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Edmonton

COUNCIL ORIENTATION GUIDE 2021

TRAINING SESSIONS

A Message from the City Manager



On behalf of the City of Edmonton's Executive Leadership Team (ELT) and more than 10,000 dedicated employees, I am pleased to officially welcome you as Mayor-elect and Councillors-elect. I also want to congratulate you on your successful campaigns. For many of you, the last few months may have felt like a marathon as you knocked on the doors of every business owner, community organization and home in your ward. As you settle into your role and a new Council, all those connections will serve a purpose and provide perspective as you shape and develop the City's direction and City administration is eager to help make your transition as smooth as possible. As elected officials, your foresight, oversight, insight and hindsight are salient features in the governance ecosystem of a successful City.

The City of Edmonton has 73 lines of business — each line as important as the last. We are here to serve and to deliver programs, services and facilities that support economic growth, improve lifestyle and make Edmonton a place people want to call home. To help you navigate key topics and to support you in your policy and program development capacities, we have prepared Onboarding and Orientation guides. Inside you will find important organizational information, from who we are and what we do, to detailed department briefs so you can hit the ground running over the coming weeks.

With a foundation of mutual trust and respect, I look forward to building a better Edmonton together, while still making sure we preserve and maintain what makes it great.

Andre Corbould, OMM, P.Eng., FCAE, ICD.D
City Manager

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2021 Department Business Plans & Branch Action Plans

ConnectEdmonton: Edmonton's Strategic Plan 2019-2028 is a 10-year plan that sets the direction for our vision of a future city in 2050. The Corporate Business Plan lays out a four-year action plan to achieve those 10-year strategic goals, which includes the Department Business Plans and Branch Action Plans. These plans were updated in early 2021 and direct the day-to-day work of the business areas and help Administration plan for future work and investment. The Branch Action Plans continue to evolve, offering every employee a line of sight from their work to the high-level vision and goals for the City.

Part of the overall business planning process includes checking in with the new Council in Q1 2022 to revisit the overall direction set out in the 10-year plan. From there, Administration determines if adjustments are needed in the other plans. For a current list of Departments leading the plans, see the "What Departments Do — Who is Who" section on page 7 of this guide.

Citizen Services

[Department Business Plan](#)
[Community and Recreation Facilities](#)
[Community Standards and Neighborhoods](#)
[Fire Rescue Services](#)
[Social Development](#)

City Operations

[Department Business Plan](#)
[Edmonton Transit Service](#)
[Fleet and Facility Services](#)
[Parks and Roads Services](#)
[Waste Services](#)

Communications and Engagement

[Department Business Plan](#)
[Engagement](#)
[External and Intergovernmental Relations](#)
[Integrated Marketing Communications](#)
[Reputation and Brand](#)

Employee Services

[Department Business Plan](#)
[Employee Relations and Compensation](#)
[Organizational Development and Design](#)
[Talent Acquisition, Service and Solutions](#)
[Workforce Safety and Employee Health](#)

Financial and Corporate Services

[Department Business Plan](#)
[Assessment and Taxation](#)
[Corporate Procurement and Supply Services](#)
[Financial Services](#)
[Open City and Technology](#)
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[Service Innovation and Performance](#)

Integrated Infrastructure Services

[Department Business Plan](#)
[Blatchford](#)
[Building Great Neighborhoods](#)
[Infrastructure Delivery](#)
[Infrastructure Planning and Design](#)
[LRT Expansion and Renewal](#)

Urban Planning and Economy

[Department Business Plan](#)
[City Planning](#)
[Development Services](#)
[Economic and Environmental Sustainability](#)

City Manager's Office

[Legal Services](#)
[Office of the City Clerk](#)

MANAGING THE CORPORATION

Edmonton

To deliver efficient and effective services to citizens, we continuously pursue new ways of building our capabilities, knowledge and skills, expectations and targets, processes and procedures, as well as managing risk. This important “back of house” work ensures the City of Edmonton can meet the evolving needs of the people we serve.

MANAGING THE CORPORATION

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What Departments Do — Who is Who

OFFICE OF THE CITY MANAGER

The City Manager is responsible for ensuring the development and implementation of the strategic priorities of the corporation. The City Manager leads efforts to align Administration's work with Council's vision, goals and strategic objectives as outlined in ConnectEdmonton, the City Plan and the Corporate Business Plan.



ANDRE CORBOULD 🗣️

CITY MANAGER

The Office of the City Manager (OCM) includes the Office of the Chief of Staff, the Office of the City Clerk (OCC) and Legal Services.



SALIMA EBRAHIM

CHIEF OF STAFF

The **Office of the Chief of Staff** provides strategic advice and guidance to the City Manager and City Leadership team to ensure the successful implementation of corporate initiatives, emerging issues and Council priorities. The Chief of Staff is responsible for the implementation of the Executive Leadership Team work plan and develops Executive Team Leadership agendas that strategically drive the corporate mandate and create momentum, and work with Departments, other orders of government and key stakeholders to facilitate opportunities for collective input and engagement.



AILEEN GIESBRECHT

CITY CLERK/RETURNING OFFICER

The **Office of the City Clerk** is the steward of government services for City Council and the people of Edmonton. The Office works to ensure the integrity of the democratic functions and the adherence to fair rules of procedure. The team comprises five sections including Freedom of Information and Protection of Privacy (FOIP) & Records Management, Councillors' Office Liaison, Elections and Legislative Projects, Governance and Legislative Services and Tribunals.



MICHELLE PLOUFFE

CITY SOLICITOR

Legal Services provides high-quality and cost-effective legal, risk and security services to all City business areas to protect City interests and assets. Legal Services aligns itself to the success of the City's strategic goals through its four sections: Litigation, Solicitors, Insurance and Claims Management, and Corporate Security.

URBAN PLANNING AND ECONOMY

Urban Planning and Economy shapes the way Edmonton grows by planning change in its urban form, stewarding the environment, and fostering prosperity to move our city towards the Edmonton that is envisioned by the community that we serve.



STEPHANIE MCCABE

**DEPUTY CITY MANAGER
URBAN PLANNING AND ECONOMY**

The department has three branches supported by the Department Strategy section that report to Stephanie:



KENT SNYDER

**BRANCH MANAGER
PLANNING AND ENVIRONMENT SERVICE**

Planning and Environment Services plans for and serves a growing city: an inclusive, vibrant, environmentally sustainable, and healthy place for all. Bringing Council's vision to life, we provide professional, strategic advice and expertise that advances Edmonton as a leader in environment and ecology, planning and design, open space, mobility, and growth management.



KIM PETRIN

**BRANCH MANAGER
DEVELOPMENT SERVICES**

Development Services ensures that effective development processes and bylaw regulations adhere to recognized safety standards and contribute to Edmonton's livability and sustainability as a City building partner. The branch provides excellent customer service for over 600,000 outputs a year that support business licensing, building and development permitting, and provides advice and information on planning processes.



JEFF CHASE

**BRANCH MANAGER
ECONOMIC INVESTMENT SERVICES**

Economic Investment Services advances economic development strategies and urban renewal initiatives to support Council's vision for a vibrant and inclusive city that attracts investment, and provides a high quality of life -- ensuring Edmonton's ongoing sustainability and success. The branch advances this work by building and prioritizing relationships with key partners in the region in a coordinated manner to activate the Economic Action Plan and promote economic development, diversity and competitiveness while supporting Edmonton's business community.

INTEGRATED INFRASTRUCTURE SERVICES

Integrated Infrastructure Services works to inspire trust among citizens and Council through a commitment and ability to design and deliver quality infrastructure. Integrated Infrastructure Services stewards the development of capital infrastructure projects from concept to design through to completion of construction.



ADAM LAUGHLIN

**DEPUTY CITY MANAGER
INTEGRATED INFRASTRUCTURE SERVICES**

The department has five branches supported by the Department Strategy section that report to Adam:



CRAIG WALBAUM

**BRANCH MANAGER
BUILDING GREAT NEIGHBOURHOODS**

Building Great Neighbourhoods builds, renews and enhances neighbourhood and open space infrastructure with citizens and community stakeholders to create welcoming, energized and healthy communities where people live and play.



JASON MELIEFSTE

**BRANCH MANAGER
INFRASTRUCTURE DELIVERY**

Infrastructure Delivery is responsible for building a great city and focuses on governance, and project and construction management to ensure effective delivery of the approved capital budget infrastructure project portfolio.



PASCALE LADOUCEUR

**BRANCH MANAGER
INFRASTRUCTURE PLANNING AND DESIGN**

Infrastructure Planning and Design services are focused on planning and design, project management, public engagement and engineering. These services serve facilities and transportation assets, with consideration to growth projects and renewal projects, as well as contamination and landslide site mitigation projects. Asset Management services follow industry best practices in engineering to monitor and assess city infrastructure to optimize investments.



BRUCE FERGUSON

**BRANCH MANAGER
LRT EXPANSION AND RENEWAL**

LRT Expansion and Renewal helps to transform the City and shape the way Edmonton moves by delivering Light Rail Transit (LRT) infrastructure. It focuses on LRT expansion projects, as well as upgrades and renewals for LRT Facilities and Right of Way Assets that are managed by Edmonton Transit.



TOM LUMSDEN

**DEVELOPMENT MANAGER
BLATCHFORD REDEVELOPMENT**

Blatchford leads the overall neighbourhood planning, land servicing, and marketing to provide serviced lots for sale. Also included in the Office is the Blatchford Renewable Energy Utility. The Utility is responsible for designing and constructing the District Energy Sharing System (DESS) and ultimately will own, operate and maintain the DESS infrastructure to serve its customers.

FINANCIAL AND CORPORATE SERVICES

The Financial and Corporate Services Department provides a wide range of shared services, and works closely with business partners across the organization to enrich the quality of decisions by ensuring the fully integrated use of financial and corporate services expertise and perspectives in strategic and significant operational decisions.



STACEY PADBURY

**DEPUTY CITY MANAGER
FINANCIAL AND CORPORATE SERVICES**

The department provides oversight and support for the day-to-day operations of the City, preserves and enhances the value of City assets and drives progress in achieving City Council's vision for Edmonton. In addition to the seven branches in the department, the Budget Planning and Development section reports to Stacey and is responsible for managing the City's operating and capital budget process.



CATE WATT

**CITY ASSESSOR
BRANCH MANAGER
ASSESSMENT AND TAXATION**

Assessment and Taxation is responsible for assessing and taxing properties, as legislated by the Province, and is guided by the principles of fairness, equity and transparency. The process of assessing and taxing property is critical to funding City programs and services, while also supplying the provincial education requisition.



THIAGO BRAGA

**ACTING BRANCH MANAGER
CORPORATE PROCUREMENT AND SUPPLY SERVICES**

Corporate Procurement and Supply Services is responsible for setting corporate policy and delivering a full range of business services including procurement, inventory management and distribution and mail processing. It is the centralized supply chain management and tendering authority for the City of Edmonton.



HARMALKIT RAI

**DEPUTY CITY TREASURER
ACTING BRANCH MANAGER
FINANCIAL SERVICES**

Deputy City Treasurer and Financial Services is responsible for reporting financial results against the City's operating and capital budget process. The branch is also responsible for finance operations including accounts payable and receivable, managing financial transactions, treasury, investment and corporate accounting and reporting functions.



DARYL CROFT

**BRANCH MANAGER
OPEN CITY AND TECHNOLOGY**

Open City and Technology (OCT) is responsible for supporting the City in leveraging the ever-evolving use of data, information and technology to improve operations and service delivery across the organization.



CHRIS HODGSON

**BRANCH MANAGER
REAL ESTATE**

Real Estate is responsible for providing a strategic and integrated City-wide lens to govern real estate based primarily upon financial sustainability. This encompasses the complete civic land life cycle, including planning and development, acquisition, inventory and governance, appraisal, leasing and management, and sales.



KIM MATHESON

**BRANCH MANAGER
SERVICE INNOVATION AND PERFORMANCE**

Service Innovation and Performance (SIP) is responsible for ensuring the centralized coordination of corporate strategy functions across the organization and leads risk management and the corporate strategic policy and planning process to drive business intelligence and analytics, performance measurement and continuous improvement. The branch collaborates with department strategy sections to continually align and integrate the work of each department in achieving the corporation's priorities, and optimizing the performance of the City's 73 lines of business.



ROXANNE KITS

**BRANCH MANAGER
ENTERPRISE COMMONS**

Enterprise Commons is a corporate transformational project that will simplify how the City works with respect to its core services including finance, human resources and supply chain management. This includes standardizing systems and processes through the adoption of industry-leading practices. The focus is on solutions with minimal customization to reduce the costs of upgrading, maintaining and supporting enterprise systems.

EMPLOYEE SERVICES

Employee Services is dedicated to the creation of a positive and safe work environment and experience for the City's employees. The Department brings an enhanced focus to critical corporate strategic priorities, including corporate culture, organizational design and effectiveness, safety, talent management, and respectful and inclusive workplaces.



KIM ARMSTRONG

**DEPUTY CITY MANAGER
EMPLOYEE SERVICES**

The department has four branches and one section that report to Kim:



MICHELLE DORVAL

**BRANCH MANAGER
EMPLOYEE RELATIONS AND COMPENSATION**

Employee Relations and Compensation includes two sections: Labour Relations (LR) and Compensation and Classification. LR provides support and advocacy to management and individual employees experiencing difficult labour issues. LR is also responsible for maintaining union and association relationships, collective bargaining, policy development and review, and grievance oversight, harassment and discrimination investigations. Compensation and Classification implements the compensation governance framework in alignment with the identified competitive marketplace and works to modernize the job architecture system to support a more agile workforce.



KAREN ZARSKY

**BRANCH MANAGER
ORGANIZATIONAL DESIGN AND DEVELOPMENT**

Organizational Design and Development provides leadership in the development and support of an agile and high-performing workforce equipped to deliver exceptional experiences to Edmonton's citizens. Key focus areas of the branch include workforce strategic services (organizational design), Senior Human Resources Business Partner consulting, change management services, learning programs, employee performance, career support, supervisor and leadership development, and succession planning.



NOELLE DEVLIN

**BRANCH MANAGER
TALENT ACQUISITION, SERVICE AND SOLUTIONS**

Talent Acquisition, Service and Solutions supports both the candidate and employee experience through the delivery of core Human Resources (HR) programs and services. The branch is also responsible for the legislative compliance and administration of all staff pay, pension, benefits and employee records, while the recruitment and business solutions teams provide innovative, leading strategies to advance the corporate workforce plan and build and retain workforce capacity.



CYNDIL TAYLOR

**BRANCH MANAGER
WORKFORCE SAFETY AND EMPLOYEE HEALTH**

Workforce Safety and Employee Health supports the organization in achieving a healthy and safe workplace that empowers employees to thrive, and values and protects their physical, emotional, spiritual and mental well-being. The branch supports the organization in realizing opportunities to improve workplace health and safety culture, maintain compliance to legislation and reduce risk and liability to the organization.



KELLY BUCKLEY

**DIRECTOR
RESPECT IN THE WORKPLACE**

Respect in the Workplace fosters a culture that values belonging, safety and respect and includes Workplace Restoration, Respectful Workplace, the Safe Disclosure Office, Diversity and Inclusion (including Gender-based Analysis Plus), Connected City Initiative, Indigenous Awareness and Engagement, and employee recognition and appreciation.

CITIZEN SERVICES

Citizen Services is responsible for creating a city where people of all ages, backgrounds, cultures and income levels have the opportunity to succeed. Strengthening Edmontonians' quality of life, the department is accountable for building a diverse and inclusive city, connecting people and communities, ensuring accessibility and affordability of services and programs, enhancing community safety, and creating an attractive and resilient city for the future.



ROB SMYTH

**DEPUTY CITY MANAGER
CITIZEN SERVICES**

The department has four branches that report to Rob:



ROGER JEVNE

**BRANCH MANAGER
COMMUNITY AND RECREATION FACILITIES**

Community and Recreation Facilities: The branch is responsible for all civic events, festivals and partnerships, community recreation facilities and leisure centres, attractions and specialty facilities such as City archives and artifacts centre, and river valley parks and horticulture, including municipal cemeteries.



DAVID JONES

**BRANCH MANAGER
COMMUNITY STANDARDS AND NEIGHBOURHOODS**

Community Standards and Neighbourhoods delivers bylaw enforcement, peace officer, animal care and welfare, and neighbourhood services. It works directly with citizens, neighbours and businesses to ensure clean, safe, connected and livable urban spaces.



JACKIE FOORD

**BRANCH MANAGER
SOCIAL DEVELOPMENT**

Social Development is tasked with changing and implementing systems that cover a broad spectrum, including poverty elimination, increasing the supply of affordable housing, community development, addressing homelessness, funding and coordination of preventive social services, Indigenous relations, multicultural relations and community safety and wellbeing.



JOE ZATYLNy

**FIRE CHIEF
EDMONTON FIRE RESCUE SERVICES**

Fire Rescue Services improves the livability of all Edmontonians through the protection of life, property and the environment. The provision of internationally-recognized frontline fire rescue services, fire prevention programs and public education make the city a safer and healthier place.

CITY OPERATIONS

City Operations is the largest department in the City and is responsible for keeping Edmontonians working, moving and thriving every day. We accomplish this goal through the work of four branches: Edmonton Transit Service (ETS), Fleet and Facility Services (FFS), Parks and Roads Services (PARS), and Waste Services (Waste). City Operations is supported by over 6,000 employees, working across five program areas and ten services. Three of these branches are tax levy funded (ETS, FFS, and PARS), while Waste is utility funded.

To deliver the best value to Edmontonians, we are accountable to the people we serve. We engage them and understand their diverse wants and needs, while keeping financial sustainability top of mind. With this customer-centric focus, we continuously evaluate and improve the design and delivery of our services to ensure they are safe, reliable, and easy to use. This enables us to deliver a better life for Edmontonians. Over the last 12 months, City Operations has rolled out key transformational initiatives, including Bus Network Redesign, Curbside Waste Cart Collection, 40 kilometer speeds on residential roadways, Smart Fare and an updated policy and approach to Snow and Ice Control.



GORD CEBRYK

**DEPUTY CITY MANAGER
CITY OPERATIONS**

The department has four branches that report to Gord:



CARRIE HOTTON-MACDONALD

**BRANCH MANAGER
EDMONTON TRANSIT SERVICE**

Edmonton Transit Service (ETS) safely moves hundreds of thousands of customers every day, connecting people to their community and enabling access to employment, health and education opportunities. ETS' 2,200+ employees deliver integrated public transit service almost 24 hours a day, seven days a week, 365 days a year on buses, LRT, on-demand transit and paratransit. Safe, reliable, convenient and fast transit service is dispatched from six garages that house over 1,000 conventional and paratransit buses and 94 Light Rail Vehicles (LRVs). This contributes to the City and region's economic prosperity, health, social well-being and inclusion and climate resiliency.



EDDIE ROBAR

**BRANCH MANAGER
FLEET AND FACILITY SERVICES=**

Fleet and Facility Services (FFS) steward city assets by managing and maintaining the City's municipal and transit fleets as well as City-owned facilities for accountable service delivery. FFS maintains over 5,000 vehicles and equipment, more than 900 City-owned buildings, and over 700 additional infrastructure amenities in public spaces across the City. Additionally, the branch provides fleet procurement, engineering, fuel, fabrication and safety services. The FFS team of over 1,200 employees ensures the safety, cleanliness, reliability and maintenance of these assets to enable a better life for Edmontonians.



BRIAN SIMPSON

**BRANCH MANAGER
PARKS & ROADS SERVICES**

Parks and Roads Services (PARS) maintains and operates mobility network infrastructure and green space in Edmonton with services that support mobility, livability, and activity for Edmontonians. The branch's 2,000+ employees enable safe, efficient transportation by operating and maintaining roadways, sidewalks, bike lanes, paths, street lights and signals, street signs, bridges, safe mobility programs, and parking services. They also maintain the city's parkland including approximately 400,000 trees, 980 parks, turf and sports fields, 225,000+ shrub beds, playgrounds, Edmonton's River Valley (Canada's largest urban park), pest control, and 10,000+ site furnishings such as benches and picnic tables. These services span over 25 program areas and operate out of 42 sites. PARS' focus is on elevating service delivery and the customer experience as its work is directly connected to how people experience Edmonton each day.



DENIS JUBINVILLE

**BRANCH MANAGER
WASTE SERVICES**

Waste Services (Waste) plays an essential role in the day-to-day lives of Edmontonians by providing efficient waste collection and processing services for over 400,000 residential households and some non-residential customers. The branch's 600+ employees focus on sustainable and innovative waste management solutions that divert waste from landfill through the implementation of the 25-year Waste Strategy and Waste Reduction Roadmap (Roadmap '24), which will move Waste closer to the 90 per cent waste diversion goal set by Council. By working with residents and organizations to reduce, reuse and recycle waste, the environmental impact will be minimized, securing a sustainable future for Edmonton.

COMMUNICATIONS AND ENGAGEMENT

Communications and Engagement delivers integrated services to every City department and almost a million Edmontonians. The department fosters strong internal and external relationships that serve as a foundation for city building and give organizational social license for the City of Edmonton to take bold action, make tough decisions and get ahead of challenging situations before they become major reputational issues.



CATRIN OWEN

**DEPUTY CITY MANAGER
COMMUNICATIONS AND ENGAGEMENT**

Communications and Engagement has three branches that report to Catrin:



ROB KLATCHUK

**BRANCH MANAGER
RELATIONSHIPS AND CUSTOMER ACCESS**

Relationships and Customer Access includes 311 and the Edmonton Service Centre where Edmontonians get the help they need -- whether that is accessing information or processing payments for city services or parking permits, navigating taxation needs, obtaining pet licenses, or having lost items returned through its Lost & Found counter. Relationships and Customer Access also supports, stewards and leads many of the organization's City-building relationships and partnerships, including other orders of government, the business community, educational institutions, social and not for profit organizations, and arts, culture and recreation organizations.



RYAN BARKWAY

**BRANCH MANAGER
RESEARCH, ENGAGEMENT AND COMMUNICATIONS**

Research, Engagement and Communications integrates corporate research, public engagement and internal marketing to listen, learn, shape and shift attitudes and behaviours of employees, stakeholders, partners and citizens through the delivery of communications, strategic and social marketing plans.



MARY STURGEON

**BRANCH MANAGER
REPUTATION AND BRAND**

Reputation and Brand guides the corporate brand strategy, listens to what the public is saying and believes about the City in real time. The branch tells City stories in new and direct ways, and provides service and counsel that focuses on strengthening the City's reputation. The branch also provides leadership and coordination for the City's ceremonial, protocol, diplomatic activities and civic receptions.

Corporate Policy Framework

TOPIC

Introduction to Council Policies

KEY CONTACTS

- **Kim Matheson**, Branch Manager, Service Innovation and Performance
kimberley.matheson@edmonton.ca

CURRENT STATUS

A Council Policy is a statement of what Council intends to achieve and provides high-level direction on how to achieve it.

KEY MESSAGES

- Council Policies support and reinforce Council's role as the corporation's governor by allowing it to provide strategic direction to Administration.
- Administration activates Council Policies with procedures and other implementation tools; these address program, service and operational matters.
- If a Council Policy is a suitable approach for an issue, Council can request information on the issue and potential options for addressing it.

BACKGROUND

- The new [Corporate Policy Framework](#) is one of the tools used to ensure that the City is strategically managed.
- The tools in the City's Corporate Policy Framework are used to set and activate strategy and to direct the activities of City of Edmonton staff. They are part of a broader system of strategies, plans and other management tools.
- Outcomes from the application of the framework help to achieve the City's objectives: Managing the Corporation, Delivering Excellent Services, and/or Making Transformational Impacts.
- All departments are currently reviewing their policies to ensure they align with the requirements of the framework.

Council Policies

- Council policies are commitments to residents and the community, are aspirational in nature, and provide Administration with strategic direction. Council policies can set direction or can be used to provide further strategic direction by activating Policy Directions in Edmonton's [City Plan](#).
- Council delegates a range of powers and authorities to the City Manager through the [City Administration Bylaw](#). The City Manager then uses the tools in the Corporate Policy Framework to activate Council's policy intentions and to direct activities.

- Policy tools that are not well defined can lead to inconsistent decision-making, creating confusion for Administration and its employees and for external stakeholders and partners such as residents, community groups, businesses. It is critical that policies and related documents, as well as roles and responsibilities, are clearly developed and defined so that the City can achieve its desired strategic goals and operational outcomes
- Council's policies are posted [online](#).

KEY CONSIDERATIONS

When contemplating policy as a tool, consider:

Requirement for Guidance at municipal level

- This includes considering if the matter is under municipal jurisdiction (can be addressed through a Council policy or a bylaw) or under the authority of another order of government.

Alignment with the City Plan

- This includes considering if strategic direction is lacking or if additional direction is necessary.

Relevance of Council Policy

- This includes considering if Council Policy is the appropriate tool to address the issue.
- If after considering these questions, a Council Policy still appears to be the solution, Council can request information from Administration on the issue and options for addressing it.

Strategic Planning Framework

TOPIC

The Strategic Planning Framework (SPF) is how the City of Edmonton integrates its processes and plans to demonstrate how the organization is working towards common goals.

KEY CONTACTS

- **Kim Matheson**, Branch Manager, Service Innovation and Performance kimberley.matheson@edmonton.ca

KEY MESSAGES

- The Strategic Planning Framework is the interconnected set of plans and processes that guide how the City works to enable a better life for Edmontonians.

BACKGROUND

- The SPF has been applied across the organization since 2019 and includes the following six components:

ConnectEdmonton

- This Council strategy is about community **direction**, aspiration, and inspiration. This is Edmonton's highest level plan, with a focus on making transformational change. An invitation to work together, ConnectEdmonton sets out the high-level direction Edmonton will follow based on a community vision, one principle, and four strategic goals. Approved by City Council on April 16, 2019 and is the vision for Edmonton 2050.

The City Plan

- This Administration plan articulates the **choices** we will make to become a healthy, urban and climate resilient city of 2 million people that supports a prosperous region. A plan for people, places and prosperity, The City Plan also represents Edmonton's Municipal Development Plan and Transportation Master Plan and has been adopted as Charter Bylaw 20,000 by City Council on December 7, 2020. The City Plan policies will be reviewed and refined annually and larger growth management strategies associated with phasing and staging the plan will be updated at key population growth thresholds (1.25, 1.5 and 1.75 million people). The City Plan also outlines targets and measures to gauge progress and guide Edmonton as it grows.

Corporate Business Plan

- This plan shows the **actions** taken and presents an integrated overview of the City of Edmonton's work over a four-year period. It communicates priorities in three (3) ways:
 - Make Transformational Impacts in our Community,
 - Deliver Excellent Services to our Community and
 - Manage the Corporation for our Community.
- The Corporate Business Plan communicates the transformational projects, daily programs and services, improvement initiatives and

capital infrastructure projects it will deliver over the next four years.

Capital and Operating Budgets

- These budgets identify how **resources** are allocated to deliver on the direction, choices and actions in order to create and be the city that Edmontonians want. They are prepared by Administration every four years and updated semi-annually to reflect changes imposed by external factors, economic circumstances, as well as the evolving priorities and actions required to align to the Corporate Business Plan, ConnectEdmonton and The City Plan.

Enterprise Performance Management (EPM)

- This work is about **performance** and progress towards goals. It is about effectively managing service delivery through consistent monitoring and targeted improvement. Consistently monitoring performance supports decision making conversations and helps in achieving results that enable a better life for all Edmontonians.

Enterprise Risk Management (ERM)

- This work is about **assurance**. By preparing for uncertainty, achieving objectives can be done effectively. ERM helps identify obstacles and envision new opportunities. Effective risk management is about leveraging environmental insights and shifting actions to capitalize on advantages.

KEY CONSIDERATIONS

- ConnectEdmonton was developed by the community through engagement that started in 2017. It was the first time the GBA+ approach was applied to ensure a representative sample of Edmontonians were able to participate and recognizes the importance of Edmontonians working together to achieve the four strategic goals.
- The City Plan is the people's plan and is the result of two years of public engagement and thousands of conversations with diverse groups of Edmontonians from all parts of the city. The result of those conversations is a plan that responds to what Edmontonians said they want to see in their future city.
- Council can also use Council Policies, as outlined in the Corporate Policy Framework, to advance Connect Edmonton and The City Plan.

Major Shifts in Services for 2021-2022

TOPIC

Shifts in services over the next few years will be informed by the City's maturing frameworks, 2023-26 budget and lessons learned through the City's pandemic response.

