who indicate program has increased their health and wellness) | 87% (2013)                    | 90%                    |
| 6.2 Recreation facility and library attendance  | 11.7 attendance/capita (2013) | ≥ 12 attendance/capita |
| 6.3 City park usage   | 81% (2013)                    | 83%                    |

**OUTCOME**

## 7. Edmonton is a safe city



| MEASURE                                 | LAST ACTUAL                   | TARGET  |
|---|-------------------------------|---|
| 7.1 Fire rescue events                  | 48 per 1000 population (2013) | Decrease from previous 3-year average                 |
| 7.2 Edmontonians' assessment: Safe city | 66% (2013)                    | 68% positive survey responses                         |
| 7.3 Edmonton Crime Severity Index       | 93.34 (2013)                  | 2.0 point annual decrease from 2013 baseline of 93.34 |

**OUTCOME**

## 8. The City of Edmonton's operations are environmentally sustainable



| MEASURE  | LAST ACTUAL                                      | TARGET   |
|--|--|--|
| 8.1 City operations greenhouse gas emissions   | 340,272 CO <sub>2</sub> equivalent tonnes (2012) | 178,700 CO <sub>2</sub> equivalent tonnes (equivalent to a 42% reduction from 2008 levels) |
| 8.2 Watershed Contaminant Reduction Index (index of contaminants released to North Saskatchewan River) | 6.6 (fair) (2013)                                | 7.8 (good)   |

**OUTCOME**

## 9. Edmonton is an environmentally sustainable and resilient city



| MEASURE                                | LAST ACTUAL   | TARGET               |
|--|---|----------------------|
| 9.1 Community greenhouse gas emissions | 17,250,000 CO <sub>2</sub> equivalent tonnes (2013) | Downward trend       |
| 9.2 Ecological footprint               | 7.67 hectare/capita (2012)                          | Maintain or decrease |

**OUTCOME**

10. The City of Edmonton has a resilient financial position



| MEASURE  | LAST ACTUAL                                  | TARGET                                |
|--|--|---------------------------------------|
| 10.1 City of Edmonton credit rating  | Standard and Poor's credit rating AA+ (2013) | Standard and Poor's credit rating AA+ |
| 10.2 City Asset Sustainability (actual expenditure on capital infrastructure compared to required expenditure) | 1.07 (2013)                                  | 1.0                                   |

**OUTCOME**

11. Edmonton has a globally competitive and entrepreneurial business climate



| MEASURE                                      | LAST ACTUAL   | TARGET   |
|--|---------------|--|
| 11.1 Edmonton Economic Diversity Index       | new measure   | 0.9 (to be revised with Edmonton data in 2016) |
| 11.2 Edmonton small to medium-sized business | 32,744 (2013) | Increase from previous year                    |

**OUTCOME**

12. Edmonton region is a catalyst for industry and business growth



| MEASURE   | LAST ACTUAL     | TARGET                         |
|---|-----------------|--------------------------------|
| 12.1 Edmonton Region gross domestic product       | \$83,565 (2013) | \$98,750 (2007 \$ in millions) |
| 12.2 Edmonton Region non-residential permit value | \$1,992 (2013)  | \$2,130 (\$ in millions)       |



## THE BRAND AND THE VISION

The pyramid-shaped logo mirrors the pyramid landmark at City Hall. Just as the pyramid sits atop City Hall, Transforming Edmonton sits atop the City of Edmonton's strategic planning initiatives. The pyramid represents the apex, the culmination of all of the other plans; the pyramid structure represents stability and cohesiveness, with a clear upward focus.

The spectrum of coloured streams that originate on the right side of the pyramid represent the spectrum of the City of Edmonton's planning initiatives. The blue stream at the top represents the City Vision, while the rest of the colour spectrum represents the full complement of the City's plans. The blending of colours in the right corner of the pyramid represents the integration of the plans in their development. As the colour streams move outward they take on their own identities with no end point in sight.

The grey streams that originate on the left side of the pyramid represent the public. As each grey stream intersects with each coloured stream, so does each citizen of Edmonton interact with the City's planning initiatives.

Both the grey streams and the coloured streams extend past their natural boundaries to show progression beyond the 10-year planning cycle and the ongoing and infinite outcomes that they'll produce. As strategic plans, their effects will be felt beyond any fixed period of time.

Overall, the design is meant to reflect the integration of the City of Edmonton's planning initiative, and invoke feelings of purpose and possibility.



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