KEY CONTACTS

- **Kim Matheson**, Branch Manager, Service Innovation and Performance
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ATTACHMENTS

- [Corporate Business Plan 2019-2022 \(2021 Update\)](#)

CURRENT STATUS

Several frameworks are being developed or enhanced as part of a corporate-wide approach to ensuring services and processes are efficiently designed and effective in meeting the needs of Edmontonians.

KEY MESSAGES

- The City focuses on being strategic and integrating lessons learned during the COVID-19 pandemic, while adapting service delivery.
- Enterprise Performance Management, Enterprise Risk Management, Continuous Improvement and Customer Experience are part of the corporation's ongoing efforts to mature the organization.
- Together, these frameworks support the delivery of the three objectives identified in the Corporate Business Plan: Making Transformational Impacts for our Community, Delivering Excellent Services and Managing the Corporation.

BACKGROUND

- Temporary or permanent shifts in service ensures the City meets the needs of Edmontonians and can adapt in an uncertain environment and economic climate.
- Through several strategic frameworks, the corporation is strengthening a culture of assessment and continuous improvement for all service areas.
 - Enterprise Performance Management (EPM) is a tool to help us manage our work and improve City performance to achieve the results that Edmontonians care about.
 - Enterprise Risk Management (ERM) is about identifying, assessing, managing, and reporting on enterprise risks associated with the City's business and strategic goals in a systematic, consistent and transparent manner.
 - Continuous Improvement is the ongoing process of improving products, processes and services through incremental changes.
 - Customer Experience is about understanding the experiences an Edmontonian has with the City to provide a more coordinated approach to improving the customer experience.
- The Corporate Business Plan's three strategic objectives include the work of Administration across all 73 lines of business:

- make transformational impacts in our community,
- deliver excellent services to our community, and
- manage the corporation for the community.

KEY CONSIDERATIONS

The 2023-2026 Corporate Business Plan update will be published as part of the regular four year planning cycle, in early 2023.

Service Shift Examples

Transit

- Bus network redesign, which focuses on shifting capacity towards more frequent service, was implemented in 2021.
- Transit service level provided by the City is comparable to pre-pandemic levels. However, ridership has been impacted by the pandemic and currently sits near 50 per cent pre-pandemic levels.
- In response to COVID-19 and as part of continuous improvement, some service aspects have been enhanced through the introduction of digital faring solutions for low income transit pass sales; enhanced disinfecting & cleaning of buses, trains and transit facilities; and enhanced security measures in transit facilities.
- The City looks forward to the opening of the Valley Line Southeast, which will be an important improvement to transit customer experience.

Recreational Programming

- Evaluation of current programming and membership models, particularly in the context of pandemic, where there might be a shift towards virtual programming.
- In 2022, the City is planning to use digital assistants / live chat on Move Learn Play for programming registration sites in order to enhance customer experience and improve the efficiency of the service.

Waste Collection

- The Edmonton Cart Rollout was completed at the beginning of September 2021. Service levels on pick-up times (green cart weekly, and black cart bi-weekly) is being monitored as well as seasonal pickup frequency.
- New waste collection protocols including cameras and Radio Frequency Identification (RFID) readers on collection trucks help streamline operations and improve customer service.

Permits, Business Licences and Zoning Bylaw Renewal

- Red tape reduction efforts between 2018 and 2021 saved applicants a cumulative 261,000 waiting days for application processing and \$4.6 million annually. These efforts have resulted in automated services, improved customer service and significant reductions in business licence and permit timelines.
- Zoning Bylaw Renewal - represents a complete re-think of what, why and how the City regulates development to meet the changing needs of a diverse population in a growing city.
- Established service levels (timelines) across all services and application specific timeline estimates.
- Implementation of Zoning Bylaw - Remove barriers to development, enhanced service experience and streamlined processes.

Supports for Housing and Homelessness

- During the pandemic, Administration leveraged funding from other levels of government in response to physical distancing regulations at shelters and social serving agencies by:
 - Setting up a temporary shelter at the Edmonton Convention Centre
 - Providing grants to social agencies to assist on response to opioids crisis
 - Adding peace officer and contracted security on transit and downtown
 - Adding temporary public washrooms with attendants in and around downtown core
- Evaluation of temporary service changes is ongoing and based on an assessment of needs.

Diversity & Inclusion

TOPIC

Diversity and Inclusion at the City of Edmonton

KEY CONTACTS

- **Kelly Buckley**, Director, Respect in the Workplace, Employee Services
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- **Erin Walkom**, Strategic Coordinator, Respect in the Workplace
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CURRENT STATUS

There is a Diversity & Inclusion team in the Respect in the Workplace Section of Employee Services focused on supporting employees and leaders to be inclusive and implement the actions in [The Art of Inclusion; Our Diversity & Inclusion Framework](#).

Inclusion related work may be led by other departments. For example, the [Corporate Accessibility Plan](#) is led by Integrated Infrastructure Services and the Corporate Indigenous Framework is led by Citizen Services.

KEY MESSAGES

- The City of Edmonton is committed to equity, diversity and inclusion, and dedicates human and financial resources to the work.
- The City takes an anti-oppression approach to Diversity & Inclusion.
- Key pieces of work include [Gender-Based Analysis Plus](#), the Corporate Accessibility Plan and the [Anti-Racism Project](#).
- Edmontonians expect the City to support equitable and inclusive workplaces and communities.
- An inclusive workplace will support the City to meet our Corporate Promise: to enable a better life for all Edmontonians.

BACKGROUND

- *The Art of Inclusion; Our Diversity & Inclusion Framework* (2019) replaces the 2008 Diversity & Inclusion Framework and Implementation Plan.

KEY CONSIDERATIONS

The Art of Inclusion; Our Diversity & Inclusion Framework directly contributes to the City of Edmonton's Corporate Business Plan:

Service Objective

- Deliver excellent services to our community. The Diversity & Inclusion Framework will meet this objective by supporting employees to provide excellent service to all Edmontonians by being respectful, inclusive and equitable in the service they provide.

Employee Experience And Safety Outcome

- The City of Edmonton's employees are safe and supported to achieve their aspirations and deliver excellent services.
- The Diversity & Inclusion Framework impacts this outcome by promoting inclusive, respectful and equitable connections so that all our employees have what they need to succeed.
- The [Accessibility for People with Disabilities Policy C602](#) was passed by City Council in 2019. It is being implemented by Administration through the Corporate Accessibility Plan.

Employee Experience

TOPIC

Employee Experience

KEY CONTACTS

- **Cyndil Taylor**, Branch Manager, Workforce Safety and Employee Health, cyndil.taylor@edmonton.ca
- **Karen Zarsky**, Branch Manager, Organizational Design and Development, karen.zarsky@edmonton.ca
- **Kelly Buckley**, Director, Respect in the Workplace, kelly.buckley@edmonton.ca
- **Rhonda DaSilva**, Senior Executive Advisor, Employee Services
- rhonda.dasilva@edmonton.ca

ATTACHMENTS

- [A1127 Respectful Workplace Administrative Policy](#)
- [Respectful Workplace Procedure](#)
- [Executive Committee Report ES00210](#) (March 2021) - National Standard of Canada for Psychological Health and Safety in the Workplace (Implementation Process)

CURRENT STATUS

As a corporation, we work hard to create and sustain a positive experience for every employee. Individuals and teams who are more motivated and engaged with their work provide better service and results to Edmontonians.

KEY MESSAGES

Employee Experience Framework

- Engaged employees add value to the organization - when employees are engaged, there is less turnover, the workforce is happier, more innovative, productive and motivated. This results in cost savings and better outcomes for all who live, work, and play in Edmonton.
- It is important for Councillors to know that the City values its employees because it is the employees who provide the programs and services on which Edmontonians rely. Monitoring the employee experience through surveying helps the City stay accountable for the wellbeing of its workforce. The framework we use is evidence based and allows us to be responsive to the needs of this large and diverse workforce.

Cultural Commitments

- Our set of five Cultural Commitments - our shared corporate values - are safe, helpful, accountable, integrated and excellent.

Leadership Competencies:

- Every employee at the City of Edmonton is a leader - of service, people or direction - and developing strong leaders is a key priority. The City of Edmonton has developed its own Leadership Competencies - key behaviours that help us succeed in how we approach our work, how we act and how we treat others. There are three components of leadership - self, team and results - and each of these components has two core leadership competencies. For self - courageous and inclusive; for team - values-based influencer and collaborative networker; and for results - systems thinker and creative innovator.

Psychological Safety and Employee Wellness:

- Administration is committed to making the City of Edmonton a psychologically safe and healthy work environment for all City

employees. We strive to create a work environment that bolsters employees' wellbeing and provides support through difficult times.

- The City has a long-standing track record of recognizing and prioritizing psychological health and safety in the organization (e.g. Peer Support Teams, Chaplaincy Program, Employee and Family Assistance Program, etc). We actively work to align our programs, policies and strategic planning to not only Alberta's OH&S Act which is mandated, but also the National Standard for Psychological Health and Safety in the Workplace, which is voluntary.

Respectful Workplace

- The City of Edmonton is committed to creating and maintaining a vibrant, healthy, safe and respectful workplace for all employees. A respectful workplace is one that is free of harassment and discrimination, where all employees are treated fairly, diversity is acknowledged and valued and there is a culture of inclusion. Every employee has a shared responsibility to create and maintain a respectful workplace, where we can all do our best work.

Connected City

- As a relationship based organization, the City of Edmonton (City) recognizes that the connection between its employees and the public is instrumental in creating a great City experience for all. We hope that every interaction helps employees and the public feel supported, respected, heard, connected, helped, and empowered

Our Union Partners/Collective Bargaining

TOPIC

Introduction to the City's union partners and overview of the Collective Bargaining process

KEY CONTACTS

- **Kim Armstrong**, Deputy City Manager, Employee Services, kim.armstrong@edmonton.ca
- **Michelle Dorval**, Branch Manager, Employee Relations and Compensation, michelle.dorval@edmonton.ca
- **Andrew Wormsbecker**, Strategic Coordinator, Employee Relations and Compensation, Employee Services andrew.wormsbecker@edmonton.ca

CURRENT STATUS

The City collectively bargains terms of employment for unionized employees in a collective agreement with each of its 6 different unions, as well as the 2 police associations in the Edmonton Police Service. As of August 10, 2021 negotiations are in progress with four of the six City unions, and with the two police associations.

BACKGROUND

- The Employee Relations and Compensation Branch negotiates and administers the collective agreements with the 6 unions in the City of Edmonton. In addition, it negotiates collective agreements with the two police associations.
- 86 per cent of the City's permanent workforce is represented by a union.
- City council approves the negotiating mandate that is used by the employer's representatives during the bargaining sessions, and ratifies tentative agreements reached.

Current Status of City Union Collective Bargaining

The table below identifies the union, the date the collective agreement expires(ed) and the current status of bargaining.

City union collective bargaining:

Union	Permanent Membership (July 2021)	Collective Agreement Expiry Date	Bargaining Status
CSU (inside employees)	2543	Dec. 2020	Open for bargaining - but parties have not yet met
CUPE (outside employees)	1630	Dec. 2020	In progress
ATU (Transit employees)	2226	Dec. 2020	Mediation stage
ATU DATS (Disabled Adult Transit Employees)	113	Dec. 2021	Opened for bargaining September 2021
IBEW	103	Dec. 2021	Opened for

(Electrical employees)			bargaining September 2021
EFFU (Firefighters)	1217	Dec. 2018	In progress

City/Edmonton Police Service collective bargaining:

Edmonton Police Association		Dec. 2020	In progress
Edmonton Senior Officers Association		Dec. 2020	Open for bargaining - but parties have not yet met

KEY CONSIDERATIONS

- The Edmonton Firefighter Union is defined as an emergency service and therefore has **no right to strike**. A compulsory arbitration board determines the settlement if collective bargaining breaks down and the parties are unable to reach agreement through a mandatory mediation step.
- For the other five civic unions, if no agreement is reached during negotiations, there is a mandatory mediation period in the Alberta Labour Relations Code. If mediation breaks down, there is a mandatory 14 day cooling off period. After the 14 day cooling off period, the union is in a position to organize a strike vote with their membership. If the strike vote is successful, the union can issue a strike notice. 72 hours notice of strike action or lockout must be provided by the Union or the City.
- Contingency plans have been developed in the event of service disruptions caused by labour action.
- Confidentiality of the negotiating mandate approved by Council is critical to support the City's negotiators at the bargaining table.

Emergency Management

TOPIC

The Office of Emergency Management trains staff and stakeholders, promotes community preparedness, and oversees the emergency management program that prepares the City to respond to and recover from major emergencies and disasters.

KEY CONTACTS

- **Joe Zatylny**, Fire Chief, Edmonton Fire Rescue Services
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- **Katie Van Buuren**, Strategic Coordinator, Edmonton Fire Rescue Services
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ATTACHMENTS

- [City of Edmonton Office of Emergency Management](#)
- [Alberta Emergency Management Agency](#)
- [Alberta Emergency Alert](#)
- [Environment Canada - Weather Alerts](#)
- [Public Safety Canada](#)
- [Emergency Management Strategic Plan](#)
- [Municipal Emergency Plan 2021](#)
- [Bylaw 19091- Emergency Management Bylaw](#)

CURRENT STATUS

Five areas make up the Office of Emergency Management: Emergency Operations Centre, Emergency Support Response Team, Emergency Management Agency, Emergency Advisory Committee, Business Continuity Management.

The Emergency Operations Centre is currently activated as part of the City's COVID-19 response.

KEY MESSAGES

- Emergency Preparedness information for citizens can be found on the City's [website](#). This site also details local, provincial and federal resources
- The Office of Emergency Management has preparedness plans for Extreme Weather, COVID-19, Preparing for Climate Change, Personal Preparedness, and when able, the annual Get Ready in the Park event.

BACKGROUND

The five areas of Emergency Management work together to provide seamless internal and external services.

Disaster and Crisis Response

- Ensuring Emergency Operations Centres are available for immediate activation and there are adequate numbers of trained City staff to operate the Centre(s).
- Ensuring the Emergency Support Response Team (ESRT) is available to support the needs of displaced populations, and there are adequate numbers of City staff trained to act as ESRT members.

Training and Preparedness

- Providing emergency management training to City staff and external agencies
- Facilitating the municipally accepted and nationally certified instruction of Incident Command System (ICS) training at all levels (ICS 100-400) for the City of Edmonton.
- These courses are designed to be integrated and are provided free of charge to all internal areas of the city, working partners and stakeholders. (i.e. Police, Fire, Emergency Medical Services, Post-Secondary School Officials, Library, ATCO, EPCOR)

- To date, more than 2,500 people have been trained; 1,775 of those City employees
- Publishing personal disaster preparedness guides available in eight languages to help people from varying cultural backgrounds prepare for an emergency with special considerations, such as the disabled, elderly or non-English speakers.
- Administration has personal disaster preparedness information available through the Office of Emergency Management.

Planning

- Planning for major emergencies and large special events
- Maintenance of the City's Municipal Emergency Plan that provides the overall strategy for major emergencies or disasters management that is beyond the initial and sustained response capacities of first responders affecting the City of Edmonton and Edmontonians
- Ongoing assurance of coordination with local, provincial and federal response resource

Business Continuity

- Development and support of Corporate and Branch level Business Continuity Plans.
- Assisting City departments anticipate, prepare for, respond to, and recover from disruptions in the review of their respective Business Continuity Plans.

Current and Emerging Issues

- Supporting Administration's response and recovery to the COVID-19 pandemic.
- Supporting Administration's adverse weather response to the vulnerable population
- Responding to requests for assistance from the province of Alberta as well as British Columbia in and around Emergency Support Response Team support for mass evacuations related to wildfires

Key Stakeholders

- The Emergency Advisory Committee (Mayor and Council)
- The Director of the Emergency Management Agency (City Manager)
- The Emergency Management Agency (Deputy City Managers, City Solicitor, Fire Chief, Deputy Fire Chief of the Office of Emergency Management, Chief of Police)
- The Office of Emergency Management

Budget Planning and Financial Reporting

TOPIC

Providing programs, services and infrastructure that support a quality of life and healthy economic, environment and social communities requires financial sustainability.

KEY CONTACTS

- **Stacey Padbury**, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
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- **Harmalkit Rai**, Acting Branch Manager, Financial Services
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CURRENT STATUS

This December, Council will pass the final year of the 2019-2022 budget. In preparation for the next multi-year budget (2023-2026), Council will be involved in large strategic and long-term decisions over the course of 2022.

KEY MESSAGES

Financial sustainability means having the financial capacity to meet both current and future financial obligations **without:**

- Unexpected tax, utility rate or user fee increases.
- Unplanned cutbacks in program or service levels.
- Unjustified reductions in infrastructure investment.
- Compromising capacity to continue to do the same in the future. The elected Councils ensure that the collective impact of their decisions do not weaken the financial capacity of successive councils.

BACKGROUND

- Part 8 of the Municipal Government Act and the City of Edmonton Charter, 2018 Regulation, AR 39/2018, and other provincial regulations set out the financial administration framework for the municipality and provide Council with the authority and duties to make all of the financial decisions.
- Spending of a municipality must be set out in the capital and operating budgets passed by Council on an annual basis. Every four years, the City of Edmonton sets multi-year capital and operating budgets for capital projects and the day to day work of the City. The next 4-year budget is 2023-2026. At the beginning of the new budget cycle, leadership will engage Council in discussions to validate vision and ELT to set priorities, which will be updated in revised Department and Branch Action plans and reflected in the 2023-2026 proposed budget.

ATTACHMENTS

- [City Council Policy C578 Multi-year Budgeting Policy](#)
- [Municipal Finance Overview](#)
- [2020 Financial Annual Report](#)
- [2020 Financial Report to Citizens](#)
- [2020 Investment Annual Report](#)
- [Budget](#)
- [User Fees White Paper](#)
- [Franchise Fees White Paper](#)
- [Debt White Paper](#)
- [City Policy C203C Debt Management Fiscal Policy](#)
- [Council Policy C624 Fiscal Policy for Revenue Generation](#)
- [City Policy C212E Investment](#)
- [City Policy C591 Capital Project Governance](#)
- [Project Development and Delivery Overview](#)
- A multi-year budget approval gives direction in establishing the tax levy for the next four years.
- Budgets are adjusted each year as needed through the Spring and Fall Supplemental Capital and Operating Budget Adjustments. In accordance with City Policy C578 Multi-year Budgeting Policy, an approved multi-year operating budget would only be adjusted when circumstances warrant and would be limited to certain circumstances, including:
 - External factors such as provincial or federal budgets, or changes imposed by legislation;
 - Adjustments to reflect operating impacts related to the implementation and completion of capital projects;
 - Unforeseen changes to economic forecasts affecting costs, service demand volumes, or revenue projections;
 - Council directed changes to priorities, policies and programs.
- Capital and Operating Investment Outlooks are prepared in advance of deliberating the four-year budget and provide a high level longer term forecast of the operating and capital budget.
- Priority Based Budgeting (PBB) is a process used by cities to understand their corporate goals and priorities, and budget accordingly to those priorities. The City will be using PBB in development of its 2023-2026 capital and operating budgets.
- Financial reporting for the operating and capital budget reflects results against approved budgets. Reporting is provided to Council three times a year, based on June, September and year-end results. The City also produces legislated annual financial statements as required by section 276 of the Municipal Government Act.
- City Council approved [Council Policy C624: Fiscal Policy for Revenue Generation](#) on November 2, 2020, which provides a clear and consistent governing framework for allocating service and infrastructure costs throughout the community to guide financial decisions on the fundamental question of who pays for what, in what amount and why?

OVERVIEWS

Capital Budget

- The capital budget is guided by the 2023-2032 Capital Investment Outlook, a high-level 10 year overview of the City's available funding, renewal needs, funds remaining for growth projects, debt and economic update and discussion of key capital growth initiatives. The outlook will be provided to Council in May of 2022.
- The direction and guidance received from Council through the Capital Investment Outlook, including the need to continue to invest in the renewal and maintenance of the City's existing infrastructure versus funding for growth priorities, will be incorporated into the development of the 10-year 2023-2032 Capital Plan.
- The 10 Year 2023-2032 Capital Plan will be provided to City Council in fall of 2022 as a part of the four year 2023-2026 budget deliberations. The purpose of the 10 year capital plan is to provide Council with a long term forecast of the City's capital investment decisions and needs.
- The first four years, 2023-2026, will be the proposed capital budget.
- Capital projects in the 10-year plan will be ranked in terms of how well they align with the corporate goals and priorities through the PBB process. Those that align most closely, and can be funded through the available funding sources, will be proposed in the 2023-2026 capital budget in fall 2022.
- The first four years of the 10-year capital plan will be approved by City Council as the 2023-2026 approved capital budget, and the next six years are provided for information and context setting.
- The capital budget is adjusted twice a year, through the Fall and Spring Supplemental Capital Budget Adjustment Process.
- **Capital Project Governance Policy**
 - Passed in 2017, the [Capital Project Governance Policy \(C591\)](#) requires that all capital projects that are delivered by the City of Edmonton (infrastructure, fleet and equipment, information technology, land) follow a gated project delivery process.

- In the case of Integrated Infrastructure Services (IIS), the model that is utilized is the [Project Development and Delivery Model \(PDDM\)](#). It ensures that these capital projects follow a phased approach that includes formal checkpoint reviews as projects progress through the strategy, concept, design, build and operate value chain.
- For infrastructure projects, Council will authorize a composite program through the capital budget process, and the planning and initial design work will be funded from that program.
- Once infrastructure projects have gone through an appropriate level of planning and design, Administration will update Council on the projects, and Council will have the ability to approve additional funding for the projects to continue through detailed design and construction as prescribed by the PDDM and capital budget processes.

Operating Budget

- The 2023-2032 Operating Investment Outlook is a 10 year perspective of the City's operating requirements and is intended to enable a better understanding of the longer term financial implications of the City's operating needs and past decisions. The outlook will be provided to Council in May of 2022.
- The direction and guidance received from Council through the Operating Investment Outlook, specifically in terms of tax tolerance, will be used to propose the 2023-2032 operating budget in the fall of 2022.
- PBB will evaluate existing services and additional service requests against the priorities of Council and citizens to assist with decisions on the allocation of limited resources. PBB assists in rationalizing the proposed 2023-2026 operating budget.
- There are two opportunities to adjust the annual budgets; spring and fall. The operating budget is largely adjusted once a year through the Fall Supplemental Operating Budget Adjustment process (occurs during the fall the year before the budget year). The Spring Supplemental Capital Budget Adjustment Process is completed in the first quarter of the budget year and is used to make any final adjustments to the budget prior to setting the property tax rate (mill rate). The City waits until May to finalize the tax rate through the tax bylaw after the passing of the provincial budget in the first quarter of the year. The provincial budget

provides the education tax requisition component required to finalize the mill rate and provides an opportunity to make any required adjustments to address the direct impacts of the provincial budget to the City's operating budget.

Carbon Budgeting and Accounting

- In 2018, the City of Edmonton set ambitious targets of 50 per cent and 100 per cent reductions in Greenhouse Gas (GHG) emissions compared to 2005 levels by 2030 and 2050, respectively.
- The City requires a robust carbon accounting and budgeting system that measures the greenhouse gas emissions. The City is developing a carbon budget, accounting, and reporting system that is integrated with the existing budget process to ensure the corporation understands the GHG impact of the City's operating and capital investment decisions. The carbon accounting system is expected to be implemented by February 2022 in order to be integrated with the 2023-2026 budget planning process.

Financial Reporting

- There are three financial reports presented to Council showing the City's current financial position:
 - **Operating Performance Reports:** Current year-to-date operating results and projected year end results compared to the approved operating budget and includes explanations of variances. Q2, Q3 and Q4 results are presented to Council.
 - **Capital Performance Reports:** Provides the status of significant capital projects compared to the approved capital budget and budgeted completion dates. Q2, Q3 and Q4 results are presented to Council. Note that project updates on all hard asset infrastructure projects are available to the public via building.edmonton.ca.
 - **Annual Report:** Contains the annual consolidated financial statements in accordance with Canadian public sector accounting standards. The City's fiscal year-end is December 31. This report is presented annually to the Audit Committee for review and recommendation to City Council for approval.

Investment

- The City's funds are used to meet the day-to-day expenses, manage unexpected revenue shortfalls or expenditure overruns and to ensure that the City has money to pay its obligations such as debt repayments or pensions and benefits. Investments are made with an objective of maximizing returns at a prudent level of risk.
- The investment earnings realized from the City's various funds are contributed back to the City. This provides the City with an additional source of revenue, helps to diversify the revenue base, and reduces the reliance on property taxes and user fees. During the last 10 years, approximately \$80 million of investment earnings and dividends have been contributed back to the City's budget on an annual basis (or \$800 million cumulative). Without these earnings, property taxes would need to have increased by 6.4 per cent in order to have the same revenue effect that the investments provide.
- In a forward-thinking move, City Council created the Ed Tel Endowment Fund in 1995 to hold the financial assets generated from the sale of Edmonton Telephones Corporation to TELUS Communications. As opposed to a "rainy day" fund, the objective of an endowment fund is to provide a source of income in perpetuity while ensuring real purchasing power is maintained.
- The City's Ed Tel Endowment Fund provides a financial legacy for future generations that delivers a stable, sustainable and growing dividend for the City. Since 1995, the Ed Tel Endowment Fund has:
 - Earned a compound annual rate of return of 8.4 per cent versus the benchmark return of 7.5 per cent
 - Grown its original principal from \$465 million to \$1 billion
 - Paid \$874 million in dividends back to the City.

Assessment and Taxation

- Property tax represents close to 57 per cent of the City's operating revenue. The City collects what it budgets – no more and no less. Residential and non-residential property assessments change due to market fluctuations. The formulas below outline how property taxes are determined for each tax class:

1. Tax Rate Formula (Budget-Based)

$$\frac{\text{CITY BUDGET}}{\text{ASSESSMENT BASE}} = \text{TAX RATE}$$

2. Individual Property Tax Formula

$$\text{PROPERTY ASSESSMENT} \times \text{TAX RATE} = \text{PROPERTY TAX}$$

- Formula 1 shows that the tax rate is dependent on two factors: the City's overall operating budget and Edmonton's total assessment base (i.e. the total sum of assessment values of all taxable properties in Edmonton in that tax class). When Council chooses to increase its overall budget and associated tax levy, the tax rate will increase – the budget and the tax rate have a direct relationship. However, the assessment base and the tax rate have an inverse relationship. This means that an increase in the assessment base will result in a decrease to the tax rate, and vice-versa. Once tax rates are determined, the individual property owner's share of taxes is determined using formula 2. An in-depth discussion on property taxes is scheduled for January 2022.

Land Management and Enterprise Land Development (ELD)

TOPIC

Land Management and Enterprise Land Development (ELD)

KEY CONTACTS

- **Chris Hodgson**, Branch Manager, Real Estate
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- **Josiah Toppin**, Strategic Coordinator, Real Estate
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ATTACHMENTS

- [List of links](#)

CURRENT STATUS

Land Management, in the context of the City of Edmonton, is the effective governance of City-owned property including managing any surplus holdings. ELD is the for-profit land development program that operates with business practices that are consistent with the private sector and returning a dividend to the City.

KEY MESSAGES

- Land Management is governed by the [Land Management Guidelines](#) that provide a clear set of expectations for the City on acquisitions, sales or leases, review of inventory, transfer of land between City business areas, and a dispute-resolution process when there are competing interests within the Corporation.
- Enterprise Land Development develops land for financial profit and generates revenue for the City through an annual dividend.
 - Land development projects are self-funded through Land Enterprise Retained Earnings, and managed from land acquisition through to completion of construction

BACKGROUND

Land Management

- The City owns over 21,000 acres of land, split amongst approximately 8,400 individual parcels. The majority of this land is open space, such as river valley or park areas. The remainder is for:
 - City corporate use including recreation centres, fire halls, police stations, etc.
 - land set aside for future City development projects (including future housing projects); undevelopable land such as walkways or utility lots;
 - land waiting to be transferred to other corporate entities (eg. EPCOR and the Edmonton Community Development Corporation); and
 - a small percentage is surplus to municipal requirements and is slated to be sold or repurposed for other civic uses that align better with The City Plan.
- Approved by Administration in 2018 and implemented in 2019, the [Land Management Guidelines](#) provide a framework for the effective governance of City-owned property, including surplus

holdings. The guidelines provide a clear set of expectations around acquisitions, disposals (sales or leases), regular review of inventory, transfers between City business areas, and a dispute-resolution process when there are competing interests within the Corporation.

- The inventory review process outlines the steps taken to identify underused property which, if it cannot be repurposed for other City use, may be declared as surplus and eventually sold to generate revenue.
 - Part of the process to declare a property as surplus includes a review of the property by all business areas in the City to ensure that business areas have an opportunity to identify possible future needs for the property prior to it potentially being sold.
- When City-owned property is no longer needed for municipal purposes, it is declared surplus and is available to be sold. The City may make improvements to the property prior to listing it for sale if it is financially feasible to do so (ie. value increase more than offsets costs).
 - While selling surplus property may be a source of revenue for the City, the first priority is future municipal use. If the City has a defined need for a property in the future, it will not be declared surplus.
- Once land is determined to be sold, interested groups can access City land postings on the [land sales webpage](#). On the page, groups can subscribe to a land sales mailing list, apply to purchase land, and make property inquiries.
- Including managing the above process, the Real Estate Branch acts in a consultative role for the rest of the Corporation, for example in researching market and internal opportunities for land needed for Council initiatives, budgeting, planning advice, etc.

Enterprise Land Development

- Enterprise Land Development develops land for financial profit to achieve City objectives, and generate revenue for the City through an annual dividend.
- The City has historically participated in residential, commercial and industrial land development. However, Council recently directed Administration to dispose of all of its holdings identified for greenfield residential development.

- Council made the decision on May 3, 2021 following discussion on council report [CR 8197 - Enterprise Land Development Update](#)
- Net proceeds of the holdings are to partially be redirected to fund projects such as the Exhibition Lands and River Crossing redevelopments.
- Land development projects are self-funded through Land Enterprise Retained Earnings, and managed from land acquisition through to completion of construction.
 - Land Enterprise Retained Earnings is the funding source for ELD's land development activities.
 - Generally speaking, sale from surplus land also accrues to Land Enterprise Retained Earnings with some exceptions due to reserve designations, grant funding, or specialty projects such as the Blatchford redevelopment.
- ELD operates in alignment with the private sector by retaining expert consulting services to assist with planning, engineering, construction monitoring and closeout activities as well as hiring qualified contractors to construct all required infrastructure.
- As part of its projects, ELD is required to obtain all of the same municipal, provincial and federal approvals as the private sector as well as paying any and all required fees and assessments.
- ELD operates within City Administration as a self-funded enterprise in accordance with [City Policy C511 \(Land Development Policy\)](#), and returns an annual dividend equal to 25 per cent of net earning of the land development activity to the City in accordance with [City Policy C516B \(Land Enterprise Dividend Policy\)](#)
 - Target dividends are approved by City Council through the operating and capital budget process. The results of ELD activities are reported back to City Council as part of Administration's quarterly financial performance reporting.
- ELD's land development activities support the City's strategic goals of Regional Prosperity and Climate Resilience.
- ELD is currently focused on:
 - Disposition of remaining greenfield residential land holdings in the neighbourhoods of Aster, Schonsee and Goodridge Corners.
 - Finishing the warranty period for constructed infrastructure and landscaping and bringing the final phase of 81 residential lots in the City's last remaining residential greenfield development project in Laurel to market.
 - Completing site servicing, surface works and landscaping for a stormwater management facility and 14 medium industrial lots in Southeast Industrial Stage 2.

- Advancing next stages of development in the Rampart Industrial neighbourhood.

KEY CONSIDERATIONS

- In the context of the City's Land Management Framework, effective governance consists of creating a systematic process for acquiring, developing, maintaining, improving, and disposing of assets in an efficient manner to achieve the City's broader strategic vision. Core principles of the framework are that it:
 - mandates a regular inventory review and annual reporting of land assets;
 - reduces historic financial barriers to repurposing property from one civic use to another;
 - ensures that real estate decisions reflect the broader corporate perspective;
 - ensures that land acquisitions are appropriately budgeted and funded;
 - ensures that land that is sold achieves maximum value; and
 - creates a decision making process that is fair, consistent, and transparent, reflecting a broad Corporate perspective, with appropriate stakeholder engagement and a means of weighing competing priorities.
- Land Enterprise 2020 Financial Statement (as of December 31, 2020) and 2021 Financial Statement (as of June 30, 2021) - \$000:

	2020 YE Budget	2020 YE Actual	2020 YE Variance	2021 YTD Budget	2021 YTD Actual	2021 YTD Variance
Revenues	\$36,165	\$22,386	\$13,780	\$5,757	\$20,771	\$(15,013)
Expenses	\$28,989	\$11,343	\$17,646	\$5,546	\$8,749	\$(3,203)
Net Position	\$7,176	\$11,042	\$(3,866)	\$212	\$12,021	\$(11,810)

- ELD's ability to deliver on City Council's mandate and generate revenue for the City requires maintaining an inventory of land for future development through ongoing land acquisition. ELD will continue to engage with City Council for opportunity purchases to support future commercial and industrial development that aligns to City Council's vision for Edmonton.

Indigenous Framework

TOPIC

The Indigenous Framework articulates how the City of Edmonton best supports and builds relationships with Indigenous Peoples.

KEY CONTACTS

- **Jackie Foord**, Branch Manager, Social Development, Citizen Services
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- **Jasmine Brazil**, Strategic Coordinator, Social Development, Citizen Services
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ATTACHMENTS

- [Indigenous Framework document](#)
- [Indigenous Framework website](#)
- [Feb 17, 2021 Council report](#)
- [Nov 3, 2021 City Councillor Orientation Presentation](#)

CURRENT STATUS

Since the Framework was approved in February 2021, a [Corporate-wide action plan](#) along with seven individual Department action plans were created and are currently being implemented. Year one activities focus on building awareness and desire within City staff to begin or further their own reconciliation journeys.

KEY MESSAGES

- The Indigenous Framework was formally adopted by Council in February 2021 as a guiding document for Council and Mayor.
- The Indigenous Framework is a 'guidebook' or 'pathway marker' on the road towards reconciliation and good relations with Indigenous peoples in Edmonton.
- There are two distinct levels of responsibility within the Framework: those for individual City staff (application of the 4 roles to their everyday work- Listener, Connector, Partner, Advocate) and those for the entire corporation (the 7 Commitments).

BACKGROUND

- The Indigenous Framework was co-created with Elders, Knowledge Keepers, community partners, youth, and the broader Indigenous community over a three year period.
- Through ceremony, a guiding concept for our service to, and relationship with, Indigenous Peoples on this land was provided to us: Wahigicicobi (wah-hee-gee-chee-cho-bee), a lethka Nakoda (Stoney) word, meaning "kinship relationships." Wahkohtowin in Nehiyaw (Cree) was also shared, also meaning "kinship". Both words reflect very expansive concepts, philosophy, and Indigenous worldview from these Nations.
- Full details on how the Framework was developed, including a detailed timeline, What We Heard reports, and a list of partners is available on [Edmonton.ca](#).
- The project team continues to work closely with Elders and Knowledge Keepers to assist with its implementation.

KEY CONSIDERATIONS

- As part of the development of the Indigenous Framework, the Indigenous community in Edmonton is looking for enhanced communication and reporting back on the City's progress in

implementation. City Administration has planned for annual check-ins with the community, as well as increased engagement with Elders at senior and administration levels.

- There are many areas of alignment between the goals of the Indigenous Framework, the recommendations from the Community Safety and Wellbeing Task Force, the Calls for Justice from the National Inquiry on Missing and Murdered Indigenous Women and Girls, and the vision of the City Plan. It will be important to demonstrate the interconnections.
- At present, there is no budget associated specifically with the implementation of the Indigenous Framework, but business areas are already completing work related to an Indigenous Housing Strategy, Indigenous Procurement Framework, Urban Reserves, as well as Naming and Public Art. In order to demonstrate progress, additional budget may be required pending council deliberations.

SERVING EDMONTONIANS

Edmonton

The City of Edmonton serves the people of Edmonton. Our work allows people to live their best lives here by responding to the current needs of Edmontonians.

SERVING EDMONTONIANS

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Climate Resilience

TOPIC

Climate Resilience is one of four key pillars of ConnectEdmonton with the goal that Edmonton is a city transitioning to a low-carbon future, has clean air and water and is adapting to a changing climate.

KEY CONTACTS

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- **Olga Pupneja**, Strategic Coordinator, Planning and Environmental Services, Urban Planning and Economy olga.pupneja@edmonton.ca

ATTACHMENTS

- [City of Edmonton Charter Regulation](#)
- [Energy Transition Strategy](#)
- [Climate Adaptation Strategy](#)
- [Climate Resilience Policy \(C627\)](#)
- [Energy Transition Implementation Progress Report 2019](#)

CURRENT STATUS

Edmonton's Climate Resilience vision is achievable, but it will not be easy. A new [Climate Resilience Policy \(C627\)](#) and two significant climate change plans have been recently approved: the [Energy Transition Strategy](#) in April 2021, and [Climate Adaptation Strategy](#) in November 2020. Both strategies are priorities for the City and are currently being implemented. The strategies call for transformational changes and to advance action in an accelerated manner.

KEY MESSAGES

- Edmonton is already beginning to experience the impacts of a changing climate and those risks will continue to grow.
- The science shows that ambitious and urgent action is needed to address climate change.
- Taking action on climate change creates jobs, and can help secure Edmonton's economic place in a changing world that will be driven by low carbon growth.
- The City cannot do this alone. The City needs to mobilize community action and advocate, collaborate with, leverage and align with new government opportunities for standards, funding, additional powers and bold climate action.

BACKGROUND

Under the [City of Edmonton Charter Regulation](#), The City of Edmonton is required to have both a climate change mitigation plan to reduce greenhouse gas emissions (i. e. Edmonton's Community Energy Transition Strategy and Action Plan) and an adaptation plan (ie. Climate Resilient Edmonton - Adaptation Strategy and Action Plan). The plans need to be adopted by a resolution of Council and updated every five years.

Both plans have been approved and implementation is funded to varying degrees.

Previous Council leadership has advanced the climate file, locally, nationally and internationally. In 2017, Council created an Energy Transition and Climate Resilience Initiative that was led by two Council Sponsors with the mandate of increasing City Council support for the climate file. In 2018, Council supported the creation of the Edmonton Declaration that called on cities to take bold climate action. The Edmonton Declaration has been endorsed by over 4,500 North

American municipalities. In 2019, Council declared a climate emergency, asking Administration to increase its climate ambition and accelerate climate resilience action. In 2020 and 2021 Council approved the City's first ever Climate Adaptation Strategy and most ambitious Energy Transition Strategy, respectively.

Energy Transition Strategy

- The [Energy Transition Strategy](#) presents a 30 year vision with a strategy and action plan for the next ten years. The plan recognizes the urgency of the challenge, as well as the economic opportunity that it creates, and presents actions at a pace and scale that is more accelerated than the previous energy transition strategy and some of the policy directions in The City Plan. This work is complementary and critical to the Edmonton Economic Action Plan. The strategy identifies five pathways that are areas of transformative action. They are interconnected, and all of them are required to meet Edmonton's energy transition goals. Work is currently underway to move towards full implementation of integrated financial and carbon budgeting systems for the proposed 2023-2026 operating and capital budgets. Local carbon budgets are an emerging field of work, and the thinking, precision and methodologies will continue to be refined based on new knowledge and improved scientific understanding.

Climate Adaptation Strategy

- Edmonton is already beginning to see the consequences of climate change, including increased flooding, wildfire and smoke, new temperature extremes and changing ecosystems. The science shows that Edmonton's climate is expected to change even more significantly into the future. If climate risks continue to grow they are estimated, on average, to reduce Edmonton's GDP by \$3.2 billion annually as early as the 2040's, and see an increase of an additional 22,000 direct physical and mental health episodes annually.
- [Climate Resilient Edmonton: Adaptation Strategy and Action Plan](#) was developed based on the results of a community wide climate risk and vulnerability assessment. The strategy outlines how the City of Edmonton will plan and invest resources to increase our communities' climate resilience, minimize the exposure of people and assets to the impacts of climate change, and take advantage of new opportunities as they arise. The strategy sets out five interconnected pathways that guide scientific and evidence-based decisions and prepare for changes to our temperatures, precipitation, weather extremes and ecosystems.

KEY CONSIDERATIONS

- The climate change file is continuously evolving in the private, as well as the public sectors, including at all three levels of government. A dynamic policy and implementation approach is needed, as well as ongoing monitoring of the climate policy and funding landscape.
- The City can not do this alone. The City needs to mobilize community action and advocate to, collaborate with, leverage and align with new government opportunities for standards, funding, additional powers and bold climate action.

Budget

- Edmonton's Climate Resilience vision is achievable, but will require significant levels of public and private investment of approximately \$40-\$50 billion over the next 30 years. The majority of the investment will need to come from the private sector and partnerships.
- Analysis done to inform the updated Energy Transition Strategy estimated that the City's investment share of the energy transition aspects may require \$100 million annually. EPCOR's flood mitigation program is estimated to require \$1.9 billion over the next 20 years, and work is under way to understand additional adaptation funding needs. Financing Edmonton's share of the public investment will require challenging trade-off and prioritization discussions and innovative funding approaches. Administration has staged the majority of new funding requirements for the climate strategies to be included as part of the 2023-2026 and 2027-2030 budget cycles, which Council will be required to consider as part of the budget process.

Strategic and Prioritized Relationships and Partnerships

TOPIC

Strategic and Prioritized Relationships and Partnerships

KEY CONTACTS

- **Rob Klatchuk**, Branch Manager, Relationships & Customer Access rob.klatchuk@edmonton.ca
- **Ashley Goff**, Strategic Coordinator, Relationships & Customer Access ashley.goff@edmonton.ca

KEY MESSAGES

- The City of Edmonton recognizes that we can enable a better life for all Edmontonians when we work with the many organizations in our City-building ecosystem.
- In this ecosystem, the City acts as a convener, networker, funder and partner to enhance the public good, address social issues and keep Edmonton economically competitive.
- Key relationships and partnerships are activated and supported within various departments at the City of Edmonton and at a corporate level by the Relationships and Customer Access Branch.
- All City departments work together with relationships, partnerships and stakeholders, but the centralized strategy on how to do this in an integrated and coordinated fashion is led by the Relationships and Customer Access branch.

BACKGROUND

- The City Plan, ConnectEdmonton and the Corporate Business Plan are driven by relationships and partnerships and are supported by program and service areas.
- Edmonton is a Relationship Based City, which means we actively work to develop relationships and partnerships to deliver programs and services to citizens.
- Council can direct Administration to form relationships and partnerships explicitly through Council motions or implicitly through bylaws, policies or approval of strategies. Relationships can also happen in more organic ways as Administration considers how to efficiently and effectively deliver municipal services in our complex ecosystem.

KEY CONSIDERATIONS

The Relationship and Partnership Framework:

- The Relationship and Partnership Framework outlines how City Administration works in relationship and partnership to drive and advance key initiatives. Administration's approach to relationship building is inclusive and representative of the diverse makeup of Alberta's capital city.
- There are five guiding principles found within the Relationship and Partnership Framework as follows:

- Is it advancing our priorities and strategic goals?
- Does it make us more efficient?
- Does it make us more effective at integrated service delivery?
- Are we able to measure or are we currently measuring the impact?
- Is this work inclusive and representative of the people of Edmonton?

Supporting Council with External Relations

- The Relationship and Customer Access Branch provides a coordinating role in the City's key stakeholders and relationships. The team is happy to provide support for specific strategic relationships and partnerships that are grounded in City priorities. Examples of sectors where we may be able to provide specific assistance include: post-secondary institutions, publicly funded school authorities, non-profit organizations and arts and cultural groups.
- To access these services, your office can provide notification to externalrelations@edmonton.ca that you have an upcoming meeting with an organization. If it is an organization that is included in the corporate program, the team will provide you with background information on the City's work with the relationship, partnership or stakeholder and, if desired, equip you with key messages to help support your conversation. Following your meeting, the team can assist Councillor offices by determining next steps for any action item.

Intergovernmental Context and Initiatives

TOPIC

City-building is complex and important work that cannot happen without a shared vision and partnerships across all orders of government. There are countless City initiatives that have touch points with other orders of government - federal, provincial and intermunicipal.

KEY CONTACTS

- **Rob Klatchuk**, Branch Manager - Relationships and Customer Access rob.klatchuk@edmonton.ca
- **Ashley Goff**, Strategic Coordinator - Relationships and Customer Access ashley.goff@edmonton.ca

KEY MESSAGES

- The Intergovernmental Affairs team in the Relationships and Customer Access Branch helps influence and foster relationships with other governments (federal, provincial and municipal) to advance the City's interests and long-term strategic goals.
- The City has municipal partners across the country, province and region, often through intergovernmental associations such as the Federation of Canadian Municipalities (FCM) and the Alberta Urban Municipalities Association (AUMA), and the Edmonton Metropolitan Region Board (EMRB).
- The City's advocacy priorities support the implementation of the vision of ConnectEdmonton. The specifics of those priorities are updated as socio-political-economic circumstances shift.
- The approach to the City's relationship with the Government of Alberta is described in a robust Government Relations Plan. The Plan outlines mechanisms for advancing intergovernmental priorities while still allowing scope for priorities to shift in accordance with environmental factors and new Council priorities. There will be opportunity for the incoming Council to determine its priorities and role in advocacy moving forward.

BACKGROUND

Provincial and Federal Representation

- In relation to the **provincial** government, Edmonton has 20 of Alberta's 87 electoral seats: only one held by a member of the United Conservative Party; the remainder are held by the Alberta NDP. Kaycee Madu is the United Conservative party MLA for Edmonton-South West and currently Minister of Justice and Solicitor General.
 - A leadership review is planned for early in the new year; the results could be an endorsement of Premier Kenney or a repudiation leading to a party leadership race. In the latter case, there would likely be an interim Premier pending the results of the leadership race. A provincial election is not a consequence of a leadership review.
 - Tensions within the provincial governing party could affect their ability to advance key priorities and/or interactions with municipal councils.

- In the **federal** context, the Edmonton area has eleven of Canada's 338 electoral seats. In the federal election held on September 20, 2021, Justin Trudeau led the Liberals to another minority government, with nearly the same seat count. For the Edmonton region, eight conservative and one NDP Members of Parliament kept their seats. The NDP gained an additional seat in Edmonton-Griesbach, while the Liberals regained Edmonton-Centre .
 - Alberta has previously not had direct representation in federal cabinet, but that is likely to change. Developing relationships with Edmonton's lone Liberal MP, as well as the Liberal MP in Calgary may be an important part of advancing municipal perspectives.
 - Prior to the election, eight of the federal seats in the Edmonton region were held by the Conservative Party, one by the New Democratic Party, none by the Liberal Party.
- Despite recent elections, a continued relative lack of representatives from Edmonton in federal or provincial governing parties will still create complexities in building other governments' awareness and support for our city's priorities. It can also be more challenging to navigate between the differing political perspectives playing out at the provincial and federal level.

The Context for Municipal Government in Alberta

- The Government of Alberta is responsible for establishing the legislative framework for all local governments in our province, and defines the roles and responsibilities of all municipalities under the provincial Municipal Government Act (MGA). Municipalities are "creatures of the province."
- Edmonton and Calgary have a few powers and authorities that other municipalities do not hold, as the two big cities were granted City Charters in 2018. This recognizes the unique challenges and strengths for Edmonton and Calgary as large metropolitan urban hubs.
- The City of Edmonton has a population of almost 1 million people; the entire Edmonton Metropolitan Region has a population of 1.3 million people. There are 12 municipalities on Edmonton's borders which, with Edmonton, form the Edmonton Metropolitan Region Board.
 - Edmonton takes a metropolitan mindset in understanding its involvement in the region. The ability to demonstrate alignment

as a region has the potential to build the region into an engine for economic growth and diversification.

- Note that participation in the EMRB is a provincially legislated obligation (AUMA and FCM participation by contrast is voluntary).
- Government relations work is shared across the corporation. The Mayor, as the Chief Elected Official, often acts as the prime elected advocate for the City in intergovernmental matters, with members of Council playing an important supporting role
- In partnership with the Mayor and Council, the Executive Leadership Team, along with subject matter experts from across the corporation, work together to develop strategic relationships with their government peers to advance city interests.

KEY CONSIDERATIONS

- Administration analysis continues on the impact of the recent federal election on the City's advocacy approach. As new Ministers are settling into their position, there is opportunity for Council to provide direction and play a lead role in fostering relationships with new and re-elected Members of Parliament (and Senators) in the Edmonton area.
- Council direction-setting will be required soon on City priorities that will inform our advocacy with federal and provincial governments. Most immediately this will be reflected around our annual federal and provincial pre-budget submissions due by year-end.
- In February 2021, Council adopted a robust Government Relations Plan with a preliminary focus on the City's relationship and advocacy with the provincial government. While implementation of the Plan has begun and is in progress, there is opportunity for the new Council to review and provide advice or direction on the Plan.
- The Alberta Urban Municipalities Association (AUMA) annual conference is being held in Edmonton November 17-19, 2021. Members of Council can attend as voting delegates. This is also an opportunity to network with municipal leaders from across Alberta and with Government of Alberta cabinet ministers who attend as well.

Intergovernmental Support for Council

- The Relationship and Customer Access Branch provides a coordinating role in the City's key stakeholders and relationships. The Branch provides support for the City's strategic relationships and partnerships that are grounded in City priorities.

- The Intergovernmental Affairs team supports Council members in various ways including: developing advocacy plans and helping to foster intergovernmental relationships and alliances to advance City priorities, preparing correspondence to other orders of governments as directed by Council, contributing to federal and provincial consultations, and analyzing the impacts of federal and provincial policies, legislation and funding decisions on the City.
- Intergovernmental Affairs provides briefings and advice to support Council members' participation at various intergovernmental forums such as the FCM and the associated Big City Mayors' Caucus (BCMC), AUMA and EMRB.
- The Intergovernmental Affairs team also coordinates the implementation of the Government Relations Plan and can be reached at caeintergovernmentalaffairs@edmonton.ca.

Listening and Learning (Public Engagement and Research)

TOPIC

Overview of Public Engagement at the City of Edmonton

KEY CONTACTS

- **Ryan Barkway**, Branch Manager, Research, Engagement and Communications
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- **Jonathan Huckabay**, Strategic Coordinator, Research, Engagement and Communications
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KEY MESSAGES

- Public Engagement creates opportunities for people to contribute to decision-making by City Council and Administration about the City's policies, programs, projects, and services, and communicates how public input is collected and used. The City's Public Engagement Policy was recently reviewed and updated as of June, 2021.
- The City of Edmonton is committed to enabling a better life for all Edmontonians. One of the ways we do this is through our conversations, relationships and partnerships with citizens and stakeholders. The City of Edmonton is also committed to involving the people affected by the decisions it makes. Through public engagement activities, the City seeks diverse opinions, experiences and information so that a wide spectrum of information is available to decision makers.
- The City currently utilizes many tools and techniques to undertake effective public engagement including in-person engagement and digital tools. Digital engagement has allowed the City of Edmonton to reach a broader and more diverse audience in new ways during the pandemic and beyond. The City of Edmonton is a leader in the digital engagement space and is continuously exploring new tools and methods to innovate and improve the engagement experience for residents.

BACKGROUND

[Public Engagement Policy \(C593A\)](#)

The Council Initiative on Public Engagement sought input from City Council, Administration and the public. Outcomes from the Council Initiative on Public Engagement included the vision for public engagement, promise, guiding principles, public engagement spectrum, and five elements that support public engagement.

Public Engagement Definition

- Public Engagement is one of the ways the City listens and learns from Edmontonians. Despite its name, public engagement is not only limited to engaging with the general public, but includes

engagement with stakeholders as well. Public Engagement does not include sharing information only, awareness raising, or community relations activities where the main purpose is not seeking input for the purpose of supporting decision making.

Public Engagement Promise

- The Council Initiative on Public Engagement sought feedback from Edmontonians, Council and City Administration by asking: "What is most important about public engagement?" The responses are summarized in the Public Engagement Promise:
- This is our City. We value your input in how we maintain, grow and build Edmonton. We believe engagement leads to better decision making. We are committed to reaching out to our diverse communities in thoughtful and meaningful ways. We want to understand your perspectives and build trusting relationships with you. We will show you how you help influence City decisions. Share your voice with us and shape our City.

Vision and Guiding Principles

- The vision and guiding principles are the elements that guide public engagement practice, help define what is good public engagement, and corporately evaluate public engagement.
- The City's vision for public engagement is:
 - "A City where we are connected, invested, and proud to participate in shaping our community."
- The five guiding principles are: A shared responsibility; Relationship-building and perspective seeking; Proactive, timely and transparent; Inclusive and accessible; Innovation and continuously improving.

Public Engagement Spectrum

- The City of Edmonton's Public Engagement Spectrum is a tool used to facilitate discussion about the appropriate level of influence of the public that occurs during the development of public engagement activities. It explains the four roles (Advise, Refine, Create, Decide) the public can play when they participate in City of Edmonton public engagement activities.

Public Engagement Process

- The Public Engagement Process has six steps: Identification, Strategy, Planning & Design, Implementation & Data Collection, Analysis & Reporting and Evaluation.
- The process is used to deliver meaningful, consistent, and outcomes-driven public engagement at the City. It provides the basic steps you would see for each engagement process and can be one whole process or one phase of engagement.

Public Engagement as part of Council Decision Making

- The Community Insights section of Council Reports provides a space for Administration to advise how different perspectives were considered as a recommendation to Council was developed. For larger projects, What We Heard or research reports (detailing how the public engagement was conducted and what insights were received) will be attached to the Council Report for more detailed review. What We Heard and research reports are also available on edmonton.ca for a variety of past program and service decisions.

Affordable Housing and Homelessness

TOPIC

The state of homelessness and housing need in Edmonton.

KEY CONTACTS

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- **Jasmine Brazil**, Strategic Coordinator, Social Development, Citizen Services
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ATTACHMENTS

- [Council Training Presentation \(AH&H\)](#)
- [Encampment Response Flowchart](#)
- [Updated Affordable Housing Investment Plan \(2019-2022\)](#)
 - [Background](#)
 - [Risk Assessment](#)
 - [Glossary of Housing Terms](#)
- [Policy C601](#) Affordable Housing Investment Guidelines
- [Policy C437A](#) City Land Assets for Non-Profit Affordable Housing
- [Policy C583](#) Guidelines for Development of the 2009 Surplus School Sites

CURRENT STATUS

The City and its community partners are working to support vulnerable people, neighbourhoods and Edmonton's economic recovery through the provision of supports for people experiencing homelessness and land and grants to support the construction of affordable housing.

KEY MESSAGES

- Edmonton had made significant progress toward ending homelessness over the past decade, but the COVID-19 pandemic increased the number of people falling into homelessness and widened gaps in services required to support them.
- Encampments and social disorder are a symptom of Edmonton's critical shortage of affordable housing. Short-term solutions are costly, resource intensive and insufficient as bandaids to support long-term economic recovery.
- The solution to homelessness and social disorder is affordable housing with wraparound support services.
- The provision of affordable and supportive housing is a provincial responsibility, but we recognize that all orders of government must work together to solve this complex issue.
- Experience indicates that the City of Edmonton must continue to provide leadership to attract greater investment from the provincial and federal governments.

BACKGROUND

Homelessness in Edmonton

- Homeward Trust's By Name List provides a real-time snapshot of the state of homelessness in our city. As of September 2021, there were more than 2,700 people experiencing homelessness; about half were provisionally housed (i.e. couch surfing or some other temporary arrangement), 600-700 slept outside on any given night, and the rest accessed emergency shelters. Close to 60 per cent of people experiencing homelessness in Edmonton identify as Indigenous.
- Edmonton, led by Homeward Trust and the homeless-serving agencies it supports, has made significant progress toward ending homelessness over the last decade. Nearly 13,000 people have

been housed since 2009 and, prior to the pandemic, the number of people experiencing homelessness had fallen to 1500. The pandemic increased inflow into homelessness and slowed outflow, leading to an overall increase in our city.

- It also provided insights into the number of people living in extreme poverty and vulnerable to falling into homelessness. Daytime support services, including meals, laundry, clothing, medical services and mental health and addictions services, were offered at the Expo Centre (March - July 2020) and the 24/7 shelter at Tipinawaw (October 2020 - May 2021). More than 6000 unique visitors accessed each facility for these services. At Tipinawaw, more than 2,800 people accessed these services that did not use the overnight shelter. This indicates that there are people who are housed but do not have adequate access to basic needs and could become homeless if their circumstances change.
- Approximately 11,000 Edmontonians fall into homelessness each year. While most of these individuals and families are able to resolve their homelessness with the support of friends and family — in what is called episodic homelessness — a portion of this population simply don't have the natural supports and resources to do so and can become chronically homeless, meaning they are homeless for more than a year or repeatedly. Individuals experiencing chronic homelessness typically have complex, long-term health conditions such as mental illness, physical disabilities and substance use disorders and are still dealing with significant trauma or abuse. Chronic homelessness takes an enormous toll on an individual and it is very costly to the public. Individuals experiencing homelessness incurred 12,000 inpatient stays in Alberta's health system between 2007 and 2016. This translated into \$217 million in health expenditures.

Encampments

- The City and its partners work together to address homeless encampments on public land. The Encampment Response Team (ERT) is a partnership between Homeward Trust, Bissell Centre, Boyle Street, Edmonton Police Service (EPS), and a number of City of Edmonton departments. More information on the Encampment Response can be found in this briefing.

Bridge Housing

- In 2020, the City renovated the former jockey dorms at the Exhibition Lands and signed a 3-year lease with Homeward Trust to provide a limited stay accommodation to help transition people out of homelessness. On-site supports help people meet their basic

needs while they work with a housing worker to secure permanent housing.

- Other bridge housing programs were created in hotels during the pandemic and continue to provide options for moving people out of encampments.

Supportive housing

- Homeless services, including emergency shelters, are the responsibility of and funded by the provincial government. In recent years, the City has also opened temporary, low-barrier shelter space at City-owned facilities during extreme cold or in response to the COVID-19 pandemic to fill the gaps in the current system. These are stop-gap solutions. The long-term solution to homelessness is permanent housing with supports.
- Supportive housing is a type of affordable housing that combines subsidized rent with on-site wraparound medical, mental health, and life skills support. It is a proven model for residents (between 60 and 84 per cent success rate) and saves taxpayers millions in policing, justice, and health services costs associated with homelessness. It is recovery-oriented and structured around helping residents set and meet their goals, whatever they may be.
- In 2020, City Council approved the sale of land of five City-owned parcels in residential neighbourhoods to Homeward Trust for the development of supportive housing. With funding from the federal government's Rapid Housing Initiative, those buildings are on track to be completed by the end of 2021. In August, Executive Committee approved a below-market land sale for two additional sites in Garneau and Queen Alexandra. A housing partner will be selected through an open and competitive process in fall 2021.

Affordable Housing Investment Plan (AHIP)

- The Affordable Housing Investment Plan is the City's plan for how to add an additional 2500 units of housing by 2022 through grants, surplus school site redevelopment, and supportive housing development.
- To help meet this goal, Administration provides limited grant funding and land to our housing partners for the creation of shovel-ready projects capable of attracting additional support from other orders of government.
- In 2020, the federal government announced the Rapid Housing Initiative, funding for municipalities and non-market housing providers to create housing for people experiencing homelessness

that could be delivered within a year. The City was able to put forward for funding five supportive housing developments already underway, underscoring the need for and importance of shovel ready projects to attract investment from other levels of government.

- Administration continues to acquire and make available new sites for future supportive housing development to support the creation of shovel ready projects that can attract further investment from other orders of government. In May 2021, City Council approved an updated approach to land disposition (City Policy C437). The policy establishes a consistent approach for affordable housing development across the city and is designed to be more streamlined, efficient and fair.
- In Q1 2022, Administration will seek City Council's approval for the below-market land sale of a batch of sites following this same process. Council may also be asked to approve rezonings of land selected for affordable housing. All sites selected for affordable housing development are suitable for residential development and follow a set of site selection guidelines, including integration with the surrounding land uses and built form, and proximity to amenities and services for residents, like transit, grocery stores, and public services.

Affordable Housing Investment Program

- The Affordable Housing Investment Program (AHIP) provides grant funding to incentivize affordable housing development and help the City reach its goal of creating 2,500 affordable housing units across Edmonton by 2022.
- In alignment with City Policy C601 Affordable Housing Investment Guidelines, the Affordable Housing Investment Program provides grant funding to eligible non-profit and private sector entities, targeting shovel-ready proposals to encourage affordable housing development in Edmonton. The grants provide up to 25 per cent of the capital costs of newly constructed or rehabilitated affordable housing developments; the actual amount of funding commitment by the City may vary in the City's sole discretion
- There have been three rounds of grants so far. Every \$1 the City has invested has been matched, on average, by \$6 from grant recipients.

Building Housing Choices

- Nine surplus school sites received by the City in 2009 have been identified for mixed-market affordable housing development (City Policy C583). The first two sites under development are Keheewin and Ogilvie Ridge. Extensive public engagement has been undertaken for both sites since 2015. CIVIDA was selected as the developer/operator for Keheewin. A property listing for Ogilvie Ridge was issued in summer 2021. Following the selection of a developer/operator in Q4 2021, further developer-led public engagement will take place in Q1 2022.
- Policy C583 is currently under review to determine how to best align the use of the land with the city's existing housing needs.

HomeEd

- homeEd is a non-profit housing provider and key partner to the City of Edmonton in the operation of affordable housing. Established in 1977 by the City of Edmonton to increase the supply of affordable rental housing, homeEd now provides well over 900 units to a mix of low to moderate income households, with rents starting at the low end of the market. homeEd owns and operates 939 affordable rental housing units across Edmonton: ten apartment buildings, ten townhouse complexes, and multiple condo units located in thirty four condo complexes.
- homeEd is governed by a volunteer Board of Directors appointed annually by a board of shareholder. The sole shareholder is the City of Edmonton as represented by the Mayor and Council as the City's governing body.
- The current Board consists of eight citizen-at-large members appointed by City Council. Most recently, the Shareholder approved a change in governance structure which provided the Board with the decision-making capacity necessary to independently execute the organization's mandate. Nick Lilley is the current Interim Executive Director for HomeEd.

Communications and Public Engagement

- In an effort to be consistent with a human-rights based approach to selecting sites for affordable housing, the appropriateness of a specific location of an affordable or supportive housing development is not part of the public engagement process since only sites already determined to be suitable for residential development are advanced for this purpose.
- Once a site is selected for affordable or supportive housing development, and prior to any development milestones, such as a land sale, selection of a housing partner or rezoning,

Administration shares information about its plans with community stakeholders and nearby residents. We are committed to sharing information and answering questions to help community members understand the changes in their neighbourhood.

- Public engagement with the community is a standard condition of our sales agreement and it must be completed by the housing provider before the land is transferred. Engagement is undertaken at the Advise level and input is focused on a Good Neighbour Plan, a tool to help build a positive relationship with the community. Other engagement topics, such as building design, are at the discretion of the housing provider.
- If residents have questions or concerns about a new development in their area, you can contact our section to provide information or request that we follow up directly by emailing supportivehousing@edmonton.ca.

Community Safety and Wellbeing

TOPIC

Community Safety and Well-being is a key contributor to ConnectEdmonton and the strategic goal of Healthy City - to make Edmonton the safest city in Canada by 2030.

KEY CONTACTS

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- **Rob Smyth**, Deputy City Manager, Citizen Service
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ATTACHMENTS

- [Safer for All: Report and Recommendations of the Community Safety and Well-Being Task Force](#)
- [Safer for All: A Work Plan for Community Safety and Well-Being](#)

CURRENT STATUS

The scope of work and partners engaged has expanded since the June 2021 *Safer for All* interim report to Council, including:

- Administration is taking a refreshed approach to community consultation and engagement to directly hear from diverse community voices.
- The City has started to advocate to the provincial and federal governments for changes to laws, such as the Criminal Code (including how hate crimes are defined) and legislative acts.
- In November 2021, Administration will provide an interim report on community consultation and budget strategies, including how best to support the work of the Anti-Racism Advisory Committee.
- As part of a Q1 2022 report, the City will provide data points and tangible outcomes taken with respect to the 14 Task Force recommendations from April 2021.

KEY MESSAGES

- The City of Edmonton has long prioritized the need to operate in a way that is inclusive of all residents and values diverse perspectives.
- Increased understanding of community experiences and expectations—from reports like Safer for All—combined with recent local and global events have informed the City's strategic focus on continuing to create a healthy city.
- It is important to find balance between social and protective services, as it relates to community well-being, while ensuring both evolve as a community changes. Those with power—in this case a City government and a police force—have special obligations to deliver these services and make their communities better.

BACKGROUND

In June 2020, 142 Edmontonians shared their encounters with racism and experiences with policing in the city with City Council. Shortly thereafter, City Council directed a number of actions including creating a Community Safety and Well-Being Task Force.

In July 2020, City Council made a motion to reduce the Edmonton Police Service budget by \$11 million (split over 2021/22) to be held corporately to support Community Safety and Well-Being. These reductions were formalized through the Fall 2020 Supplemental Operating Budget Adjustment.

- In August 2020, a bylaw was passed to establish the Community Safety and Well-Being Task Force, which was then formed in October 2020 and focused on four major areas:
 - How we define community safety
 - The role of police in a safe community
 - The conduct of police providing community safety
 - The roles and conduct of others (peace and bylaw officers) in safe community
- On April 6, 2021, the 16-member Task Force presented 14 recommendations to City Council, [Attachment 1](#). In response, the City of Edmonton, Edmonton Police Service, and the Edmonton Police Commission worked together to identify quickly actionable items directly within their control and presented an interim report to City Council on June 30, 2021- Safer for All: A Work Plan for Community Safety and Well-Being, Attachment 2.
- The interim report shared over 70 action items that are underway or set to commence before the end of the year, outline planned next steps, incorporate new insights, and reflect a shared commitment to making Edmonton a more inclusive, compassionate, and safe city. The Work Plan is underpinned by ConnectEdmonton and The City Plan.
- Actions lead by Administration and partner organizations are intended to support an inclusive and anti-racist community and civic corporation, which includes revised governance options. For instance, the City recently updated the public places bylaw to include fines for harassment based on race, religion, gender identity, sexual orientation and other identifiers as behaviours resulting in a fine. First time offenders would be punished with a \$250 fine and repeated incidents would double the fine.

KEY CONSIDERATIONS

- GBA+ and identity intersectionality (such as income, education, housing, family dynamics) have helped the City better understand people's lived-experience by intentionally considering compounding experiences of marginalization and discrimination in re-considering City programs, policies and practices.

- Administration continues to examine governance approaches, including working with the federal and provincial governments who are responsible for the laws related to crimes and policing.
- Cross-jurisdictional scans were completed, including the City of Hamilton, Burlington, and Ontario plans, Saskatchewan's Community Mobilization Prince Albert (CMPA), and also Surrey, B.C.

Recent Council and Committee Motions

- July 5, 2021 City Council meeting
 - That Administration work in a collaborative, decision-making way with the Anti-racism Advisory Committee, additional BIPOC stakeholders and the Edmonton Police Commission, to provide additional clarity and actionable data points on the tangible outcomes taken with respect to the 14 recommendations, as outlined by the Community and Well-Being Task Force, in the next update on the "Safer for All Strategy" (OCM00568 Safer for All Strategy - Community Safety, Well Being, Inclusion and Anti-racism).
 - That the Mayor, on behalf of City Council, write a letter to the federal government requesting a review and potential update of the current definition of a hate crime for racial/gendered/cultural gaps and/or biases and the legislative application thereof.
- June 30, 2021 Community and Public Services Committee
 - That Administration prepare an unfunded service package for Council's consideration as part of the Fall 2021 Supplemental Operating Budget Adjustment for ongoing operating funding of \$250,000 per year so that RECOVER can continue to support the social infrastructure work for urban well-being.
- July 20, 2020 Council Motion
 - Prepare amendments for Council's consideration at the Fall 2020 Supplemental Operating Budget Discussion:
 - Amendments to reduce the Edmonton Police Service budget from 2021 levels by \$11M with reductions split over the 2021 and 2022 budget years;
 - Adjustments to suspend the Edmonton Police Service Funding Formula Policy C604 pending review and reframing as an Edmonton Community Safety and Well-being Funding Policy informed by the analysis directed above

- Amendments to re-direct savings realized to fund supportive housing construction grants to end homelessness and to fund programs and partners within the community development/ human services / social safety net ecosystem with advice and budget recommendations from the Community Safety and Well-being Task Force
- A report that explores the creation of a joint dispatch Centre that includes mergers and amalgamations of all social service ecosystem partners to ensure the right services and units (ranging from fire to police to peace officers to Emergency Medical Services to crisis diversion or mental health teams) are being appropriately and efficiently dispatched to calls for service.

Edmonton Transit Service Ridership Recovery

TOPIC

Edmonton Transit Service (ETS) is delivering on major improvements to the rider experience that will recover ridership that was impacted by the pandemic.

KEY CONTACTS

- **Carrie Hotton-MacDonald**, Branch Manager, Edmonton Transit Service carrie.hotton-macdonald@edmonton.ca

ATTACHMENTS

- [Transit 101 Briefing Note](#)
- [Edmonton Transit Service Fare Policy C451H](#)
- [Annual Service Plan 2020-2021](#)
- [Ridership Recovery and Growth Report \(November 2019\)](#)
- [Transit Safety and Security Update \(November 2020\)](#)

CURRENT STATUS

ETS ridership is currently ranging around 55 per cent of pre-pandemic levels. While ETS was expecting ridership gains in September 2021, this has been impacted by the fourth wave of the pandemic. Modelling was recently updated to reflect new assumptions on recovery in 2022. As of October, overall ridership has been between 50-55 per cent of pre-pandemic levels. ETS ridership is also seeing increased usage of off-peak LRT service, particularly around the universities (University of Alberta and MacEwan). The On-Demand service has had a steady increase week-over-week since the launch and is now at 5,313 rides per week.

KEY MESSAGES

- Transit systems throughout North America have been impacted by the COVID-19 pandemic. ETS is building a transit service that will attract more riders with improvements to our bus network, customer service, safety and fares
- ETS works collaboratively with partners across City departments and communities to develop strategy, understand and address social challenges, invest in infrastructure, renew and maintain vehicles and facilities and ensure community safety.
- ETS is continuously improving service for a convenient, reliable, accessible and safe journey

BACKGROUND

- ETS conducted research on levers of ridership, which was shared with City Council in 2019. Ridership can be affected by internal and external levers. Internal levers are factors the City can control, such as fare pricing, service levels, safety and security measures, and transit-oriented development decisions. External levers are things the City does not control, like employment levels in the region, car ownership and fuel prices. Key elements that riders highlight as important include (in no particular order):
 - Good connections, trip duration and service frequency
 - On-time reliable service
 - Value for fare
 - Safety and security

- Cleanliness and attractive amenities
- Access to information & communications
- Hours of operation/ access to service
- Among the internal levers that ETS controls - service delivery and transit fare pricing - research demonstrates that investments in service produce larger gains for both ridership and mode shift than overall reductions in fare pricing. The new ETS fare policy, approved in 2019, reflects a needs-based approach to faring.
- Transit ridership recovery is critical to the city and region's pandemic recovery. ETS works in partnership across the organization and community to achieve ConnectEdmonton goals and City Plan outcomes. Transit enables the outcome of Community of Communities. This is about enabling Edmontonians to get around easily, and accessing their daily needs within their district by foot or rolling, biking and transit.

KEY CONSIDERATIONS

ETS is continually improving internal levers of ridership to recover ridership and enhance the rider experience by:

- Heightening the focus on **safety and security** by using an integrated, holistic approach with multiple layers of support (personnel, policies, technology, infrastructure). ETS is currently conducting root cause analysis work with the community that will provide diverse perspectives to inform the safety and security framework.
- Reassuring health and safety of ETS riders while using transit in a pandemic by continuing **enhanced cleaning and disinfection** of high touch points in the transit journey, installing antimicrobial seats on newer LRT trains, using antimicrobial push plates on facility doors, and installing UV filters in buses to kill airborne germs.
- **Improving service** by delivering a fast, frequent and reliable transit network through the Bus Network Redesign, adding a new layer of service through On Demand Transit pilot, investing in expanding the LRT network, improving the DATS client experience with a three-year action plan by 2023.
- Focusing on the rider experience and adding **amenities that enhance accessibility** on transit like major renewal of Stadium Station that will create a more accessible LRT station, electrification of the ETS bus fleet, adding water bottle filling stations at centres and stations, implementing Arc (Smart Fare) payment technology

- Making fare payment easier and using a **needs-based approach to faring**. ETS is implementing Arc (Smart Fare electronic payment system) in phases starting in 2021. Riders will be able to prepay for trips on a card. In 2019, City Council approved the Fare Policy, moving towards a policy that helps those who need help accessing transit fare. Through a partnership with the Government of Alberta, the [Ride Transit program](#) provides Adult and Youth monthly passes to eligible low income Edmontonians at a subsidized rate. ETS is currently undergoing an anti-racism review on low-income fare programs.
- Building a more **inclusive transit system** for transit riders and ETS workforce. ETS is committed to reducing impacts of safety and security work on marginalized communities, increasing diversity in the transit workforce and working through the Indigenous Framework Action Plan.

Winter Operations

TOPIC

Overview of the Winter Operations managed through City Operations.

KEY CONTACTS

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- **Jenna Frost**, Strategic Coordinator, Parks and Roads Services
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ATTACHMENTS

- [Snow and Ice Control Policy C409K](#)
- [Snow and Ice Control Administrative Procedure](#)
- [Bylaw 19438 - To Amend Bylaw 5590 Traffic Bylaw to enable a City-Wide Seasonal Parking Ban](#) (Attachment 1 - [Bylaw 19438](#))
- [CO00180 Administration Response - Snow and Ice Control Program Audit](#)
- [Corporate Tree Management Policy](#)

CURRENT STATUS

Winter Operations includes the Snow and Ice (SNIC) program, tree maintenance, natural area maintenance and site servicing.

KEY MESSAGES

Snow and Ice

- SNIC program details are available via the [Snow and Ice Control procedure](#) document. An SNIC information document is also updated and shared with Councillor's offices annually in advance of the winter season. This important communication tool details SNIC operations and service levels, and should be referenced when responding to citizen inquiries.
- Parks and Roads Services provides Council with a weekly update every Friday for all relevant seasonal services the branch is working on.
- A strong Snow and Ice Control program enables Edmontonians to connect to their city and move and live safely during the winter season.
- To keep city streets safe in the winter, we must work together. Edmontonians play a critical role in supporting City staff and contractors by moving their vehicles off the street during snow plow events.
- Crews work 24/7 to keep Edmonton's mobility network safe and people moving in the winter. The City uses a variety of tools, like sand and salt, plows, brooms and more to ensure the right resources are being used for the right jobs and conditions.

Trees and Natural Areas

- There are certain tree types that need maintenance during winter. Winter is also the time for removal of trees for replacement, tree lighting and consultation work.
- The City cares for the natural areas year round with the goal of allowing them to function naturally and for sustainable biodiversity of plant and animal life. Natural areas are maintained where necessary for any hazards.

BACKGROUND

- The SNIC program has been one of the most highly visible programs in recent years both with Council and the public, largely attributed to:

- The sand recycling audit in 2016 that led to the discontinuation of the winter street sand recycling program.
- An anti-icing pilot that started in 2017 but was discontinued in 2019 due to public and stakeholder feedback.
- The new version of the parking ban introduced in 2020 that extended parking restrictions (when announced), to residential areas as well.

Snow Clearing

- Significant winter weather fluctuations require SNIC operations to continuously improve and adapt. Currently, snow clearing activities are triggered primarily after a snowfall when there is an accumulation of 2cm or more. The City uses both internal and contracted crews.
- In 2020, City Council approved a new two-phase, city-wide seasonal parking ban bylaw which can be declared with 8 hours notice.
 - Phase one: the City clears major roads, core business areas and bus routes.
 - Phase two, the City clears residential and industrial roads. More information about the parking ban can be found [here](#).
- The SNIC team maintains the mobility network using a Council approved [priority system](#) (last approved in August 2021), divided into two streams:
 - Roadways: About 12,000km of roadways including freeways, arterial roads, collector roads, industrial roads, residential roads and alleys.
 - Active Pathways: includes City sidewalks, shared pathways, bus stops, City facilities, bike lanes, stairs, wheelchair ramps and pedestrian bridges.
- In August 2021, Administration presented an updated [Snow and Ice Control policy \(C409K\)](#) and [administrative procedure](#) to Council, which included key outcomes and guiding principles. Service level changes were minimal and updates were focused on clarifying different elements of the program, especially residential maintenance, cul-de-sac clearing and windrow removal.

KEY CONSIDERATIONS

- The distribution of resources and prioritization of different roadways and active pathways, especially bike lanes, is a continual focus.
 - Roadways and active pathways are two separate operational teams with dedicated staff and equipment, to provide service on their own inventory.

- Despite the application of calcium chloride directly on the road surface being discontinued, some concerns may persist about how calcium chloride is being used.
 - Calcium chloride is still used on the protected bike lane network
 - Calcium chloride is diluted and used to pre-wet sand-salt mixes applied on roadways to help activate the melting process and prevent material scatter; this process is not new and has been used for decades.
 - A robust monitoring program is in place to track and mitigate environmental, infrastructure and corrosive impacts.
- An audit of the SNIC program was conducted in 2020 and 12 recommendations were made and subsequently accepted by Administration. More details are [here](#).

Other Winter Operations

- Tree maintenance, natural area maintenance and site servicing.
- Tree maintenance: The [Corporate Tree Management Policy](#) outlines roles and responsibilities in managing the City's urban forest and outlines mechanisms to ensure preservation and protection of trees.
 - Winter operations also involves pruning certain types of trees, removal of trees that need to be replaced, decorative tree lighting, clean up related to storms, consultation on how to work around trees during construction and educational workshops with community members.
 - More information about Urban Forestry projects and initiatives is [here](#).
- Natural Area maintenance: includes ensuring existing trails within the River Valley and other Natural Areas are safe and accessible for all users yearound.
 - This includes partnering with the [Encampment Response Team](#) to clean up vacant encampments and managing safety hazards within the Natural Areas.
- Site servicing: ensures City parks are clean, safe and accessible for all users and includes caretaking of amenity buildings, event and picnic booking support, park maintenance and signage, garbage collection and litter cleanup, as well as security checks on assigned premises, arming and disarming buildings.

PLANNING FOR THE FUTURE

Edmonton

As our community continuously evolves, the City will plan for and address the opportunities that growth and a changing world will bring.

PLANNING FOR THE FUTURE

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The City Plan

TOPIC

The City Plan identifies the choices Edmontonians need to make to be a healthy, urban and climate resilient city of two million people that supports a prosperous region.

KEY CONTACTS

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ATTACHMENTS

- [The City Plan](#)
- [Discover the City Plan Interactive webpage](#)

CURRENT STATUS

The City Plan is part of a larger family of documents and processes that, together, represent Edmonton's strategic planning framework. Approved in December 2020, The City Plan combines a Municipal Development Plan and Transportation Master Plan, and includes strategic direction in environmental planning, social planning and economic development. A set of Big City Moves point the way as we deliberately change our city to welcome one million more on our journey towards a population of two million (at approximately 2065). A number of projects and initiatives are underway to implement The City Plan. Council has a critical decision making role for these initiatives in terms of program budgets, project scope, engagement and pace of implementation.

KEY MESSAGES

- The City Plan is Edmontonians' plan, reflecting their aspirations for our City. Administration conducted an extensive public engagement process in which more than 10,000 Edmontonians were engaged during the development of the plan.
- The City Plan combines the former [Municipal Development Plan](#) and Transportation Master Plan, and includes strategic direction in environmental planning, social planning and economic development.
- The City Plan also responds to provincially legislated obligations under the [Municipal Government Act](#), [City Transportation Act](#), and the [Highways Development and Protection Act](#). They also must be in conformance with the [Edmonton Metropolitan Region Plan](#).
- The City Plan is as much a plan for one million people as it is a plan for two million and 1.1 million jobs. It is people-focused, evidence-based, integrated, measurable, and unified. To realize it will take courage, ingenuity and commitment.
- The City Plan charts a significantly different path forward for how we will collectively plan and build our city.
- Council has at its disposal a set of four levers of change that can be applied. They are policy; partnerships and advocacy; investment and pricing and subsidies. How they are applied, and the strength by which they are applied will determine how far and the pace at which we implement the City Plan.
- The City Plan was awarded the Canadian Institute of Planners' Award for Planning Excellence Merit.

BACKGROUND

- Using the Strategic Planning Framework and taking direction from ConnectEdmonton, The City Plan is being implemented through the corporate business planning process, capital and operating budgets, monitored through ongoing performance measurement, and supported by strategic initiatives.
 - These include initiatives currently underway to implement the City Plan systems and networks, such development of the Growth Management Framework, 15 District Plans, implementation of the Energy Transition Strategy, River Valley planning modernization and planning studies for the mobility system including mass transit and a Bike Plan implementation guide.
 - Administration is actively working to incorporate strategic criteria aligned with The City Plan's Big City Moves and Targets as part of the Priority Based Budgeting to inform Council's budget deliberations in 2023. This means that projects and programs will be prioritized against their ability to advance the Big City Moves, Growth Management Framework and the Carbon Budget.
- The collective and collaborative work to prepare The City Plan represents the voices of Edmontonians. Through ongoing conversations, Administration engaged with over 10,000 Edmontonians.
 - We heard what was important, how we should transform as a community, what choices need to be made, and how we will respond to this change over time - together.
 - Concerted efforts were made to provide the broadest diversity of opportunity for participation and a GBA+ lens was applied.
 - The City connected with children, seniors, gender minorities, religious groups, newcomers, indigenous peoples, business owners, advocacy groups and more.
- In addition to integrating the voice of Edmontonians, The City Plan is supported by evidence-based research and a suite of technical studies.
 - These studies provided foundational information to the direction outlined in The City Plan, delving deep into complex areas of importance including an economic, demographic and market study, mass transit study, relative financial assessment, greenhouse gas and energy analysis, climate vulnerability risk assessment, and guidance on planning for disruption.
 - All of these reports are available on the [Making The City Plan](#)

webpage.

- The City Plan outlines the foundation of our future city based on the following:
 - **Accommodate growth** within Edmonton's current boundary in a coordinated, organized way that balances competing demands and prioritizes public investments.
 - **Evolve mass transit** and other mobility networks to connect and appropriately reflect the needs of a city of two million people.
 - Establish a **network of nodes and corridors** to focus population, business and employment growth, and provide the necessary urban structure to direct future investment and manage ongoing change in support of greater community equity, opportunity and connectedness.
 - Plan for **large-scale districts** to accommodate growth across the city in a manner that promotes the ability to live more locally.
 - Preserve and better connect the North Saskatchewan River Valley and Ravine System and expand the **ecological network** of open spaces and greenways in Edmonton.
 - Adapt existing non-residential areas to accommodate greater intensification and strategically activate newer areas of the city to **expand economic diversification** opportunities over time.
- The City Plan is a multi-award winning plan that has been recognized nationally and regionally for its planning excellence and innovative communication techniques.
 - Most notably, The City Plan was awarded the Canadian Institute of Planners' Award for Planning Excellence Merit.

KEY CONSIDERATIONS

- Accelerating the pace of implementation of The City Plan supports Edmonton's ability to achieve its climate goals and respond to the declared climate emergency.
- The City Plan requires us to work collaboratively to foster relationships with private, community, institutional and not for profit entities to activate strategies, initiatives and actions to advance common goals, recognizing shared interests and aspirations.

From Policy to a Home: Planning/Development Process

TOPIC

Provide an information session on what is involved in the planning, integration, and creation of communities through the development process.

KEY CONTACTS

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CURRENT STATUS

Administration currently has a multi-step streamlined process that is utilized to develop raw land to housing products. Certain steps in that process are used for infill development within existing neighbourhoods.

KEY MESSAGES

- Ideally, the policy to home process is a very linear and predictable process for both industry and city builders to follow.
- Ideally, each step of the process builds upon the previous step to move closer to the final step of housing occupancy.
- Over time, new processes have been added. We are on a journey of deconstructing a system that isn't always clear — we do this by evaluating risk, taking a customer service approach, and maintaining alignment with the strategies outlined in the City Plan.
- The process for infill development is similar and shares many of the same steps of the overall policy-to-home process.
- The team is focused on delivering excellent customer service. Multiple process improvements are underway or have recently been completed to reduce red tape and improve the customer experience.

BACKGROUND



Strategic Plan, Policies & Guidelines

- The City Plan gives the City guidance and policy on how the City grows and is developed.

Area & Neighbourhood Structure Plans

- Area Structure Plans outline the long-term development plans for a large area. Area Structure Plans provide a framework for the development of several neighbourhoods. They generally apply to

new developing areas, rather than to Edmonton's mature or established neighbourhoods.

- A Neighborhood Structure Plan forms part of an area plan and identifies a land use and servicing concept for a single neighbourhood unit in greater detail than what an Area Structure Plan provides.

Rezoning & Subdivision

- Rezoning is the process of changing the zone that applies to a property or parcel of land. Rezoning is required to develop a site in a manner that is not allowed in the current zone.
- The subdivision of land is an important land use management and planning tool for the City. The subdivision process ensures that new properties have the right infrastructure and that the use is consistent with the context of the neighbourhood.

Servicing Agreements

- A Servicing Agreement obligates developers to provide public infrastructure (e.g. roads, sidewalks, street lighting, sewers, water mains, gas, telephone, cable) necessary to service proposed subdivisions or developments to the City of Edmonton's Design and Construction Standards.

Development Permits

- A development permit approves the use of a site, as well as the size and location of any buildings or structures. Development permit approvals must be obtained for new construction, renovations, businesses, and changes of use to existing buildings.

Building, Trades Permits, and Inspections

- A building permit is a record of the City's permission to proceed with development in accordance with approved construction drawings and on the basis of conformity with the Alberta Building, Plumbing and Electrical Code.
- Inspections are performed to audit what was provided in permit drawings.

Inspections: Development Permit, Landscaping, and Lot Grading

- Inspections allow the team to review compliance with the various regulations set out in the zoning and drainage bylaw. Conformance with bylaws creates an equitable process for all applicants and identifies priorities for the City in relation to fiscal, sustainable, and built form expectations.

Licences

- Licences give the ability for landowners to conduct business on the properties that have been developed and confirm that they meet the City's criteria for doing business in Edmonton.

KEY CONSIDERATIONS

Budget

- The Planning and Development business model is a self-sustaining fee-for- service model aligning with Policy C610 - *Fiscal Policy for Planning and Development Business*.

Legislation

- Many of the activities in the Development Process are governed by the Municipal Government Act (MGA) or require interaction with other jurisdictional partners. In some instances, regulations are not able to be varied or relaxed due to these layers of governance. One example is the Safety Codes Act which is Provincial jurisdiction.

Equity

- Emerging work continues to identify areas of inequity as it relates to the development process. Policy and regulation may purposefully or inadvertently create inequity, and there is a strong push to examine these areas to seek more equitable outcomes. Further, non-compliance with bylaws can create inequitable outcomes as those who do comply are faced with increased expectations than those who do not.

Stakeholders

- The Development Process is closely aligned with many other business areas in the City (e.g Waste, Transit, Parks) and with other stakeholders, such as EPCOR and the Edmonton Metropolitan Region Board. These close working relationships are necessary to ensure that broader City goals can be achieved.

Red Tape Reduction / Process Improvement

- Citizens and businesses expect courteous, responsive customer service, as well as reliable and timely permitting and licensing services. Improving the City's permit and licensing services and reducing regulatory requirements is part of meeting those expectations. Improvements balance reliable and timely permitting and licensing services with the need for safety, regulatory and legislative requirements.
- Recent improvements and regulation changes:
 - Revised the Zoning Bylaw to reduce barriers to business, realize some of the City Plan's city building outcomes sooner, and aid in the economic development and recovery in Edmonton. For

example, 25 types of business uses were exempted from requiring development permits which helps remove business location barriers.

- Open option parking: minimum parking requirements removed from the Zoning Bylaw, reducing potential economic and regulatory barriers for obtaining business licences and associated permits.
- Cutting business licence approval time in half (from 20 days to 10 days) when a building permit is not required.
- Over 50 permit and licensing services are now available online, providing convenient access, improving customer experience, and streamlining the City's service delivery.
 - For example, the sign permit approval timeline was cut in half since moving online, saving 24,014 days and \$440,000 annually for businesses.
 - Over 90 per cent of permit and license applications are now processed online, up from 70 per cent before COVID-19.
- Automated permit reviews for high volume, lower-risk residential projects such as decks and garages, to offer instant permits for qualified projects. Creates efficiency for City staff to focus on complex applications.
- Reduced wait times for safety code inspections by using an Artificial Intelligence risk-based approach to predict when an in-person inspection is required. Creates efficiency for City staff to focus on higher-risk inspections.
 - Using this approach on Plumbing and HVAC will save customers 3,559 days and \$890,000 annually
- Implemented Remote Video Inspections (RVI) for safety code inspections of occupied construction sites to allow these inspections to continue virtually during the pandemic. 11,700 RVIs have been conducted since the implementation in spring 2020.
- Enhanced service for major commercial, industrial, and large-site mixed-use infill projects, provides a single point of contact to the City for industry through all stages of the approval process.
- Providing developers financial flexibility and removing barriers by accepting development bonds in lieu of a letter of credit or cash security for servicing agreements.
- Improved subdivision and rezoning processes provide timely and consistent customer experience for land developers.

- Expedited infill house permit review timelines for builders and developers participating in the program.
- Helping businesses to open sooner by allowing interior demolition work to proceed while awaiting commercial building permit approval. Simplified fire safety plan requirements for commercial renovation projects, making it much easier to meet fire code requirements.
- Impacts of eight red tape reductions completed will save customers and businesses the following annually:
 - 261,000 days saved as a result of improved permits/licenses processes
 - \$4.6 million saved as a result of improved permits/licenses processes
- Upcoming improvements and regulation changes:
 - Business Licence Bylaw Renewal: A new Business Licence Bylaw that supports economic vibrancy and service efficiency.
 - Zoning Bylaw Renewal supports Edmonton's growth, change and competitiveness as a major Canadian city. The City's policies and regulatory tools need to evolve and align with Edmonton's long-term city-building needs. The initiative is an integral part of this work, and represents a complete re-think of what, why and how the City regulates development to meet the changing needs of a diverse population in a growing city.
 - Setting service levels: Providing transparent, predictable service supports private investment in Edmonton. Setting timeline targets will guide future improvement projects to help us meet target timelines in the long term and help guide customer expectations about how long it will take for various services.
 - Improving commercial permitting and business licensing service delivery and experience: A number of changes to services to improve business licence and commercial/ home-based business permits.
 - Improving home improvement permit service delivery and experience : Improvements to residential services are focused on helping homeowners submit complete applications, increasing service automation, and adapting customer support to digital channels.
 - Online permit services: Based on customer feedback, further refinements are being made to the online services to improve customer experience and their success online.
 - Inspector route optimization and mobility: Using technology to support Safety Code inspectors to more efficiently complete

on-site tasks and introducing route optimization software to reduce driving time.

- The City collaborates with industry and business groups on regulation and process changes. Shared governance with industry over planning and development fees and costs, provides transparency of the planning, and development business model. This ensures businesses are providing input and that services work better for the City and its customers. Groups can include:
 - Edmonton Chamber of Commerce, Business Improvement Areas, Building Operators and Managers Association (BOMA), the Commercial Real Estate Development Association (NAIOP), the Urban Development Institute (UDI), the Canadian Home Builders' Association (CHBA), Infill Development Edmonton Association (IDEA) and the Realtors Association of Edmonton, Edmonton Construction Association (ECA), Alberta Sign Association (ASA) and Alberta Association of Architects (AAA).

Council's Governance

- The Zoning Bylaw sets out the rules for the location and size of buildings constructed on private property, and the activities that will take place on those properties. The Zoning Bylaw Renewal is a multi-year Initiative providing a comprehensive overhaul of Edmonton's current Zoning Bylaw that includes rethinking how, what, and why the City regulates in terms of zoning and land development, with the goals of:
 - Developing a user-friendly Zoning Bylaw that is aligned with City policies and directions
 - Streamlining and simplifying Zoning Bylaw regulations and associated services and processes
 - Rezoning properties city-wide to align with the zones in the new Zoning Bylaw
 - Ensuring a smooth transition to a new Zoning Bylaw and new online tools (technology) for all stakeholders
 - Implementing a thorough and robust engagement and communication plan.

Economic Landscape

TOPIC

An overview of current economic conditions in Edmonton.

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CURRENT STATUS

Edmonton's economy is recovering from the sharp, negative impact of the COVID-19 pandemic and public health measures that were in place to reduce the virus' spread. Edmonton's economic output is estimated to have contracted by 10 per cent in 2020, which exceeds the extent of the back-to-back contraction in 2015 and 2016.

KEY MESSAGES

- Economic indicators suggest a recovery is underway. The City of Edmonton expects a return to 2019 output levels by 2022.
- Edmonton's population is projected to keep growing on an annual basis over the forecast horizon, though the pace of growth has been lowered in every forecast update since the start of the pandemic.
- The Edmonton census metropolitan area (CMA) labour market's recovery is expected to be slower than the region's recovery in economic output.
- Edmonton CMA inflation is expected to average 2.2 per cent in 2021, though there are risks that the actual figure may be higher than expected due to pandemic-related price distortions.
- Construction activity is expected to be largely supported by residential single-family construction over the short-term.

BACKGROUND

- The City of Edmonton's Corporate Economics function provides insights on economic developments in Edmonton and the census metropolitan area (CMA) through regularly released reports and guidance on economic prospects through long-term forecasts.
 - Reports are regularly released with trend analysis and insights on regional labour market developments, consumer-based inflation, and construction activity.
 - The forecast for Edmonton and the CMA are updated twice a year through an external contract.
 - At the time of writing, the latest forecast material was from the [spring 2021 update](#).
- The function also enables the City of Edmonton to monitor operational inflationary pressures through annual calculations of the Municipal Price Index, the Police Price Index, and the Neighbourhood Renewal Price Index.

- The Municipal Price Index and the Police Price Index serve to measure inflation for the City of Edmonton's and Edmonton Police Services' operating expenses.
- The Neighbourhood Renewal Price Index serves to measure inflationary price pressures faced by the Neighbourhood Renewal Program, which is a cost-effective, long-term strategic approach to address infrastructure needs in Edmonton's neighbourhoods and collector roadways.
- In 2021, Edmonton's economy is projected to grow at a rate of about seven per cent, an upgrade from the fall 2020 forecast.
 - Growth is expected to come from the goods-producing sector and private services (i.e., excluding education, health care and public administration which are largely related to public dollars).
 - Edmonton's recovery is expected to be uneven, with some of the hardest hit sectors like tourism, oil and gas extraction, and sectors supporting resource extraction more likely to experience a protracted recovery.
- Population growth in recent years has been supported by natural increase (i.e., births minus deaths) and net international migration (i.e., those moving to Edmonton from other parts of the world). Over the forecast horizon, the City of Edmonton expects these two population components to be the strongest contributors to overall population growth.
 - Edmonton's population growth rate was lowered in the spring 2021 update and is projected to average 1.6 per cent annually between 2020 and 2030 (compared to an annual average of 1.8 per cent in the fall 2020 forecast).
- Employment losses in the Edmonton region as a result of the pandemic and public health measures peaked in June 2020 with almost 113,000 fewer individuals employed compared to February 2020 (i.e., pre-pandemic reference month) on a seasonally adjusted basis.
 - The seasonally adjusted unemployment rate rose to 15.8 per cent in June 2020, the highest among Canadian CMAs and the highest unemployment rate in the region since comparable data were made available.
 - At the time of writing, the most recent labour force statistics were for August 2021 with employment above the region's pre-pandemic level. The region's unemployment rate in August 2021 was 8.2 per cent.
 - The region's unemployment rate is expected to remain elevated in the coming years, with a return to the 2019 annual rate

expected by 2024. A recovery to the region's 2019 employment rate is not expected over the City's long-term forecast horizon.

- In August 2021, the annualised rate of inflation, as measured by Statistics Canada's Consumer Price Index (CPI), was 4.4 per cent in the Edmonton CMA.
 - The pandemic has caused unusual movement in monthly consumer-based inflation rates due to changes in consumption which, in turn, caused significant price declines in many months in 2020.
 - For example, in the Edmonton CMA, headline consumer inflation slowed from an annualised rate of 2.5 per cent in February 2020 to 0.9 per cent in March, and then to -0.3 per cent in April.
 - As the annualised rate of inflation is calculated over a 12-month period, the effects of these price declines have resulted in much more pronounced increases to the region's CPI readings, as well as supply chain disruptions and higher energy prices.
- Construction activity in Edmonton over the past year has been largely supported by residential construction.
 - Housing starts activity in Edmonton was much stronger than anticipated in 2020, with an annual gain of almost 15 per cent year-over-year. The strongest performance across housing types was for apartment units which saw a year-over-year gain of almost 39 per cent year-over-year.
 - In 2021, housing starts are projected to decrease with the reduction largely coming from apartment units. Single family new home construction is expected to increase, supported by low interest rates and preferences for more space.

KEY CONSIDERATIONS

- The impact of the pandemic was not uniform across all sectors and households which means the recovery is expected to be uneven as well.
- Uncertainty remains high regarding when business and household activity will return to more normalized behaviour. There is a limited amount of information on the financial position of businesses and households, especially during the pandemic, leading to a growing risk of financial vulnerability as federal fiscal support unwinds.

Zoning Bylaw Renewal

TOPIC

This presentation for City Council will provide a progress update on the [Zoning Bylaw Renewal](#) Initiative and key deliverables planned over the next phase of the initiative.

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ATTACHMENTS

- [CR 6664: Zoning Bylaw Renewal Report #1](#)
- [CR 7509: Zoning Bylaw Renewal Report #2](#)
- [CR 7697: Zoning Bylaw Renewal Report #3](#)

CURRENT STATUS

Administration is in Phase 2 of the Zoning Bylaw Renewal Initiative.

KEY MESSAGES

- The Zoning Bylaw Renewal Initiative is guided by the following goal: To develop a strategic, simplified and streamlined Zoning Bylaw to enable people, places and businesses to thrive and prosper.
- The Zoning Bylaw Renewal Initiative supports a number of key objectives, as described in The City Plan and Corporate Business Plan, including red tape reduction, improved service delivery, sustained community and economic investment, and more equitable outcomes.

BACKGROUND

- The Zoning Bylaw determines what can be built where.
- Edmonton's current Zoning Bylaw is complex, prevents excellence in service delivery, and is generally not user friendly.
- In addition, it is not well equipped to deliver on Edmonton's long term city-building needs - for example, it lacks a zone capable of accommodating the type of mixed use development that will be necessary to realize The City Plan.
- As a result, the Zoning Bylaw is going through a complete rewrite that involves rethinking what and why the City regulates in terms of zoning and land development.
- The Zoning Bylaw Renewal Initiative is comprised of the following four projects:
 - Writing a **New Zoning Bylaw**
 - **Rezoning** land to align with the new Zoning Bylaw
 - Providing **Technology** for the interface of the new Zoning Bylaw, and improving the online customer experience for planning and development services
 - Ensuring a smooth transition to the new Zoning Bylaw and technology through thoughtful **Implementation**

New Zoning Bylaw

- [Engagement activities](#) and technical analysis led to the consolidation of narrowly-defined uses into broader categories.

This shift will create many benefits: flexibility to adapt to emerging business models, elimination of redundancies, transparent, predictable, and consistent decision-making, and reduced review time of development permit applications. Future digital engagement opportunities will be hosted on the [Engaged Edmonton website](#).

- Developed tools to guide the drafting of the bylaw and preparation of the zoning map, such as a Decision Informing Tool, GBA+ and Equity Toolkit, Rezoning Framework, a Plain Language Writing Guide and Visual Style Guide.

Rezoning

- A Rezoning Framework will provide a set of guiding principles to inform what a property's new zone will be, most notably that properties will be rezoned to the closest equivalent new zone to what is currently in place.
- The Rezoning Framework also identifies the minimum legal requirements for advertising and notification of the public hearing for the new Zoning Bylaw and new zoning map.

Technology

- Build a new website to display the Zoning Bylaw
- Develop a process to maintain the bylaw, a new zoning geospatial database, and a new zoning map with site specific information
- Automate simple development applications

Implementation

- Update workflows, application standards, and job standards
- Develop training/educational plans and programs for staff and customers

KEY CONSIDERATIONS

- Upcoming Council Decisions
 - Q4 2021: Public Notification Bylaw Amendment at City Council for first reading with a Public Hearing and second and third reading in Q2 2022: to provide clarity on electronic notification for rezoning public hearing
 - Q1 2022: Zoning Bylaw Renewal Report #4 (update on approach)
 - Q3 2022: Zoning Bylaw Renewal Report #5 (to present draft Zoning Bylaw and map)
 - Q3 2022: Council Public Hearing on new Zoning Bylaw: to discuss and adopt new Zoning Bylaw and map

- City Councillors are invited to attend upcoming public and stakeholder engagement workshops and activities planned from January to March of 2022.
- Work over the next three months will include ([Detailed Schedule](#)):
 - Continue to refine draft Zoning Bylaw and map
 - Circulate draft Zoning Bylaw and map to internal stakeholders
 - Prepare city-wide engagement activities
 - Assess impact of Zoning Bylaw changes on City services
 - Review technology compatibility and procure new digital Zoning Bylaw interface and interactive map

Business Planning/Local Economy: Edmonton's Economic Action Plan

TOPIC

Edmonton Economic Action Plan - Edmonton's 10 year economic development plan.

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ATTACHMENTS

- [Edmonton Economic Action Plan](#)
- [UFCSD00208 Economic Action Plan](#)
- [Downtown Vibrancy Strategy](#)

CURRENT STATUS

Economic Action Plan approved in April 2021, implementation underway.

KEY MESSAGES

- The Economic Action Plan (EAP) is Edmonton's 10 year roadmap to building a vibrant, inclusive, and sustainable economy.
- EAP cascades from the City Plan and aims to support the creation of 121,000 jobs by 2030.
- EAP brings coordination between the City and its partners, prioritizes equity and partnership, and focuses on actions that make it easier for both businesses to start and people to be employed.
- While job creation is one key goal of EAP, the other is to strengthen our economic ecosystem to support and facilitate job creation along with economic diversification and equity.
- The breadth of the 24 actions within EAP range from the green economy sector to supporting entrepreneurs in marginalized communities and regional collaboration.

BACKGROUND

- EAP acknowledges the realities of Edmonton's current economy, and recognizes the importance of local economic development organizations who are already hard at work. Built in partnership with 28 economic development partners and leveraging input from engagement on both ConnectEdmonton and The City Plan, the Action Plan provides coordination and alignment to move forward with focus.
- The Action Plan facilitates conditions of success to strengthen an environment in support of job growth, economic diversification, and equity. Administration used a Gender-Based Analysis Plus (GBA+) in the development of the principles and actions of EAP in order to account for the racial, gender, and other systemic inequities some Edmontonians continue to experience in accessing opportunities to prosper.

KEY CONSIDERATIONS

- Partnership is key to advancing this work and the City is working closely with a range of partners to advance actions in the plan.
- A downtown vibrancy strategy was recently developed as a call to action over the next two years and provides concrete steps to promote vibrancy in the downtown. There are four key pillars to the strategy: Downtown as a home, downtown as an economic hub, downtown as a destination, and downtown as a safe, welcoming place. Work is underway with downtown partners to implement the strategy.
- Implementation of EAP is underway and will be reported on in Q1 2022
- EAP is a cross-corporate plan and is being implemented across multiple departments in collaboration with external partners and stakeholders
- EAP outlines the actions occurring in the short term, medium term and long term with the intent to integrate with the City's prioritized budgeting framework. Implementation of EAP is occurring by reallocating existing resources, producing a limited budget impact. Ongoing evaluation and examination of this approach will be done in conjunction with budget planning cycles and adjusted if necessary.

Social Landscape

TOPIC

The Social Landscape is a high-level overview of social data and trends to support a better understanding of the mix of social pressures that impact the growth and development of Edmonton. This data helps us to better understand the opportunities and challenges our city faces as we work to achieve our Connect Edmonton vision.

KEY CONTACTS

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CURRENT STATUS

The Social Landscape includes trend analyses gained from key projects and programs, ConnectEdmonton indicators, and City Plan measures.

KEY MESSAGES

- The Social Landscape is an overview of social conditions affecting Edmonton's citizens, communities, and the city as a whole.
- It is important to look at these trends to identify the opportunities and challenges that we may face in achieving the ConnectEdmonton vision.
- When more people in our city are safe, healthy, and able to maintain a good standard of living, everyone in Edmonton benefits.

BACKGROUND

- Edmonton has one of the youngest populations among Canadian cities and also has the second-highest First Nation, Metis, and Inuit urban populations in Canada.
- The household median income in our city has fallen over the past five years.
- Recent data indicates that 13 per cent of Edmontonians currently live in poverty.
- Housing programs continue to help a greater number of Edmontonians recover from homelessness. However, that progress is being outpaced by an even larger number of people falling into homelessness each year.
- Drug poisonings are quickly becoming one of the leading causes of death in Edmonton after an exponential surge last year. This crisis is putting considerable pressure on our emergency services and responders in Fire Rescue Services who are highly impacted by the demand for medical calls.
- In 2020, the Edmonton Police Service reported an 18 per cent increase in calls for service related to domestic violence compared to 2019.
- 45 per cent of Edmontonians reported a significant deterioration in their mental health since the onset of the pandemic.
- 73 per cent of Edmontonians feel a sense of connection and belonging to Edmonton, which is a key indicator in our ConnectEdmonton vision.

KEY CONSIDERATIONS

- The aftermath of the COVID-19 pandemic is placing significant more social and economic pressure on Edmontonians.
- To create a Healthy City, we must consider the physical, social, and economic well-being of our citizens.
- The success of these efforts continues to depend on the City, other orders of government, businesses, community organizations, partners and stakeholders working together to enable better lives for all Edmontonians.

DEPARTMENT PRIORITIES

CITIZEN SERVICES

Edmonton

Citizen Services

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Community Granting

Summary

Overview of the community-based grant programs including but not limited to the history and funding cycles for programs such as: Community Investment Operating Grant (CIOG), Family and Community Support Services (FCSS), Affordable Housing Investment Program (AHIP), and supporting cross-corporate programs like the Neighbourhood Park Development Program (NPDP) funding. The majority of community based grant programs are housed in the Citizen Services Department. There will be a presentation provided to Council on Community Granting as a stand-alone information session in early 2022.

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TOPIC REVIEW

In order to meet the City vision and strategic plan (ConnectEdmonton and City Plan), the corporation works in partnership with external agencies to provide programs, services, and capital projects through the allocation of municipal funding, often referred to as grants and subsidies (as defined in the A1460 Policy linked below). There are many funding programs offered by City of Edmonton and arms length organizations (such as Edmonton Arts Council and Heritage Council), and information can be found on the City of Edmonton website.

The allocation of municipal funding is guided by a number of Council and Administrative Policies and Directives. During the course of 2022, Administration will review all policies and directives, including these, to ensure alignment with the requirements of the new Corporate Policy Framework; this may result in changes to the policies below, specifically Policy C211H.

Council Policies

- **C211H** Community Investment Grants to Organizations and Individuals
- **C417A** Family and Community Support Services Program Policy
- **C502A** Community League Grants Policy

Administrative Policy

- **A1476** Municipal Funding Arrangements

Administrative Directive

- **A1460** Grant and Other City Contributions

These policies and directives provide high level principles and guidance for developing, implementing and managing the distribution of and reporting on the impact of the investment of City funds to the

community. In order to receive municipal funding, the external agency must meet specific eligibility criteria which ensures accountability, transparency and consistency in the allocation of tax dollars. At a high level, criteria and granting processes help Administration assess whether the proposed program, project, or service is aligned with the City's strategic plan and minimizes financial, reputational or other risks to the city. More specifically, grant programs have specific outcomes to be achieved and are often targeted to specific sectors. [Attachment 1](#) provides examples of some of key grant programs focused on community.

Any revisions to, or of, existing policies and directives will still include principles and guidance to assist in developing, implementing and managing the distribution of and reporting on the impact of the investment of City funds to the community.

Community Grants

During the [November 5, 2020 Social Development Branch Audit](#), the Office of the City Auditor reviewed and provided recommendations to the Social Development branch to improve grant administration and evaluation processes to ensure that funds being distributed were supporting the Branch in achieving its mandate. Administration has been reviewing, identifying and implementing opportunities for improved grant processes, specifically related to tracking, reporting & accountability.

Community Investment Operating Grant Review

At the December 9, 2020 City Council Meeting, a motion was made, "That Administration work with the Community Services Advisory Board and reimagine the Community Investment Operating Grant for 2022 to create an operating subsidy that aligns with and advances the goals and outcomes of City Plan and the social priorities identified by the Social Development branch and create an unfunded service package for the same to return to the Spring Supplemental Operating Budget Adjustment 2021. Due Date: Spring Supplemental Operating Budget Adjustment 2021". The information in Attachment 2 reflects the reimagined grant program.

The need within the non-profit sector

The profile, impact and value of not-for-profits is increasing. The COVID-19 pandemic highlighted pre-existing systems gaps and the strength of the not-for-profit sector to quickly adapt, pivot and respond to many emerging community needs. During the pandemic, collaborative and coordinated efforts were quickly formed, emergency funds were secured which allowed for some of the most barriered and

vulnerable community members, who presented with increasingly complex social needs, to remain safe and well.

However, as the impacts of COVID-19 on the economy continue to be felt, similar impacts are expected to be experienced within the not-for-profit sector for many years to come. While not-for-profit organizations are often recognized for their ability to leverage dollars and stretch their budgets, some organizations are being faced with the challenge of further reducing already tight budgets. It is expected that this will likely impact the level of service that these groups are able to provide.

Program/project funding continues to be the preferred allocation method for most funders; however, this increases the sustainability risk for not-for-profits whose program/project funding often does not fully address administrative costs such as rent, management, and staffing.

ATTACHMENTS

- [Detailed Overview of key City of Edmonton Community Grant Programs](#)

Community and Neighbourhood Capacity Building

Summary

To achieve the ConnectEdmonton goal of Healthy City (Edmonton is a neighbourly city with community and personal wellness that embodies and promotes equity for all Edmontonians), two Citizen Services branches work collaboratively to provide integrated support for individuals, neighbourhoods and communities within Edmonton. Through this partnership, the two teams below focus on overall neighbourhood health and communities with increased social vulnerabilities:

Neighbourhood Services

- (Community Standards and Neighbourhoods Branch) supports neighbourhoods in their entirety improving the livability of our neighbourhoods and the lives of the people who live, work and visit them.

Community Social Workers

- (Social Development Branch) are assigned to communities where federal census data indicates that there is a higher proportion of individuals and families who are facing adverse challenges. Through a formalized community assessment, Social Workers work with individual communities to determine how to have the greatest impact on improving inclusion, economic wellbeing & civic engagement.

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TOPIC REVIEW

Several programs, services and initiatives promote a healthy city and inclusion of all residents::

[Abundant Community Edmonton \(ACE\)](#)

ACE fosters neighbour to neighbour relationships. The goal — to cultivate a culture of care and connection -- increases the sense of belonging and inclusion, and ultimately creates a more healthy and livable city one block at a time.

[Community Social Work \(CSW\)](#)

A team of specially trained community development social workers are assigned to Edmonton communities to work with residents and other community stakeholders to:

- Reduce poverty through community economic development
- Promote social inclusion and civic engagement
- Work with other areas to ensure policy integration and inclusion of Edmonton residents who are facing multiple barriers to engagement

[Financial Empowerment Social Work](#)

The Financial Empowerment Program is for Edmontonians living on a low income. This team's work is grounded in the financial empowerment [framework](#).

- Located in the community at Community Recreation Facilities, the Foodbank and Edmonton Public Library, they work with community partners to help people living on a low income connecting individuals and families to the resources, education and information needed to reach financial stability and security.

Neighbourhood Community Development

Neighbourhood Resource Coordinators (NRCs) mobilize and support neighbourhood leaders to organize community conversations, identify shared priorities, create strategic plans and to execute the plan through actions and endeavours such as:

- building relationships within the neighbourhood and with the City to engage on civic matters;
- developing parkland amenities like spray parks, benches and community halls; animating parkland;
- addressing neighbourhood concerns such as cleanliness and safety;
- connecting citizens and groups to financial and other resources;
- holding block party and Play Street events; and
- supporting community leagues to govern and operate effectively.

These staff also play a key role in facilitating City-citizen collaborations to address complex issues that require integrated support from multiple departments. Examples of some these projects include traffic calming, managing the impact of major infrastructure projects on the community, and addressing problem properties.

Neighbourhood Revitalization

Revitalization Coordinators support place-based, asset-based community development alongside capital investments in neighbourhoods with high social vulnerability. The program focuses on strengthening local leadership and social capacity. Neighbourhood Revitalization is guided by the principles of diversity and inclusion, equity, innovation, and openness and transparency.

Park and Facility Development

The Park and Facility Development team serves as a key point of reference for managing parkland and facility development projects and supporting community development. The team provides a consistent approach for Neighbourhood Park Development and

Community Led processes.

[RECOVER Urban Wellbeing](#)

RECOVER is an approach to improving urban wellness, and it provides an innovation platform for partners (public, business, not-for-profit) to undertake social research and design to test new ways to improve the wellbeing of people living in the margins. RECOVER focuses on building capabilities, connecting people to community through acts of reciprocity and shared learning, and creating conditions for new ways of thinking to take hold. The goal — to improve individual and community wellbeing — is defined as a deep sense of connection and balance.

FUTURE CONSIDERATIONS

The integrated work of these two branches is important as Edmonton's residents seek to maintain their community connections while the public health crisis continues to evolve. . Some highlights of this work include:

Community Social Workers are now working in select recreation facilities — this serves a dual purpose to ensure community members have access to the right municipal services and to re-introduce customers back into recreation facilities. Some key outcomes for this work include:

- Recreation facilities are able to increase access to opportunities that are at no cost to facility and patrons
- Recreation facilities staff can increase social awareness and empathy to be even more responsive to all edmonton residents
- Work can occur together to reduce undesirable incidents at Recreation Facilities
- Community Social Workers will have increased opportunities for social inclusion work through additional community locations
- Community Social Workers will work closely with community partners to increase awareness of, and access to, recreation facilities amenities and promote a general sense of wellbeing.

Historically, **Neighbourhood Services** focused on working with community leagues. In response to changing demographics and community demand, assistance is also being provided to other not-for-profit organizations that operate at the neighbourhood level and have a city-building connection. These organizations include homeowners' associations, parent teacher groups, faith groups, and sports and recreation groups. Neighbourhood Services works with over 1300 partners annually, including all 160 community leagues, and

engages with and supports the Edmonton Federation of Community Leagues to support community leagues in a complementary manner that does not duplicate efforts.

Neighbourhood Resource Coordinators and Revitalization

Coordinators are assigned to specific neighbourhoods. They work variable hours to attend meetings with community partners and stakeholders held in community halls, parks and other neighbourhood facilities in the evenings.

Urban Reserves

Summary

Urban reserves can lead to increased economic activity, improved service provision for First Nation members, the protection of important cultural sites and improved relationships between First Nation and municipal governments. In order to provide City administration with a good understanding of the process and the municipal role in urban reserve creation, as well as to ensure that administration takes a coordinated approach when urban reserves are proposed, an [Urban Reserve Strategy](#) was created by administration and approved by City Council in June 2021. The City of Edmonton is increasingly being considered by First Nations as a location for the creation of urban reserves

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TOPIC REVIEW

About Urban Reserves

An urban reserve is land designated as a First Nations reserve situated within an urban area. Federally-recognized First Nations interested in developing urban reserves typically acquire property and apply through the federal Addition-to-Reserve / Reserve Creation (ATR/RC) process to have the land designated as part of their reserve landholdings. At this time, federally unrecognized First Nations are not eligible for reserve creation through the Addition-to-Reserve/Reserve Creation process. First Nations may pursue urban reserves to access new economic development opportunities, provide better services to members, or protect significant cultural sites.

The ATR/RC process includes roles for the First Nation, federal, provincial and municipal governments. The City's Urban Reserve Strategy is limited to defining the City's role. It is not intended to supercede or interfere with the roles of other orders of government and is intended to comply with any policy or process changes that the federal government may introduce.

When a property is designated Urban Reserve, the municipality no longer collects property tax. However, the municipality and First Nation typically enter into a municipal service agreement to service the property for a comparable fee. When neighbouring First Nations are economically successful, and extend that success through an Addition-to-Reserve process, both municipalities and First Nations can benefit through the growth of the local and regional economy.

Urban reserves have existed successfully in municipalities for more than 30 years, and today there are more than 120 urban reserves across the country. However, none have been established in Alberta. The City has been able to learn from the experiences of other municipalities, including many cities in neighbouring Saskatchewan

and Manitoba, to develop an Urban Reserve Strategy that will enable the City to be an effective partner.

Background on Urban Reserves in Edmonton

Edmonton has long been a hub of services, employment, education, and healthcare for First Nations in Treaty Six territory and beyond. In recent years, several First Nations have approached the City with inquiries about or expressing interest in the establishment of urban reserves within the City. Until the Urban Reserves Strategy was developed in June 2021, these requests were handled on a case-by-case basis as they arose. An urban reserve has not yet been established in Edmonton.

In January 2021, City Council directed administration to develop an Urban Reserve Strategy. To develop the strategy, Administration struck a Steering Committee with participation from multiple City departments and the City's two First Nation Memoranda partners (Confederacy of Treaty Six First Nations¹ and Enoch Cree Nation²). Federal and provincial government administration representatives participated as resource persons and advisors. An interjurisdictional scan was conducted with other municipalities where urban reserve development has taken place and used to inform the strategy creation. The Strategy was presented and approved by the Executive Committee on June 28, 2021 and City Council on July 5, 2021.

The final Urban Reserve Strategy guides administration when it becomes aware of First Nations interested in developing an urban reserve. It outlines a vision and sets of values and principles, clarifies the Addition-to-Reserve/Reserve Creation process, identifies opportunities for the municipality to become involved, and presents tools that could be used. The Strategy is intended to be used in a flexible, adaptable way that respects the unique circumstances and First Nation relationship of each proposed Urban Reserve.

FUTURE CONSIDERATIONS

As urban reserves are new to Edmonton (and Alberta), City administration, other municipalities, First Nations, the federal and provincial governments, and the general public will be keenly watching to understand how the Addition-to-Reserve/Reserve Creation process advances in Edmonton. It will be important to communicate accurate, fact-based information to the public about the value of urban reserves and their impact on the municipality. Others with a stake or interest in urban reserves may include the business community, municipal

¹ [Memorandum of Cooperation and Dialogue](#), 2012

² [Memorandum of Understanding](#), 2017

neighbours in the Edmonton region, institutional partners such as post-secondary institutions, and potential service providers beyond City administration, such as the Edmonton Police Service and EPCOR.

The Urban Reserve Strategy recognizes the fact that City administration will learn significantly as the first urban reserves are developed and its role becomes more defined. It includes a significant focus on ongoing learning and strategy refinement.

ATTACHMENTS

- [Council Report \(June 28, 2021\)](#)
- [Council Report Attachment 1: Urban Reserve Strategy](#)
- [Council Report Attachment 2: Research Findings](#)
- [Urban Reserves \(City of Edmonton webpage\)](#)
- [Urban Reserves \(Government of Canada webpage\)](#)

Community Safety

Summary

The City of Edmonton's lines of business directly related to Community Safety fall primarily in two branches: Social Development and Community Standards and Neighbourhoods. Each program strives to enhance the wellbeing and safety of Edmontonians through a unique lens that encourages citizens to feel safe, empowered and supported in a way that will help them connect with and enrich our communities. These issues are often complex and require an integrated approach between these two branches, other City areas, other enforcement agencies, as well as a variety of social and non-governmental organizations. Social Development and Community Standards and Neighbourhoods work closely together on many of the following initiatives as well as the coordinated encampment response team (which will also be covered in the Affordable Housing & Homelessness briefing and presentation).

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TOPIC REVIEW

Social Development Community Safety Initiatives

Neighbourhood Empowerment Team (NET)

The Neighbourhood Empowerment Team (NET) is a partnership between the City of Edmonton, Edmonton Police Service, the Family Centre and United Way of Alberta Capital Region. The Neighbourhood Empowerment Team (NET) works with residents, community, businesses and organizations to build solutions to create safe and vibrant neighbourhoods and communities. Since the beginning of 2020, NET has received over 500 requests from the community, and engaged with almost 4,000 Edmonton residents.

Body Rub Centre and Adult Entertainment Support Team

The Body Rub Centre and Adult Entertainment Support Team includes two Municipal Enforcement Officers (MEOs) and a Community Safety Liaison. The focus of the team is to enhance harm reduction and physical safety within licensed body rub centres by focusing on: licensing compliance, education and awareness programs, relationship building and information sharing with other licensing associations and municipalities. This work is guided by the Council approved recommendations in the [CR 7638 Recommendation Report](#) (September 30, 2020).

The Resiliency Project

The Resiliency Project is a collaboration between the City of Edmonton, Edmonton Police Service, and the Organization for the Prevention of Violence. Their aim is to work with the public to prevent and counter violent extremism through awareness, education, research, and online and offline intervention.

Community Outreach Transit Team (Launching August 2021)

The Community Outreach Transit Team will provide a person-centred and trauma-informed response to current social issues arising on Edmonton Transit Service (ETS) stations and public transport. The Program utilizes a partnership model between Transit Peace Officers (TPOs) and Bent Arrow Outreach Workers to respond jointly to issues arising on transit.

Opioid Crisis Response

- With overdose deaths on the rise in Edmonton, as elsewhere in the province and country, the City has taken an active role in responding to this crisis. This work was initiated in 2018, as part of the City's response to the approval of three (3) Supervised Consumption Service sites in the downtown area. At Council's direction, the City convened the Community Liaison Committee. In 2020, the committee made a collective decision to broaden its focus beyond supervised consumption services to inform community level action to address the city-wide overdose crisis more broadly. Co-led by the City of Edmonton and Alberta Health Services, the Community Liaison Committee: Partners in Drug Poisoning Prevention includes representatives from community, business, municipal, health, and people with lived experience. The City is working with this committee to launch an awareness campaign.
- The City is also working in partnership with REACH and other community partners to launch Addictions Don't Discriminate, an interactive exhibit rooted in stories of lived experience, in fall 2021 as a key component in building community awareness.

Family Violence Prevention and Response

In 2018 Edmonton had the second highest rate of sexual violence, and the [second highest rate](#) of missing and murdered Indigenous women and girls in the country, compared to major Canadian cities. In 2020, consistent with national increases in domestic violence, Edmonton Police Service reported an 18 per cent increase in calls for service related to domestic violence.

Our response to family violence includes the following:

- **Family Violence Prevention Team:** The Family Violence Prevention Team, which is composed of Social Workers and a Social Planner, works to prevent gender-based violence both in private and public settings through efforts that span the prevention continuum including support to victims of high-risk domestic violence, engaging in community mobilization, supporting public education and awareness raising and influencing positive systemic

change by affecting laws and policies that support survivors of violence.

- **Domestic Abuse High Risk Team (DAHRT):** Through this partnership, Social Workers and Police members collaboratively respond to high-risk domestic violence incidents. DAHRT Social Workers responded to 712 incidents of domestic violence in 2020.
- **Seniors Protection Partnership (SPP):** The SPP mission is to increase the safety and well being of older adults by providing streamlined and integrated support services that raise awareness of elder abuse, build a coordinated community response, and respond to high risk situations. In 2020, the Seniors Operation team responded to 185 incidents of elder abuse.
- **Gender-Based Violence and Sexual Assault Prevention Initiative:** In response to increasing rates of gender-based violence in Edmonton, Council launched the Gender-based Violence and Sexual Assault Prevention Initiative in 2016 with the goal of reducing gender-based violence and sexual assault in public spaces in Edmonton.

[Edmonton: Safe City Project](#)

The City, in partnership with Alberta Culture, Multiculturalism and Status of Women, joined the United Nations (UN) Women's Safe Cities and Safe Public Spaces Global Initiative to make public spaces safer for women and girls in Edmonton. Following an extensive scoping study and the identification of 3 local priorities, multiple partners including the City, Alberta Culture, Multiculturalism and Status of Women, Edmonton Police Service, Indigenous, sexual assault and family violence organizations developed 21 [recommendations](#) to make public spaces safer for women and girls. These are being implemented from 2021 to 2023. The key priorities are outlined in the attachment provided.

Community Standards Peace Officers & Transit Peace Officers

Overview of Service:

Community Standards Peace Officers have a General Duty team which includes downtown peace officers and Infill Compliance peace officers. Their specialized and industry specific units are the Vehicle for Hire Unit and our Commercial Vehicle Unit. All of these groups are responsible for a wide variety of education and enforcement services which include both a proactive and reactive approach to enforcing a wide variety of City of Edmonton bylaw, provincial statutes along with some federal legislation.

Transit Peace Officers are exclusively responsible for the safety and security of Edmonton Transit Service. TPOs educate and enforce the rules on transit property and play a key role in transit infrastructure

protection and the safety of transit users and employees.

Community Standards Peace Officers: Animal Control and Park Rangers

Overview of Service:

Community Standards Peace Officers: Animal Control and Park Rangers are responsible for a broad array of public education, wildlife management, responsible pet ownership, water safety, animal attack investigations, encampment response, abandoned/in-distress animals, forestry and outdoor recreation and resource management activities.

These community safety services include the enforcement of municipal bylaws such as the Animal Control and Licensing Bylaw, Provincial Acts including the Environmental Protection and Enhancement Act and Federal Acts such as the Canada Shipping Act. These enforcement services are authorized through the Municipal Government Act, the Provincial Peace Officer Program and our Bylaw Enforcement Officer Bylaw. Enforcement services are delivered in response to citizen complaints, through proactive patrolling, and by referral from other agencies and organizations. In addition to general duty service teams this group includes a number of Specialized Enforcement Teams.

Encampment Response Team

The multidisciplinary Encampment Response Team (ERT) is the primary responder to illegal encampments citywide. ERT prioritizes the closure and clean-up of sites based on the risk level they pose to camp occupants and the surrounding community using a comprehensive risk assessment tool. There are four Park Rangers and one Sergeant dedicated to responding to encampments in partnership with dedicated Edmonton Police Service Officers, Affordable Housing and Homelessness and partner social support agencies. In addition, thirteen clean-up staff in Parks Operations are responsible for responding to clean-up requests over the summer months.

Problem Wildlife Team

The Park Ranger Wildlife Team works in collaboration with Integrated Pest Management, shareholders, other agencies, and citizens throughout Edmonton to encourage the following goals: the protection of wildlife and their habitat, to manage interaction between citizens and wildlife, mitigate ongoing or seasonal issues which may arise, enhance and protect biodiversity and reduce human/ wildlife conflict whenever possible. The current three officer team also focuses on leveraging their subject matter expertise to provide educational programs and support effective prevention strategies through enforcement of Provincial and Municipal legislation, which ensures safe and healthy interactions with the city of Edmonton and the largest

urban/wildland interface in Canada.

Animal Protection Act Team

This team consists of a Community Standards Peace Officer Sergeant and four Officers. The team provides 7 days per week coverage with respect to animal welfare complaints and investigations. In addition, this group conducts regulatory inspections of commercial businesses to ensure compliance with adequate standards of animal care. This group conducts highly sophisticated investigations including executing search warrants on commercial and residential properties and seizing animals. This team works closely with the Edmonton Police Service Animal Cruelty Investigation Unit

FUTURE CONSIDERATIONS

- City Council may receive inquiries from citizens concerned about individual and community safety. The pandemic has seemingly heightened our collective attention to ensuring individuals, communities, neighbourhoods, businesses and public spaces are safe for all Edmontonians. The key topics of interest in the areas of community safety are outlined above as well as in the attachment linked below, as each initiative is targeting a specific area of the community safety portfolio.

ATTACHMENTS

- [Community Safety - Complete Overview of Services & Key Priorities](#)

Ward-Specific Fire Safety Overview

Summary

Edmonton Fire Rescue Services (FRS) provides an essential service to Edmontonians via fire suppression response, medical response, fire prevention and public education. FRS is also deeply integrated with other branches in Citizen Services, with interdependencies with activity in the Social Development and Community and Neighborhood Standards branches.

Life safety remains top of mind for Edmonton citizens, business owners and staff. Concerns and questions around fire safety are frequently brought forward by citizens via 311 or email to Council members. In 2020, FRS responded to 54,390 dispatched emergencies, and was featured and/or mentioned in the local media 556 times. The Ward-specific info sheets offer a succinct overview of fire and rescue activity in each ward in 2020, with a summary of key issues that are either emerging or persistent, including citizen concerns, arson patterns, station closures, rehab or new construction and more. Ward-specific fire issues will allow your office to anticipate citizen concerns while allowing FRS to respond effectively and efficiently.

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TOPIC REVIEW

A message from Chief Joe Zatylny

As fire chief, the safety of citizens and staff are my top priority. Many of the decisions we make around fire service staffing, deployment, policies and even budgeting take into account the inherent level of risk of making any change. These risk-based decisions are never made in isolation or based on a single factor. In order to make these complex decisions, the Office of the Chief and the EFRS leadership team always rely on a number of input factors including data, past activity, consultation with staff and community to safeguard the protection of life, property and environment. From a practical perspective, this ranges from building construction, the placement of fire stations, type of equipment and apparatus in each area, common call times, industry best practices and standards, and level of training to name a few. These factors, among others – and how they intersect - are what helps us make informed practical decisions in the best interest of the City and are behind all of the recommendations I bring forward to ELT or to Council. At the same time, we know resources are not unlimited, and we are committed to ensuring that our decisions allow for the most effective and efficient use of public dollars.

The information provided in the FRS Overview (attachment), gives council a snapshot of the work of Edmonton Fire Rescue Services. This data, amongst many other key indicators and contextual information, drive decision making and the evolution of fire rescue response in Edmonton. These are important sources to review, as fire fighting in Edmonton and the expectations of those we serve are changing

rapidly. I look forward to the opportunity to meet with each of you to discuss my vision for the future of EFRS and your ward specific questions and concerns.

FUTURE CONSIDERATIONS

Modernizing Fire Rescue Services

Fire Rescue Services is dedicated to continuous improvement and evolving as the City of Edmonton changes and grows. There are multiple initiatives underway demonstrating our commitment to modernizing Fire Rescue Services, these include:

Modernizing Fire Services: a multidisciplinary team composed of representatives from Fire Rescue Services (FRS), Edmonton Fire Fighters Union (EFFU) and the Department Strategy Section (DSS) that will use a data-based approach to develop a renewed vision for Edmonton Fire Rescue Services. The new vision focuses on six dimensions:

- Our organizational development
- Ensuring we all have strong workplace safety, mental and physical health supports
- Fostering equity, diversity and inclusion
- Developing data- and research-informed service innovation
- Enhancing our community engagement and relationships
- Evolving our fire service culture

Diversity and Inclusion

An Equity Specialist has been hired to a 24-month position to support diversity and inclusion efforts in Edmonton Fire Rescue Services (EFRS).

- Support initiatives and education relating to anti-racism, Gender Based Analysis Plus (GBA+), respectful and inclusive workplaces, and providing education, support, and trusted advice to EFRS employees
- Act as a subject matter expert for all members of EFRS
- Collaborates with EFRS employees towards identifying and eliminating forms of inequality by identifying and implementing systems, structures, policies, practices, and influencing attitudes

supporting equity for individuals experiencing marginalization in the workplace

- The following work is underway:
- Several recommendations from the 2020 EFRS Diversity in Recruitment Project are currently being implemented by the Outreach and Recruitment team
- A diversity and inclusion action plan is being developed to outline necessary steps to build a diverse and inclusive fire service
- An executive advisory committee was established to provide support to the Fire Chief on development and implementation of the future vision of Fire and Rescue Services with diversity and inclusion being one of the key pillars.

Current Citizen Interest Topics

The Maple Ridge neighbourhood in Sspamitapi ward has one main access road into the neighbourhood and one secondary access road. A railway line crosses both these roads which could interfere with emergency response. Over the past 2 years there have been two events where EFRS units were delayed by a moving train at this location. Neither delay significantly affected the response times. EFRS continues to work with citizens to address any concerns over response times.

The Yellowhead Trail expansion project will result in the removal of Station 8 (127st and Yellowhead). Work is underway to examine the feasibility of replacing the hall in Blatchford.

Changes to the building code now requires different construction for houses built outside of a 10 minute drive from a fire station. Developers, primarily in the southwest, have raised concerns about the increased construction cost for houses to meet the code outside of the 10 minute radius from a fire station.

Two of EFRS' older fire stations are undergoing rehabilitation and updating to meet OHS standards. During this work EFRS redeploys the crews and apparatus from these stations to neighbouring stations. Crews from station 19 (Callingwood) and station 3 (University) will be redeployed in 2022 for about one year.

Windermere fire station has seen several delays however is now under construction with an estimated in service date of early 2024.

ATTACHMENTS

In March 2020, the CS00184 Joint Dispatch Centre Project Charter was outlined for City Council. The business case is underway and the work is being led by Edmonton Police Service and local social service agencies with a goal to explore ways of better collaboration with social, health, and law enforcement agencies for calls to social, addictions and mental health issue events.

- [Project Charter Report](#)
- [Project Charter](#)
- [Work Plan](#)

Special Event Coordination and Hosting: FIFA Bid

Summary

Edmonton has a rich history in hosting FIFA events, having hosted three of FIFA's top events: U-19 Men's (2007), U-20 Women's (2014) and the 2015 Women's World Cup. FIFA's premier event is the World Cup. The pursuit of this generational opportunity aligns with a recommendation in the 2017 [Changing Field of Play](#) report (Committee on Major Events) that said Edmonton should pursue a "mega level" event every 20 to 30 years. The City of Edmonton last hosted this level of event in 2001 when we hosted the International Association of Athletics (IAAF) World Championships.

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TOPIC REVIEW

Opportunity and Strategic Alignment

Bidding for a mega-level event such as FIFA also supports direction approved by Council in the Event [Policy, Strategy](#) and [Edmonton Events Sport and Cultural Attraction Plan](#). In addition the bid aligns with the City Plan and Edmonton's Tourism Strategy.

Hosting the World Cup offers significant economic, reputation and social benefits for Edmonton and can be an important contributor to the city's economic recovery from the pandemic. Based on our current budget the event is expected to generate over \$600M in economic impact for Alberta, the majority of which will remain in the Edmonton region.

The City conducted two independent public surveys to assess support for Edmonton's candidacy with 71 per cent support in the fall of 2018 and an increase to 77 per cent in September 2020.

Work underway

Since 2017, Edmonton has advanced its effort to be named an Official Host City for the 2026 FIFA World Cup. In June 2018, Edmonton was formally named a Candidate Host City in the "United Bid", which included Canada, Mexico and the United States. Other cities in the United Bid include Toronto, 17 cities in the United States and three cities in Mexico. Official Host Cities are expected to be named in Q1/Q2 2022.

As part of its efforts the City of Edmonton led the development of a detailed business case and budget (including all host city costs in the agreement). The business case and budget were prepared to identify all costs of hosting and to avoid additional costs arising as the project advances. These documents also allowed Administration to articulate a number of areas that required clarity from FIFA to fully assess host city costs. The budget is based on Edmonton hosting test matches, five

World Cup matches and a 32-day Fan Fest. It does not include enhanced security that may be required or essential service costs that would be incurred by other orders of government. It is the City of Edmonton's position that these costs would be the responsibility of other orders of government, a position that is currently under discussion as part of the overall project costs and national hosting concept development. In addition, the Edmonton bid team has proactively identified budget areas that we intend to negotiate with FIFA in an effort to reduce the overall budget. Canada Soccer supports these efforts.

Council's involvement in the bid process

- Council has been engaged and updated throughout the bid process. Council supported Edmonton as a candidate host city in January of 2018. Council provided this approval with the awareness of the risks of unconfirmed support from other orders of government. This risk was minimized with the signing of a collateral agreement with Canada Soccer Association. The collateral agreement allowed Edmonton to withdraw should support from other orders of government not be acceptable to the City Manager.
- Administration has reported back to Council in private five times since January 2018 (given confidentiality of the FIFA agreements) with the most recent update provided to City Council at its August 30, 2021 meeting.
- The Government of Canada signed some of the required government guarantees and provided letters of commitment in other areas as part of the bid submission in 2018, providing support in principle for this opportunity.
- Edmonton continues to work with the provincial government, politically and administratively, in an effort to garner support and secure the funding required.

FUTURE CONSIDERATIONS

- A critical path, clearly identifying when funding commitments are needed, is being discussed with all orders of government. Edmonton may choose to exercise its collateral agreement and withdraw its candidacy if support from other orders of government is not acceptable to the City Manager. The current deadline is February 1, 2022.
- In anticipation that Edmonton will be selected as a host city in 2022, Administration intends to bring forward unfunded service

packages to Council this fall as part of the 2021 Supplementary Capital and Operating Budget Adjustment. Funds are likely required for work that must occur in 2022. The budget would not be spent unless Edmonton is named an Official Host City.

- FIFA venue visits to Canada are expected in November 2021.

Community and Recreation Facilities

Summary

One of the four Strategic Goals in Connect Edmonton is to be a Healthy City: “Edmonton is a neighbourly city with community and personal wellness that embodies and promotes equity for all Edmontonians”. This goal will be achieved through strategic actions, partnerships and collaboration. Recreation is essential to a vibrant, connected, Healthy City.

- The COVID-19 pandemic highlighted the importance of recreation as wellness - both physical and mental. Although the pandemic meant unavoidable reductions in service and programs to ensure the safety of staff and patrons, the branch managed to pivot operations and adapt new ways to deliver services ensuring the continuation of a basic level of recreation and wellness options to citizens.
- The Community and Recreation Facilities branch manages and animates community and recreation facilities and parks and provides services that support connection to body and self, family, friends and community. The branch drives the implementation of the Live Active Strategy intended to inspire all Edmontonians to lead healthy and active lives.
- The branch oversees over 100 facilities and amenities, such as the Edmonton Valley Zoo, Muttart Conservatory, Commonwealth and Clarke Stadiums, golf courses, outdoor pools, arenas, and the City Arts Centre, Seniors Centres and Prince of Wales Armoury. Leisure centres and community recreation centres, including Terwillegar, Clareview, The Meadows, and Commonwealth, host hundreds of recreation and educational programs annually.
- The branch attracts and delivers events, festivals, and celebrations, often in partnership with organizations, such as Heritage Days, SilverSkate Festival, ITU World Triathlon, and manages the bid to host the 2026 FIFA Men’s World Cup.
- The branch operates the City Archives, the City Artifacts Centre and municipal cemeteries and works closely with heritage organizations.
- Over 20 river valley parks are managed and animated by the branch and delivers other park based recreation programming like the Green Shack program in neighbourhood parks.

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TOPIC REVIEW

Active Recreation and Sport

The Branch delivers indoor and outdoor sport, fitness and wellness services to Edmontonians. Directly and with partners, the Branch provides services so that Edmontonians swim, skate, dance, do yoga and so many more activities to help them live active and healthy lives. The Branch schedules and allocates time in facilities and parks so that individuals and organized groups can pursue their interests and support their health and wellness goals. It plans and delivers programs and services and facilitates top quality customer service both online and in person. It strives to provide opportunities for all Edmontonians.

The branch encourages people of all ages to be active, to play and to connect through:

- Community Recreation Centres
- Leisure Centres and Outdoor Pools
- Sport Centres
- Arenas
- Stadiums and Sports Fields
- Golf Courses
- River Valley Parks, District Parks, Neighbourhood Parks
- Live Active Strategy, Active Recreation and Sport Partnerships
- Hosting Sporting Events

Heritage and Community

The branch preserves City of Edmonton records, stories and artifacts to retain and celebrate our history. It provides spaces for individuals and communities to create unique programs and services to celebrate our past and to connect us as a community. It manages municipal cemeteries to provide non-denomination cemetery services to reflect the diversity of citizens and traditions. It helps to create a sense of place and a connection to those who have come before us and to those we share this place with today

- Prince of Wales Heritage Center - City of Edmonton Archives
- City of Edmonton Artifacts Centre
- John Walter Museum
- Fort Edmonton Park - Delivered in partnership with the Fort Edmonton Management Company
- The Orange Hub
- Seniors Centres
- Yorath House
- Rundle Family Center
- Alf Savage Center
- Municipal Cemeteries
- Heritage Partnerships

Attractions

The branch provides programs and opportunities for Edmontonians and our visitors to learn about horticulture, conservation, art and natural history by delivering top quality programs and services and caring for special collections. It encourages people to visit our city, to explore, to learn and to create.

We provide unique venues for citizens to learn, to gather, celebrate and connect

- Edmonton Valley Zoo
- Muttart Conservatory and Greenhouse
- John Janzen Nature Centre
- City Arts Centre
- Attraction Partnerships
 - Fort Edmonton Park
 - Telus World of Science

Events & Festivals

The branch supports the attraction and hosting of events and festivals year around in our city to support the vibrancy of the community, to drive tourism and economic development, to build Edmonton's brand, to foster civic pride and to celebrate together.

- Edmonton's annual festivals
- Community events, walks and runs
- National and International sporting events and championships
- Cultural events, concerts and shows.

FUTURE CONSIDERATIONS

The COVID-19 pandemic has demonstrated the importance and value of recreation and culture in both the physical and mental wellness of Edmontonians. Recreation and culture provides Edmontonians with a way to connect with self, friends, family and community.

To ensure Edmontonians' access to recreation and culture activities, the branch will continue to focus on new and different types of partnerships that will increase access to recreation services for all

Edmontonians, the branch will review the role user fees play in supporting this work and how tax levy funding is used to achieve goals around accessibility, inclusion and increased participation.

Providing access to services and programs while reducing barriers for low income residents to community recreation facilities continues to be important, and the branch is working to improve access to the Leisure Access Program. Year-round festivals and events will be encouraged to ensure Edmontonians have the opportunity to be active and engaged in cultural activities throughout all seasons.

Work to explore partnership opportunities with the non profit and / or for profit sector are underway for the operations for City-owned golf courses and the Lewis Farms Community Recreation Centre and District Park. Other groups have approached the City with a variety of partnership opportunities to develop new recreation facilities and they are under consideration.

River Valley, Parks and Open Space Access for Wellness

Summary

Edmonton's River Valley is an interconnected park system that includes the river valley and ravines, which together form Canada's largest urban park. The [Ribbon of Green Master Plan](#) sets the strategic direction for how the River Valley is used and managed.

The River Valley boasts more than 160km of maintained pathways, 20 major parks, and unique attractions such as the 100 Street Funicular and Île Île River Lot 11∞ Art Park. More than 250 festivals and events are hosted in the river valley annually, including such festivals as Edmonton Heritage Festival and Silver Skate Festival in William Hawrelak Park and Edmonton Folk Music Festival in Gallagher Park. During the summer months, citizens enjoy the River Valley's 300 picnic sites; running, walking or riding the various trails; accessing and exploring the river using one of the many boat docks or launches; walking dogs in various off leash areas; or simply taking in the tranquility of natural areas. In the winter, citizens enjoy skating on the River Valley's five skating surfaces; skiing on 34 km of groomed cross country ski trails; downhill skiing at Snow Valley or Edmonton Ski Club; or using one of Edmonton's seven managed toboggan hills. Citizen Services has initiated a project using pedestrian counters to capture the usage volumes in the River Valley. These counters, available only in select locations, recorded more than 3 million counts in 2020, providing an indication of the high volume of use experienced in the River Valley.

This park system is highly valued by Edmontonians for the multitude of ecological, recreational and celebration functions it supports. Park users and various interest groups can have strong points of view and differing opinions on what should be prioritized, how spaces should be used, and what levels of service the City should provide. Most inquiries to councillors stem from this.

Citizen Services, Community and Recreation Facilities provides the strategic operational oversight for the River Valley, operates the major parks, supports the animation of the River Valley, and is often the public face as it relates to associated issues. This team serves as the point of contact related to all River Valley program and operational issues, and, if required, provides the connections to other departments/branches/sections.

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TOPIC REVIEW

Partner Relationships

Administration works with many partners for the delivery of services to citizens in the River Valley. These include:

- Not-for-Profit organizations who have lease, license or maintenance agreements with the City for their operations. Examples include, Edmonton Nordic Ski Club, Edmonton Speed Skating Association, Edmonton Mountain Biking Alliance, Whitemud Equestrian Learning Centre Association.
- Festival and event organizers who have long standing relationships with the City for the delivery of their events in park spaces.
- Commercial businesses that rely on the River Valley for the business operations. These can include vendors procured by the

City such as food services or equipment rentals, or stand alone businesses such as boat operators.

Partners may seek the support of their councillors to advance their individual organizations' goals, including business expansion and capital development. Organizations may also contact their councillors in response to decisions from Administration that are perceived as unfair or have cost implications.

Issues that arise as outlined above are typically addressed on a case-by-case basis, involving the relevant subject matter experts within Administration. Formal requests for information and responses are managed through POSSE.

City Service Levels

Citizens have high expectations for how the River Valley is managed and cared for, however aren't always aware of the service levels provided. Many citizens contact 311 with their concerns, however others elevate issues to their councillor, seeking higher level support to change service levels specific to their concerns. Whenever possible, Administration seeks to provide relevant information online to help set expectations and communicate service levels.

One of the more prominent current examples relates to the unimproved trail network/mountain biking trails. An unimproved trail is a narrow trail with a surface material that has not been upgraded - usually dirt. The City presently does not maintain these trails and the trails are primarily constructed by users without City permission or oversight. These trails are heavily used, and often created, by the mountain biking community. There has been an increase in trail building activity throughout the COVID-19 pandemic, and many park users have expressed frustration to their Councillors that the City does not take firm action to enforce and respond to these trails. As Administration is not resourced to manage these trails, little action is taken.

Alcohol in Parks

The pilot project to permit consumption of alcohol in designated picnic sites is underway until October 11, 2021. The results of the pilot project will be brought forward to City Council in Q4 of 2021 to determine the future of that program.

FUTURE CONSIDERATIONS

River Valley Planning Modernization

Current work is underway in the Urban Planning and Environment Department to modernize the planning framework related to the River Valley, including updating the Ribbon of Green Master Plan that dates

back to 1992. Through engagement, this work is opening a number of conversations with the public about how the River Valley is used. While this project is underway, strong and opposing opinions will surface. In particular, the current needs around unimproved trail issues will be examined, and a high level strategic direction for these trails and land use will be set. Inevitably, there will be some public disagreement about how this issue is addressed. Administration has identified a need for an overall mountain biking trail management plan to follow the current Ribbon of Green work and will seek funding support upon completion of that project.

Capital Projects

As river valley visitation and use continues to grow, so do citizens' expectations for quality infrastructure to support their use. Heavy and prolonged rainfall in 2019 and 2020 contributed to several trail failures due to landslides/erosion across the river valley, and projects are underway to repair affected trails and re-establish connectivity of the trail network. A number of renewal projects have been delivered through the 2019-2022 capital budget and some significant projects are presently in design, including

- [William Hawrelak Park Rehabilitation](#)
- [Touch the Water/North Shore Promenade](#)
- [Edmonton-Strathcona Country Footbridge](#)

Additionally, there are numerous park master plans awaiting implementation that include new infrastructure to support park use. Funding to support further implementation of master plans will be requested as part of the 2023-2026 capital budget.

Sport and Recreation Partnerships

Summary

Through the extensive engagement for both ConnectEdmonton and other strategies, Edmontonians indicated that they value inclusive, safe and accessible community recreation facilities and amenities. Partners have long played a role in the development, delivery, and animation of recreation and community amenities in Edmonton. In Edmonton's challenging economic environment, partners often contribute creative ideas and models that enable the City to meet the needs of a diverse population. There are many community groups that operate, manage, or maintain recreation and sports infrastructure in Edmonton. The coordination of this work resides with the Community and Recreation Facilities branch.

In addition to the time and expertise partners commit to promoting their sport or recreation activity, they also contribute significant capital and operating dollars to build/improve, operate, and maintain indoor and outdoor recreation facilities. In a 2020 survey conducted by Community and Recreation Facilities, responding partners reported investing almost \$100M collectively in 130 separate capital projects supported by \$60M in City funding contributions.

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TOPIC REVIEW

Examples of the City of Edmonton's recreation and sport partner relationships include:

Attractions

- Telus World of Science
- Fort Edmonton Park

Outdoor Recreation Facilities

- RE/MAX Field (Baseball Edmonton)
- Henry Singer Soccer Complex
- Ivor Dent Sports Park
- Edmonton Ski Club
- Snow Valley Ski Club
- Whitemud Equine Centre
- Millwood Golf Course

Indoor Recreation Facilities

- Soccer Centres
- YMCA's (Castledowns, Jamie Platz, William Lutsky, Don Wheaton, Boyle Street Plaza)
- Scona Pool

Community/sport groups that provide or enhance outdoor recreation spaces

- Nordic Ski Club

- sports field enhancements
- mountain biking trails
- disc golf courses

School Board Partnerships (Joint Use Agreement)

- St. Francis Xavier Sport Centre
- Dr. Anne Anderson Community Centre, Joint Use Agreement

A number of potential new partnership opportunities are currently being explored, including:

- the development of an integrated high school and recreation site in Castle Downs,
- a multi-sport recreation facility with covered artificial turf surfaces in Gorman,
- a Velodrome as part of the proposed Coronation Park Sport and Recreation Centre,
- the development of an athletics, basketball, and volleyball venue at the EXPO Centre, and
- a covered outdoor twin ice arena on the Rosenthal Neighbourhood Park.

Supporting policies and strategies

Policy C187A, Enhancing Community Facility Services through Partnerships, directs that the City will actively seek out partnerships, including funding capital projects, operations and programming. This Policy sets the direction to assess partnerships by a process that will be open, transparent, fair and consistent with established City business practices to determine overall benefit to the community and value to the citizens of Edmonton.

In 2016, Council adopted the Live Active Strategy intended to encourage Edmontonians of all ages, abilities and interests to enjoy the benefits of physical activity. Based on a cross-sectoral approach, the City collaborates with community leagues, schools, post secondary institutions, health services major employers and other partners to work toward common objectives of a healthy city.

In 2018, the Approach to Community Recreation Facility Planning document was developed. It sets the strategic approach to planning and delivering recreation facilities in the City. Specifically around partnerships, the Approach notes that the City will seek out partnerships where:

- community expectations extend beyond the City's planned service levels;

- improved service levels will be provided;
- innovative public recreation and leisure opportunities including specialty facilities are provided; and
- facility optimization, connectedness, and vibrancy are realized to service broader community needs.

The Approach also highlights the importance of exploring partnerships with regional municipalities in the delivery of recreation facilities and programs.

Funding for partnerships

Prior to 2021, partners would submit business cases to the Community Facility Partner Capital Grant Program. The Grant Program provided funding for project planning, life cycle replacement/rehab, capital expansions/redevelopments or new construction. This grant was an important funding source for sport/recreation, multicultural, arts, and community projects. A list of previous recipients is included as an attachment to this briefing.

In the Fall 2020 Supplemental Budget Adjustment Council approved the discontinuance of the Community Facility Partner Capital Grant program, removing the remaining \$1.9 million in base tax levy funding support in 2021. In the absence of ongoing funding, this program was eliminated.

The elimination of the Community Facility Partner Capital Grant program means that a new process or mechanism by which to evaluate and prioritize requests for funding from potential partners is required along with a new funding source

Comprehensive partnership review

The current financial reality has shifted the financial viability of the City to continue to build, operate and program recreation facilities in the future and partnerships may become even more important to support service delivery and meet the objectives outlined in the Approach to Community and Recreation Facility Planning in Edmonton.

Administration is currently undertaking a comprehensive partnership program review that will provide future direction on how to respond to unsolicited partnership requests as well as to effectively evaluate existing partnerships. While partnership opportunities are important, it is crucial that the City's funding decisions for recreation and community facilities are prudent and embedded in a fair, transparent and equitable process guided by the Approach to Community Recreation Facility Planning and other relevant plans.

Council has directed Administration to explore alternative funding

strategies including partnership opportunities to help move projects forward, examples include the an Expression of Interest to solicit potential external partners interested in any combination of either Financing, Building, and/or Operating/Maintaining any of the planned components of the Lewis Farms District Park and Recreation Facility. Council has also directed Administration to issue an Expression of Interest to solicit potential external partners interested in operating municipal golf courses.

ATTACHMENTS

- [Enhancing Community Facility Services through Partnerships](#)
- [Approach to Recreation Facility Planning in Edmonton](#)
- [Community Facility Partner Capital Grant](#)
- [Community Facility Partner Capital Grant Awards 2011 - 2021](#)
- [Live Active Strategy](#)
- [Live Active Implementation Plan](#)

Bylaw and Provincial Act Enforcement

Summary

The Community Standards and Neighbourhoods Branch within the Citizen Services Department provides for a wide range of bylaw and provincial act enforcement services. The officers who perform bylaw and provincial act enforcement services aim to seek compliance before proceeding to enforcement. That is, as a first and preferred course of action, enforcement officers engage in public education, dialogue and rely on their skills and training to resolve issues; escalation to warnings, fines or orders occurs as a final recourse. The branch works closely with other City departments, as well as enforcement and/or social agencies, to take an integrated and compassionate approach to complex issues.

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TOPIC REVIEW

The City investigates and enforces a variety of issues that may be of concern to Edmontonians.

General Bylaw Complaints and Investigations

The Complaints and Investigations Section focuses its enforcement efforts on:

- Graffiti reduction
- Business licensing
- Noise
- Excessive odours
- Temporary sign enforcement.
- Minimum property standards, for example snow on walk, nuisance conditions, and problem property concerns

The section is made up of approximately 30 frontline non-uniformed officers that work Monday to Friday during regular business hours.

The section also has units dedicated to addressing concerns within the Edmonton nightlife industry, adult entertainment licensing, and the residential and commercial problem property initiative. These are multi-agency task teams working with the Edmonton Police Service, Province of Alberta (AGLC, OH&S, AHS), as well as internal and external agencies to address each of the business units area of focus.

Transit and Community Standards Peace Officers

Transit Peace Officers (TPOs) are the visible frontline presence on the Edmonton Transit System and ensure the safety and wellbeing of all users including those seeking assistance, social service referrals and shelter within the system. This team focuses on providing outstanding customer service and ensuring safe ridership. These officers work 24/7, 365 days a year.

Community Standards Peace Officers (CSPOs) provide a wide range of enforcement services for the community and in partnership with industry and Business Improvement Areas. Their core mandate

includes enforcement and education of:

- Smoking
- Littering
- Vehicle noise
- Construction noise
- Infill Construction
- Illegal fire pits
- Illegal dumping
- Obstructions
- Unsecured & uncovered loads
- Vehicles for Hire
- Commercial vehicles

This team also provides a visible presence throughout the downtown area, including City Hall and the Civic Precinct.

Animal Control and Park Ranger Peace Officers

Animal Control and Park Ranger Peace Officers are a newly amalgamated area within the Animal Care and Park Rangers Section. This group of approximately 50 uniformed Community Peace Officers provides city-wide frontline enforcement services 7 days/week between the hours of 6:00 am and 1:00 am.

These Officers ensure safe and responsible patron use of City parks, open spaces and waterways and promote responsible pet ownership and animal welfare throughout all of the communities that make up our City. A broad enforcement mandate includes the following areas of focus:

- Pet Licensing
- Dog at Large and Dog Attacks
- Animal Welfare and Animals in Distress
- Barking Dogs
- Stray, Lost and Abandoned Pets
- Problem Wildlife
- Forestry
- Water Safety
- Encampment Response Team
- Outdoor Recreation
- Parks Resource Management
- Alcohol in Parks Pilot Program

Council Reports

A number of topics are regularly brought forward to Committee/Council in regards to Bylaw and Provincial Act enforcement:

- Annual Report to Alberta Justice and Solicitor General - Year-end Peace Officer Reports
- Body Rub Task Force
- Infill Compliance

- Vehicle for Hire

Recent Reports with Enforcement Information (2020 & 2021):

- [CR 7749](#) Problem Properties Action Plan
- [CR 7275](#) Vehicle Noise Enforcement Pilot Program - Results and Next Steps
- [CR 8484](#) Community Safety and Well-being Bylaw Review
- [CS00237](#) Bylaw 19553 Amendments to Prohibit the Feeding of Wildlife
- [CS00185](#) Peace Officer Stats - 2020 Year-end Report
- CS00186 Peace Officer Stats - 2021 Interim Report (not available - scheduled for Aug 25/21)
- [CS00350](#) Alcohol Consumption in Public Parks, Outside of Festivals and Events
- [CS00398](#) Bylaw 19690 - Amendments to the Community Standards Bylaw and Public Places Bylaw
- [CS00578](#) Bylaw 19758 - Amendments to Bylaw 14614 Public Places Bylaw (Anti-Bullying)

FUTURE CONSIDERATIONS

Council helps set overall enforcement priorities through budgets and other decision-making mechanisms, such as by Council motion; however, neither a Councillor nor Council as a whole can direct specific enforcement action, e.g. cannot ask for a particular parking ticket to be withdrawn.

Safety, bylaw enforcement and a sense of community are typically topics of concern for constituents. The scope and expectations of our work have changed substantially over the last few years, while resources have remained fairly constant. For example, in recent years the branch has added new or enhanced service lines to address e-scooters, encampments, COVID-19 enforcement, and downtown safety/vibrancy. As education and enforcement needs evolve, the branch continually improves based on learnings on how to support a diverse and inclusive Edmonton.

ATTACHMENTS

- [311 Online Reporting of Concerns/Complaints](#)
- [City of Edmonton Bylaws](#)
- [City of Edmonton Bylaw Services](#)

Building for Our Citizens

Summary

The City supports the community wellness and recreation initiatives of many non-profit groups, including community leagues, sport and recreation organizations, and multicultural groups who wish to develop recreation amenities on City land/parkland and contribute to community connections and vibrance. The City has developed the [Park and Facility Development \(PFD\) Process](#) to support community groups to turn their idea into a project strategy, and then through design, construction and operation of their facility or amenity. The PFD Process is used consistently for all community initiated projects, but scaled to reflect the complexity and cost of the project, which can range from community gardens to playgrounds, outdoor rinks, to new community halls and other facilities. development.

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TOPIC REVIEW

There are two streams within the **Park and Facility Development Process** (lead by the Community Standards and Neighbourhood Branch) :

Community Led Construction Process

A process where a community group initiates, plans, builds and operates the amenity at their cost with City support for planning and project management. With guidance from City staff, the community groups look at demand, construction cost, operating cost and asset renewal. Larger, more complex projects require more detailed assessment and review to ensure the full impacts are understood by the proponents and local residents; e.g., zoning, access/egress, traffic planning, transit availability, parking and neighbourhood impacts. Examples of Community Led projects include community gardens, murals, community league building renovations, beach volleyball and other courts.

Examples of Community Led projects currently in the strategy development phase:

Project	Overview	Notes
Cloverdale - Gallagher Park Electrical Enhancement Project	The scope of work is to provide an efficient electrical and communication program that will service the	Involves multiple site partners: Edmonton Ski Club, Folk Fest Music Festival, Cloverdale Community League

	Edmonton Folk Music Festival	
Rosenthal Outdoor Recreation and Community Facility	Proposed facility in the Rosenthal neighbourhood - a year-round, roofed, open air facility that features refrigerated twin ice rinks. The rinks would be usable through three seasons with alternate activities through the summer.	<p>-Proposal was before CPSC on May 28, 2021 Item 6.2</p> <p>-Status update to CPSC August 25, 2021 (to be updated in this document)</p> <p>-Rosenthal Community League and Active Communities Alberta intend to work together to develop the facility</p> <p>-The proposed amenity is atypical for a neighbourhood site as covered rinks are not generally supported on neighbourhood parks, traffic and parking concerns, etc. It also requires land designation changes, a public hearing and Council support.</p> <p>-Work is underway to address land issues, facility ownership and future operating model.</p>

Neighbourhood Park Development Program (NPDP)

A process where developments on parkland (but not on land that is licensed to community leagues through the Tripartite Agreement) are supported financially and the City is responsible for the design and construction and completed projects become part of the City's inventory for operating and maintenance. Currently, each neighbourhood is eligible for matching funds up to \$15,000 for small projects every 5 years; \$75,000 for medium projects every 10 years; and large \$250,000 every 15 years. In addition, Outdoor Aquatic Funding provides a one time funding of 50 per cent of the total cost up to \$125K on water elements in matching funds and a one time funding of \$15,000 to develop a parks plan. The City also provides a cost-shared scaled amount to groups depending on complexity. Projects are scaled (basic, intermediate, extensive) based on size, and construction/site impacts. NPDP projects include spray parks, playground renewal, and pathways and connections.

Examples of NPDP projects currently in strategy:

Project	Neighbourhood	Scale
Basketball Court (Argyll Community League)	Argyll	Intermediate
Pocket Park playspace expansion (Chapelle CL/Hays Ridge)	Hays Ridge Area	Extensive

*Please note that projects that are in planning, design and construction are reported on building.edmonton.ca. A separate briefing document from IIS has been provided for construction projects by ward titled "Construction in Your Ward."

Project Proposal Intake

When a community group is interested in pursuing a park and facility related project their first step is to connect with the appropriate City liaison. If they are unsure who the liaison is, they can contact 311 to be directed to the right person. They can also reach out through the Park and Facility Development Team email address:

ParkandFacilityDevelopment@edmonton.ca

Community initiated projects following the Community Led and NPDP Processes require the community group to complete a project proposal assessment form that is provided through their City Liaison (e.g. Neighbourhood Resource Coordinator, Sport Partner Liaison, or Multicultural Liaison, depending on the project). The form is sent to the [Park and Facility Development Team](#) in Neighbourhood Services, which assesses proposals before the initial project strategy is initiated and provides support to City liaisons and other project staff throughout the Corporation as they work alongside citizen groups. Within the first six months of 2021, 79 projects were assessed and approved to proceed.

Partner Contributions to Recreation Facility Projects and Programs (lead by Community and Recreation Facilities Branch):

The City recognizes that it cannot effectively meet all of its objectives alone and that partnerships are critical to achieve priorities and build an active and healthy city. The current economic environment and continuous improvement efforts have highlighted the need for this work to evolve and for the Community and Recreation Facilities Branch to continue its efforts to leverage opportunities for partnership, be creative, and take actions that will change the way it works with both existing and future partners.

The Partnership Program is the CRF Branch's framework for developing partnerships with organizations and communities who want to contribute to programming and facilities so that Edmontonians have a variety of recreational opportunities that meet their needs.

A recent example of a successful partnership program facilitating a capital build is the South Soccer Centre Expansion Project which is currently in delivery. Edmonton Soccer Association contributed \$9 million to add two additional indoor fields to the south soccer centre. The City of Edmonton has covered the remaining project cost and is managing the design and delivery of the \$20M project.

There are several active proposals/projects currently being considered:

Partner Organization/ Project	Project Proposal
Argyll Velodrome Association and World Triathlon Edmonton	Partners contribute \$4M to the proposed City of Edmonton's Coronation Community Recreation Centre to include an indoor cycling track and

	<p>additional improvements are incorporated into the facility to facilitate the two sports. Partners to provide ongoing programming of the track.</p>
<p>Edmonton Catholic School Board</p>	<p>Proposal for the City of Edmonton to contribute to a new High School to be developed at Castledowns District Park. The partnership would be similar to the successful Dr. Anne Anderson school partnership where the City of Edmonton contributes approximately \$5M in capital, annual maintenance contribution and provide ongoing operation of community recreation amenities that would be incorporated into the school (ie. large gymnasium and fitness centre).</p>
<p>Explore Edmonton, Athletics Alberta, Alberta Basketball, Volleyball Alberta</p>	<p>Proposal to develop the EXPO Centre of Excellence within the existing facilities at EXPOo. Planning is currently underway but would involve a contribution from the City of Edmonton towards the project to convert existing facilities to accommodate large scale events and training for the various sports, while continuing to host trade shows, exhibitions and other events.</p>
<p>Lewis Farms Community Recreation Facility Request for Expressions of Interest</p>	<p>The City of Edmonton has recently issued a Request for Expressions of Interest for a partner(s) to build and/or</p>

	operate some or all of the Lewis Farms recreation facility and park site.
Indoor Tennis Facility Request for Expressions of Interest	The City of Edmonton will be issuing a Request for Expressions of Interest for organizations to develop a bubble/ seasonal tennis facility on an existing City of Edmonton outdoor court facility.
Queen Elizabeth Bike Park - Integrated Bike Skills Park	Edmonton Mountain Bike Alliance have submitted a proposal to advance Phase 3 of the City of Edmonton's Queen Elizabeth Park Master Plan. The proposal involves the organization working in partnership with the City to develop, operate and maintain a new bike skills park, which includes additional natural surface trails that connect the main skills area and surrounding multi-use paths.

FUTURE CONSIDERATIONS

An element for consideration is the funding model that is currently in place. Community Led projects require 100 per cent funding from the community group. The availability of other grants (provincial/federal) and the group's fundraising capacity directly impacts the timing and financial feasibility of some of these projects. The NPDP projects are cost shared by the City. Preliminary analysis indicates that the amount of capital funding set aside in the 2019 to 2022 capital budget for the NPDP will be fully committed through this cycle. As a result, future projects will require additional capital budget support from the City for this program to continue. The fundraising component of this program has inadvertently created inequities between different neighbourhoods and the program is currently being reviewed.

Homeless Encampment Response

Summary

The City and its partners work together to address homeless encampments on public land. The integrated response to encampments utilizes a [Risk Assessment Tool](#) that prioritizes the closure of encampments based on the severity of risks present. These risks include consideration of fires, biohazardous waste, proximity to schools, parks, size, location, occupied vs. unoccupied, presence of organized leadership, etc.

The goals of the City of Edmonton's approach is to:

1. To **prevent large scale encampments** from being established, and
2. To coordinate the closure of encampments with **clear and consistent connections to shelter and housing options**.

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TOPIC REVIEW

The Encampment Response Team (ERT) is the primary responder to homeless encampments citywide. There are two multidisciplinary dedicated work teams, each composed of four Park Rangers and two Edmonton Police Service members -- they respond to encampments on parkland. The City of Edmonton funds nine outreach workers to connect individuals sleeping outside with housing and support services. The intent of the approach is to achieve voluntary compliance prior to any enforcement action taking place. Sixteen additional staff respond to clean-up requests from Park Rangers during the summer months.

ERT prioritizes the closure and clean-up of sites based on the risk level they pose to camp occupants and the surrounding community. The current risk assessment tool was developed in spring 2019 following Council Report CR_6674 Interim Housing. This report detailed recommendations on how to improve the City's response to homelessness on public lands.

The current approach has improved the coordinated response to encampments between partners year-round and increased housing outcomes for people sleeping outside. Despite the addition of new challenges in 2020 (eg. the COVID-19 pandemic, a very hot summer), the ERT made 350 referrals to health and housing supports, housed 116 individuals in bridge and permanent housing, responded to more than 4,000 encampment complaints, and cleaned up 1,477 encampments. Between January 1st and August 10th, 2021, a total number of 2,454 encampments were reported and 1,078 campsites

were cleaned up.

FUTURE CONSIDERATIONS

The establishment of Camp Pekiwewin and “Peace Camps” introduced protest elements that added additional complexity to this work. The organizers of these groups focus on drawing attention to a variety of issues impacting people experiencing homelessness, including the historical and ongoing marginalization of Indigenous people, the lack of sufficient affordable and supportive housing, emergency shelter conditions and the policing and forced eviction of encampments. The majority of folks sleeping rough in Edmonton are Indigenous. These camps received significant media attention in 2020 and 2021.

Recent increases in the overall number of both people experiencing homelessness and sleeping outside has impacted the City of Edmonton’s ability to respond. These increases, along with the seasonal nature of encampments which creates peak demand during a short timeframe, can overwhelm the ERTs ability to respond to encampments quickly enough to meet the expectations of many business and community stakeholders. This peak demand also coincides with other seasonal peak demands, such as problem wildlife complaints -- this further reduces operational capacity to respond.

More than 500 people sleep outside on any given night. 311 Call Centre encampment complaint volumes exceeded 4,000 inquiries in each of 2019 and 2020, and the City has received nearly 2,500 inquiries to date as of August 2021. Based on these volumes, it is not feasible for the City and its partners to coordinate transportation, social service connections, and enforcement to people living in encampments city-wide within 24 hours of being notified of an encampment location. A robust prioritization method must be employed to ensure resources are being deployed effectively and address the needs of vulnerable populations and concerned stakeholders in areas at risk for large encampments.

The long-term solution to homelessness is adequate, affordable housing and support. The City works closely with non-profit housing providers to support the development of affordable and supportive housing through land and grants. This work requires the support of the federal and provincial governments.

Working with Homeward Trust and agency partners, ERT will continue to connect individuals in encampments to housing options wherever possible. When the time does not allow, individuals in encampments will be made aware of available shelter options and offered transport. The City of Edmonton is aware that some unhoused people choose not

to access current shelter offerings due as the shelter programming may not reflect specific cultural needs and address trauma-informed care.

It takes approximately 45 days to house a person experiencing homelessness, often longer for people sleeping outside. Successful housing outreach usually requires more than one meaningful engagement over a period of time and/or the availability of temporary housing options/hotels on demand.

Bridge Housing options, such as the Jockey Dorms, Travelodge West, and Coliseum Inn, have provided reasonable accommodation options to help move a person indoors, offer a stabilization period, and work towards permanent housing options. A significant segment of the unsheltered population cannot currently be accommodated in any of the existing bridge housing options because their needs are too high and the temporary accommodations are not appropriately staffed to support these clients.

In extreme weather conditions, either hot or cold, the City of Edmonton augments existing shelter spaces in an effort to support the vulnerable population.

ATTACHMENTS

- [Quick Reference Tool](#)

DEPARTMENT PRIORITIES

CITY OPERATIONS

Edmonton

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Safe Mobility Strategy

Summary

In 2015, the City of Edmonton was the first Canadian city to adopt Vision Zero. The [Safe Mobility Strategy 2021-2025](#) (“the Strategy”) is Edmonton’s plan to achieve Vision Zero: Zero traffic-related serious injuries and fatalities through safer, more livable streets for all by 2032. Edmontonians are passionate about this goal - the Strategy reflects a wide range of perspectives about the actions taken to work towards it and the larger context of evolving from a city built for vehicles to a city built for people.

The Safe Mobility Strategy is an innovative, award winning approach to safety and livability that supports the advancement of the City of Edmonton’s strategic goals and City Plan. Through this work, people of all ages and abilities can move safely, easily, and comfortably around Edmonton to support a healthy, thriving City. Safe mobility generates broad societal benefits by supporting mode shift, improving physical health and wellness, reducing the economic impact of crashes, and contributing to climate resilience goals.

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TOPIC REVIEW

Since Vision Zero was adopted in 2015, traffic-related fatalities have decreased by 63 per cent, serious injuries have decreased by 40 per cent and pedestrian fatalities and serious injuries have decreased by 54 per cent. The previous strategy to advance Vision Zero, the Road Safety Strategy 2016-2020, helped identify the most dangerous areas in the City and introduce location-based countermeasures to eliminate or reduce the contributing causes of crashes.

Building on the successes of a location-based approach, the Safe Mobility Strategy (“the Strategy”) works to tackle the remaining challenges through the addition of a system-wide approach to support safe and livable streets.

The Strategy changed the conversation in two critical ways. First, it explicitly ties traffic safety to the vision and goals of the City of Edmonton to reflect that issues affecting transportation safety are interdependent with broader policy areas and community/societal goals such as land use, climate resilience, and health, along with core transportation policies such as promoting transit and active transportation.

Next, as a GBA+ pilot project for the City of Edmonton, it integrates the principles of equity and empathy in its development while building upon the traditional disciplines of engineering, education, enforcement, engagement, and evaluation. Going beyond the traditional pillars of safety facilitates the decisions necessary to achieve a more livable and equitable Edmonton where everyone can

move safely. These decisions will influence how the mobility system is planned, designed, built, activated, and maintained.

Much of the work of the Strategy is funded through the Traffic Safety Automated Enforcement Reserve (TSAER). TSAER holds the municipal share of funds received through automated enforcement violations (intersection safety cameras and mobile speed enforcement) and is invested into traffic safety improvements, including operating budgets for the Edmonton Police Service, Safe Mobility section, and capital budgets for many of the Strategy's programs, including Safe Crossings, School Safety, and Vision Zero Streets Labs.

FUTURE CONSIDERATIONS

The Strategy's [themes and key actions](#) will guide work over the years ahead, including:

- [Safe Crossings Program](#): upgrades infrastructure to create safer crossings for people walking, biking and rolling.
- [Vision Zero Street Labs](#): combines the expertise and power of Edmontonians and City of Edmonton staff to quickly and creatively address neighbourhood safety and livability concerns through the use of temporary, adaptable materials.
- [40 km/h default speed limit](#) became effective August 6, 2021 through Charter Bylaw 19282 and applies to residential and downtown streets, including a number of high pedestrian areas.
- Strategic collaboration with the Edmonton Police Service is focused on awaiting new guidelines from the Province of Alberta related to the use of automated traffic enforcement. While the [review](#) is underway, a moratorium is in place restricting the addition of new automated enforcement sites and the purchase of new equipment. Timelines for the release of new guidelines have not been shared.
- Charter Bylaw 19642 [Safe Passing Distance](#) became effective September 30, 2021 to set minimum safe passing distances that motor vehicle drivers need to give cyclists when passing them on the road.

Measuring our progress results in effective, deliberate, and impactful interventions and enables us to maintain transparent communication with Edmontonians. Updates on our progress towards Vision Zero are provided every year in our [Vision Zero Annual Report](#).

The Traffic Safety Automated Enforcement Reserve (TSAER) is forecast

to receive substantially less revenue than originally budgeted in 2017 and be in a deficit position by the end of 2022. This is the result of a number of changing realities, including the 2020-2021 provincial reduction to the municipal share of fines and penalties revenue from 73.3 percent to 60 percent and a continuing decline in automated enforcement violations throughout the COVID-19 pandemic. Given this reduction in revenue, the majority of the TSAER will be required to maintain the previous commitment to Edmonton Police Service (EPS) funding through City Policy C604 Edmonton Police Services Funding Formula (annual amount of \$22.3 million). From 2017-2020, EPS' share of the revenue averaged just under 45 percent of the total. However, based on the revenue forecast going forward, if EPS' share remains at its current amount, it will account for 76 percent of total revenues in 2022. Administration will present a report to Council in Q4 2021 exploring options for addressing these challenges, enabling a sustainable way forward for the TSAER, and prioritizing funding commitments to support the Safe Mobility Strategy 2021-2025.

ATTACHMENTS

- [CO00056 Safe Mobility Strategy](#)
- [Vision Zero Edmonton 2020 Annual Report](#)

Service Levels and Maintenance

Summary

The Parks and Roads Services (PARS) branch maintains and operates assets that support mobility, livability, and activity in Edmonton. The branch's nearly 2,000 employees enable safe, efficient transportation by operating and maintaining 12,000+ km of roadways as well as sidewalks, bike lanes, paths, street lights and signals, street signs, bridges, safe mobility programs, and parking services. They also maintain the city's parkland including approximately 400,000 trees, 980 parks, 4,000+ hectares of turf, 225,000+ shrub beds, 400+ playgrounds, 1,200+ sports fields, the River Valley (Canada's largest urban park), and 10,000+ site furnishings such as benches and picnic tables.

This document focuses on a few of the branch's key services that Council may receive inquiries from their constituents about. The topics are organized by [City Service](#). PARS also distributes a weekly email update to Council on seasonal operations every Friday afternoon.

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TOPIC REVIEW

Roads Service

[Road Maintenance \(Potholes\)](#)

Potholes are inspected and prioritized based on safety, which includes considering size, location and traffic volume.

- High priority locations - inspected within 24 hours and repaired within two days
- Lower priority locations - inspected within five days and repaired within a month
- Alleys - inspected within two weeks and repaired within a year
- *Timelines are also dependent on factors such as location, weather conditions, resource limitations and other road work priorities.*

Last year, City crews filled over 500,000 potholes. Potholes are addressed year-round where possible. To ensure fairness, efficiency and equity of service for all Edmontonians, the best way for residents to receive service for potholes is by using the [311 app](#) or by calling 311.

[Traffic Control Operations](#)

The City of Edmonton maintains approximately 1,200 traffic signals and 130,000 traffic control signs. The traffic signals inventory includes full signals, lane controls, pedestrian signals, and pedestrian flashers. Most traffic signals in Edmonton are coordinated in order to minimize stops and delays. Signal coordination needs to consider varying

speeds, congestion, the distance between signals and varying amounts of green time at each intersection.

To report a malfunctioning traffic signal, residents are encouraged to call 311 - **inquiries are typically addressed immediately for up to 12 hours**. To request a traffic signal timing assessment on a specific street, residents are encouraged to first monitor the time spent waiting to access the main street. If the delay is longer than 60 seconds, they can contact the City with a request for a traffic signal assessment by calling 311.

Key Documents

- [CR 6429 Smart Traffic Signal Pilot Results](#)

Street Lighting

The City of Edmonton owns all street lights, including alley lighting and lights that are mounted on EPCOR infrastructure (eg: power poles). Typically, **street lights are repaired within 7 days from the time the issue is reported**. However, there have been delays in the maintenance of some of the City's street lights mounted on EPCOR or joint City/EPCOR infrastructure that require EPCOR's assistance. We rely on EPCOR to provide the City of Edmonton with timely power disconnection and reconnection to address repairs to our street lighting network. COVID-19 related supply chain impacts have added 8-10 week lead times for some materials required to facilitate repairs to street lighting, resulting in additional delays to return assets back to service.

The City of Edmonton will be changing 46,000 streetlights to light-emitting diodes (LEDs) between 2020 and 2022. The goal is to have 103,000 out of 126,000 streetlights, or 82 per cent, of Edmonton's streetlight system operating as LEDs by the end of this [conversion project](#).

Please call 311 to report a street light outage, damaged or fallen poles. Power outages affecting more than street lights in an area can be reported directly to EPCOR by calling 780-412-4500.

Key Documents

- [Streetlight Installation FAQs](#)
- [Light Efficient Community Policy](#)

Active Pathways Service

Sidewalk and Pathway Maintenance

Edmonton has an extensive network of sidewalks, including many that are connected to curb ramps, stairs, over/underpasses and crosswalks to help improve accessibility and safety for pedestrians. **Crews maintain approximately 5,000 km of sidewalks as well as [bike lanes](#), multi-use paths and trails to ensure accessibility and safety.**

Active pathway maintenance includes repairing cracks, mudjacking, concrete grinding, snow clearing, downtown clean up, sweeping of bike lanes and some pathways, and removing fallen trees.

To report a sidewalk or trail repair or issue, fill out the [online form](#) or contact 311.

Parks/[Open Space Management](#)

[Naturalization Areas](#)

Reverting green spaces to a more natural state through **naturalization supports the [City Plan](#) and Edmonton's goal to be a climate resilient city, and will help meet the City's 2 million tree planting target by 2050.** In the first stage of naturalization, City crews reduce or stop mowing grass and instead, control noxious prohibited weeds and remove trash. In areas where naturalization borders paved paths or residential fence lines, the City mows a buffer where it is safe to do so (e.g. not too steep or wet). Once the ecosystem has stabilized after several years, the City can consider planting trees, shrubs, and/or wildflowers native to the area.

The City is [naturalizing](#) 150 hectares of land around Edmonton's stormwater management facilities, in addition to the nearly 280 hectares of green spaces naturalized along roadways, stormwater ponds, park spaces, and in new development communities since 2014. Naturalization in Stormwater Management Facilities play an important role in:

- Protecting banks from erosion and capturing rainwater
- Reducing stormwater runoff
- Reducing risk of flooding
- Providing habitat for pollinators, birds and small animals.

Key Documents:

- [OCM00503 Reimagine Services Update](#)

[Turf Maintenance \(Parks and Sportsfields\)](#)

The City maintains more than 1000 parks and 4,100 hectares of turf, or approximately 8,000 CFL football fields. 2021 turf service levels were as follows:

- **Premier sports fields were mowed weekly**
- **Premier parks**, such as Hawrelak Park, **were mowed on a 7-10 day cycle**
- **Standard parks, neighbourhood parks, roadway boulevards, regular sports fields**, walkway and utility easements, and areas around stormwater management facilities not being naturalized were **mowed on a 10-14 day cycle**.

Key Documents:

- [Turf Management Policy](#)

Integrated Pest Management

Through scientific expertise and environmental stewardship, the City's [Pest Management Strategy](#) utilizes preventative, biological, mechanical, and chemical controls to address mosquitos, tree insects and weeds.

Edmonton's [mosquito control](#) targets the immature stages of their life cycle. Off-road sites and ditch habitats along road allowances are treated by the City's ground-based delivery equipment.

The City maintains more than 200 hectares (or 2,000 square kilometers) throughout Edmonton. Crews use a variety of tools to [control weeds](#) including mechanical removal, hand pulling and chemical control (when permitted). In 2021, shrub beds located near roadways and in neighbourhood parks received two visits for manual weed control. Pruning was reduced to sight line obstructions and encroachment over sidewalks. Shrub beds in high profile areas such as citywide parks, recreation centres and attractions, Business Improvement Areas, and City Hall received five visits for manual weed control.

Key Documents:

- [Integrated Pest Management Policy](#)
- [CO00251 Weed Control Program - Reduction in Funding](#)
- [2021.06 Memo to Council - CO00251 Weed Control Program Follow-up](#)

Encampment Clean-Up Operations

This [chart](#) shows how the City works with partners to respond to encampments on public land. As of August 6, crews have cleaned approximately 1,047 vacant encampments left by individuals who sleep rough outdoors, removing approximately 314,000 kg of waste and 11,200 needles.

[Urban Forest Management](#)

Edmonton's goal to plant 2 million new trees on public property by 2050 will help improve local air quality, support pollinator habitat, reduce greenhouse gas emissions and combat climate change. The [Urban Tree Canopy Expansion](#) project is the first step in meeting this goal. With this project, **6000 new trees will be planted in over 100 locations across Edmonton by the end of 2022.** Community Foresters and Community Greening Program staff are also working with residents across the city to plant trees in parks through the [Request to Plant](#) program and [Roots for Trees](#).

The City is responsible for all trees on public land including boulevards, right-of-ways, in parks and in natural areas. **Every year, one half of the City's approximately 380,000 tree inventory is assessed.** Trees that have died are generally replaced within two years. In order to maintain the size of Edmonton's urban forest, **the City replants approximately 3,000 trees annually.**

City-owned trees are pruned on a regular, cyclical schedule to promote long-term tree health and structure and to help eliminate potential hazards. Approximately 60,000 City-owned trees are scheduled for pruning annually. To report a safety hazard related to a City-owned tree, such as blocking a traffic light or traffic sign, please contact 311. In the event of a severe storm, the City has a team of dedicated Arborists that oversee the timely response of cleanup and hazard mitigation. The City does not prune privately-owned trees.

Key Documents

- [Urban Forest Management Plan](#)
- [Tree Preservation Guidelines](#)
- [Corporate Tree Management Policy](#)
- [CR_6801rev Proposed Bylaw for Tree Preservation and Protection - Further Engagement](#)

Parking Service

The City of Edmonton manages both off-street and curbside parking assets. [Residential Parking Programs](#) manage the availability of parking in residential areas experiencing urban growth and

increased visitor demand.

[Parking Enforcement Services](#) manages parking violations for accessible, on-street, private property, school zones and private agency parking. The City is exploring an [automated solution](#) to parking enforcement, which involves the use of cameras mounted to the top of City cars that can scan licence plates and identify vehicles not registered as paid on the EPark system. **Cars displaying a valid accessible parking placard are provided with [2 hours of free courtesy parking](#) at all on-street EPark zones.**

Key Documents:

- [Edmonton's Residential Parking Program](#)

25-Year Waste Strategy

Summary

In alignment with the City Plan and the [Climate Resiliency Strategy](#), the [25-year Waste Strategy](#) was developed and approved by Council in 2019, and has set the City on a path of transformational change with a goal of diverting 90 per cent waste from landfill. The Waste Strategy seeks to ensure Edmontonians receive maximum environmental benefits while minimizing the cost increases of managing solid waste. The Waste Strategy also guides the work of the Waste Services branch which collects, processes and disposes of waste for more than 400,000 residents and some non-residential customers.

Implementation of the strategy started with the adoption of a [Zero Waste Framework](#) where greater emphasis is placed on activities that promote waste prevention, waste reduction, reuse of materials and circular economy innovations. Program development and changes to the City's waste processing will fundamentally transform service delivery and impact how waste is sorted in households as the City moves to source separation of organic waste across all sectors.

This document provides background on three key components of the 25-year Waste Strategy that are of public interest and most relevant to Council during the first half of 2022. These include the curbside cart program, multi-unit strategy and Waste Reduction Roadmap. It also provides details on the monthly waste utility rate, including the breakdown of programs and services it funds.

CONTACT

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TOPIC REVIEW

Curbside Cart Program

- The Edmonton Cart Rollout is the first major project delivered of the 25-year Waste Strategy. The system imposes waste volume limits through the use of standardized carts, and encourages residents to sort their waste. The four-stream collection service will be implemented in 250,000 single unit homes between March and September 2021.
- The program includes a green food scraps cart and a black garbage cart serviced by automated collection; seasonal yard waste collection four times a year (in clear or paper bags) and unlimited recycling (in blue bags) collected manually.
- Sorting waste at home and using carts reduces the cost of collecting and processing waste, helping to maintain stable utility rates while also decreasing overall waste going to landfill.
- Automated collection is safe and efficient and is widely accepted as an industry standard.
- Administration has prepared a comprehensive package of program information and details in a Cart Rollout Council eBinder that will be provided directly to the Councillor Offices.
- As of October 2021, residential customers receive variable rates based on cart size. Residents who choose the 120L garbage cart will see a rate reduction of \$3.90/month, whereas residents who

choose the 240L garbage cart will see a rate increase of \$1.10/month. Those who qualify for a 360L garbage cart will see a rate increase of \$11.10/month.

- A variety of support and options including a WasteWise app and 311 customer support are available for Edmontonians as they adapt to this significant waste program change.

Multi-unit Strategy

- The multi-unit strategy [report](#) and [business case](#) were presented to Utility Committee on July 9, 2021 (continuance of June 25, 2021 meeting). The business case recommended that three-stream waste separation be introduced to properties receiving communal collection service. This service was formerly referred to as “multi-unit collection”, but as some multi-unit properties are being serviced by the curbside cart program, the service is now referred to as “communal collection”.
- The business case is the result of comprehensive [research](#) and engagement with multi-unit property owners and managers, residents and waste haulers ([Phase 1](#) and [Phase 2](#)).
- The process of developing the business case has generated strong interest from the Alberta Residential Landlords Association (ARLA) and private waste haulers. According to speakers at the Utility Committee meeting, they believe this sector could receive collection service at a lower cost if it were served by private industry.
- At the April 30, 2021 Utility Committee meeting, Administration presented a report for information about the impacts and history of deregulation ([council report](#) and [attachment](#)).

Waste Reduction Roadmap

- The City’s first [Waste Reduction Roadmap](#) (Roadmap ‘24), was presented to the Utility Committee on April 30, 2021 and was approved by Council on [May 17, 2021](#).
- Roadmap ‘24 identifies programs, services and regulations for a three-year period that will result in less waste being produced by both residential and non-residential sectors.
- The goal of Roadmap ‘24 is to achieve 0 per cent growth in residential waste generation per capita from 2021-2024, and a 20 per cent reduction in residential waste generation per capita over 25 years.

Waste Services is 100% Utility Funded

- Waste Services is 100 per cent funded by the utility rate with no funds drawn from the tax levy. Rates are set in accordance with the [Waste Services Utility Fiscal Policy C558B](#). The utility rate is

determined through an [annual rate filing](#) that is approved by Council at budget deliberations.

- The main goal of Waste Services is to maintain low and stable rates for residents. There was a 0 per cent increase to the utility rate in 2021, and at the time of this briefing (July 2021) Waste is projecting a 0 per cent increase for 2022.
- The [infographics](#) show a breakdown of the monthly utility rate for curbside cart service customers and communal bin service customers.

FUTURE CONSIDERATIONS

Cart Program

- As with any system-wide change, Administration has made operational adjustments as the program has progressed from initial rollout to ongoing maintenance.
- As this program touches many homes in Edmonton, Councillors' offices may expect to receive inquiries regarding various aspects of the cart program. In Q1 of 2022, residents will experience their first winter with carts, which could prompt inquiries around set out and service concerns.

Multi-unit Program

- A [motion was passed](#) at the July 9, 2021 meeting directing Administration to conduct more analysis and options for service delivery to the multi unit sector. This work is scheduled to be presented to the Utility Committee in Q1 2022.

Waste Reduction Roadmap

- The development of a single-use item reduction strategy and bylaw is a high profile action. The strategy and bylaw will be brought to the Utility Committee in Q2 2022.
- The establishment of a Waste Reduction Network for businesses and other organizations will provide more insight into current waste reduction actions and barriers to waste reduction for the non-residential sector, and will inform subsequent roadmaps. The Network is expected to have its first meeting in Q1 2022.

Transit Service 101

Summary

Edmonton Transit Service (ETS) is a fully integrated, progressive, easy-to-use public transit system that provides Light Rail Transit (LRT), bus and paratransit service connecting the Edmonton Metropolitan region.

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TOPIC REVIEW

ETS is the sixth largest transit property in Canada and is on the cusp of major modernization - the coming years are pivotal for achieving objectives of the ten-year [Edmonton Transit Strategy](#), approved by Council in 2017. ETS has launched a new direct, more frequent Bus Network, launched an On Demand Transit pilot, implementing Arc (Regional Smart Fare) through a phased approach, while also continuing our work toward the regionalization of transit and preparing for service on recent LRT expansion.

ETS provides transit service almost 24 hours a day, seven days a week, 365 days a year. ETS has a bus fleet of approximately 1,000 conventional buses, 101 paratransit buses that serve an area of 661 km² and an LRT fleet of 94 cars operating on 24.3 km of LRT track. For the last three years (pre-COVID), transit ridership has been stable and provides approximately 87 million rides per year for Edmontonians and visitors.

FUTURE CONSIDERATIONS

Bus Network

- In April 2020, customers saw all new bus routes, different route types, more accessible bus stop signs, and a new bus route numbering system. The new network provides more direct routes to key locations, including dedicated frequent bus routes, and better connections with crosstown routes to all corners of the city. Residents in central areas saw an increase in service throughout the day, while those in suburban areas saw an increase in service during peak times for commuters.
- In 2017, Council approved the 10 year Transit Strategy, developed with input from more than 20,000 Edmontonians, the largest public engagement initiative undertaken by the City of Edmonton to date. The Transit Strategy identified five key Pillars as the foundation to make key improvements to increase ridership and modernize transit in Edmonton. The Guiding Principles for Pillar 3, Transit Network Design, propose a market responsive approach using different types of routes to reflect a diversity of land uses, street

layouts, demographics and customer preferences in different parts of the city.

Light Rail Transit (LRT)

- ETS maintains and operates two LRT lines (Metro Line and Capital Line) that run almost 24 hours a day, 7 days a week. The Capital Line travels from Clareview in the north to Century Park in the southwest. The Metro Line travels from NAIT in the north to either Health Sciences/Jubilee or Century Park depending on time of day. [More information on the LRT system can be found here.](#)
- Major improvements on existing LRT infrastructure continues to be renewed and revitalized, notably Stadium LRT station is in the process of being rebuilt, delivering Edmonton's first side load platform providing easier access. The side load platform will allow direct access to train cars without requiring riders to walk down and around the station to access the platform. These station improvements will make the travelling experience safer and more reliable for transit customers and staff.
- Expanding our LRT network to include an Metro Line extension to Blatchford, extension of Capital Line to Heritage Valley and Valley Line South East and Valley Line West lines expansions. Designs for Capital Line LRT expansions south are advancing along with Metro Line expansions north. The Valley Line South East is in construction and will be operated by TransEd. The Valley Line West recently awarded the consortium contract.

On Demand Transit

- On Demand Transit is a contracted transit service that connects 30 neighbourhoods and 16 large seniors' residences to the Edmonton transit network. Customers book trips for shuttle bus service that runs seven days a week.
- On Demand Transit provides an additional layer of service to connect areas to the conventional bus network.
- On Demand Transit is operated as a two year pilot on behalf of the City of Edmonton by PWTransit Canada in partnership with Via Transportation Inc.

Paratransit

- DATS (Disabled Adult Transit Service) is a door-to-door public transportation service for Edmontonians who cannot use conventional transit for some or all of their travel needs, due to a physical or cognitive impairment. Wheelchair lift equipped vehicles,

minivans, accessible minivans, taxis and vans are used to provide DATS service. Vehicles used are clearly identified as "DATS."

- DATS clients must apply, meet eligibility requirements and be registered before using DATS.
- DATS is administered and scheduled by the DATS section of ETS. The DATS budget is supported primarily from the City of Edmonton tax levy. Cost of the service is partially offset with fares collected from the DATS users. Trips are scheduled to make maximum use of this shared ride service while staying within budget.
- DATS is in the process of implementing a three-year action plan to improve the client experience and is currently recovered ridership to between 50 to 55 per cent pre-COVID-19 trip volume.

Key Considerations

- The City of Edmonton is one of eight municipalities forming the Edmonton Metropolitan Transit Services Commission, with first-year operations planned for September 2022. The first phase of services from the Commission will focus on local and regional services from our regional partners. ETS will continue to deliver our service as part of City Operations in the City of Edmonton for the foreseeable future. ETS currently provides Route 747 in partnership with the City of Leduc and Leduc County, and has Regional Transit Bus Service Agreements with Ft Saskatchewan and Spruce Grove, Parkland County and is currently developing an agreement for Devon. ETS has access Agreements with Strathcona County, Leduc and St Albert for buses to stop and connect through the City of Edmonton, and an agreement with Beaumont will be signed in Q3 2021. Additionally, ETS has access Agreements with Red Arrow to connect our region with interprovincial travel.
- [Arc](#) (formerly known as Smart Fare) an electronic fare payment system for transit agencies in the Edmonton Metropolitan Region will be implemented and introduced in phases starting in 2021. Arc will provide riders with easier payment options.
- The Bus Network Redesign and On Demand Pilot will be evaluated considering various performance measures, and report back to Council in Q1 2022.
- Safety and Security are an important area of focus for transit. Through cross-departmental collaboration and engagement with community partners, we are addressing security issues while also reducing impacts to marginalized communities.
- ETS is focused on equity, diversity and inclusion processes to improve the transit experience for both transit customers and the transit workforce. ETS uses Gender Based Analysis Plus (GBA+) to assess the

potential impacts of policies, programs or initiatives on diverse groups of citizens. It helps recognize and respond to the different situations and needs of citizens. The goal of GBA+ ensures that gender and other diversity characteristics are properly considered in all government programs and policies that affect citizens.

ATTACHMENTS

- [Annual Service Plan 2020 - 2021](#)
- [Transit Service Standards Policy C539A](#)
- [Arc \(formerly Smart Fare\)](#)
- [On Demand Transit Guide](#)
- [ETS Trip Planner](#)
- [ETS Day Map](#)
- [ETS Late Night Service Map](#)

DEPARTMENT PRIORITIES

COMMUNICATIONS & ENGAGEMENT

The logo for the City of Edmonton, featuring the word "Edmonton" in white text on a blue square background.

Communications and Engagement

311 & Customer Access

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311 & Customer Access

Summary

311 is the main point of contact for many municipal services. Residents can call, submit a request online or through the mobile app for a range of municipal programs and services related to public transit, recreation facilities, parking enforcement and many more topics. With an average of 1.8 million contacts a year, 311 works in tandem with all City departments to provide excellent service to Edmontonians and visitors to Edmonton.

CONTACT

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TOPIC REVIEW

Recent service adjustments

In 2019, Council elected to adjust the 311 service levels for 2020. The decision, made during the Fall Supplemental Operating Budget Adjustment, was considered in the context of a very challenging economic climate, significantly reduced revenues from the Province and the knowledge that property owners didn't have the capacity to absorb major tax increases.

The **311 service adjustments** were:

- Decreasing hours of service from 24 hours per day to 12 hours per day with closures on all statutory holidays
 - NOTE : Support for essential public safety calls is available after hours. Examples of these calls include; downed trees, a manhole cover off on arterial road, sinkholes, a dog attack, etc.
- Increasing telephone response time to up to 60 seconds
- Receiving inquiries only through telephone, the mobile app and a dedicated web form

Moving forward the goal is to encourage Edmontonians to use digital channels first, such as edmonton.ca and the numerous City apps. 311 knows that to enable this shift, City web pages must have up-to-date content with accessible and easy to understand information.

Supporting Councillors with constituent inquiries

From time to time Councillor offices will receive reports of service concerns from constituents. Every inquiry is logged and tracked, and all calls are recorded for quality, training, and investigation purposes.

311 is a key channel to help your offices manage reports from your constituents around the services provided. Should an investigation be

required to follow up on a reported service concern, 311 can assist in facilitating a resolution when contact information is provided.

Should a Councillor or Councillor's office require assistance resolving constituent inquiries, please email 311councilinquiries@edmonton.ca.

DEPARTMENT PRIORITIES

EMPLOYEE SERVICES

Edmonton

Employee Services

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Workforce Composition

Summary

To provide City Council with an overview of the current state of the City of Edmonton’s workforce, including budgeted FTEs and employee headcount. The data is reflective as of June 30, 2021.

CONTACT

- **Noelle Devlin**, Branch Manager, Talent Acquisition, Service and Solutions
- **Nadia Phillipchuk**, Strategic Coordinator, Talent Acquisition, Service and Solutions

TOPIC REVIEW

Budgeted FTEs

The size and scope of our workforce reflects the variety of services we deliver to Edmontonians - 73 distinct service lines. As of June 30, 2021, the budgeted FTEs (Full Time Equivalents) are 10,694. This includes the Office of the City Manager and all Civic Departments. Waste, Municipal Enterprises, Land Enterprises, Community Revitalization Levy and Blatchford are also included. This workforce is within our leadership’s purview and includes the day-to-day teams that they lead. Our position FTEs are funded through a variety of sources - Capital, Utility, Reserve and Tax Levy. Excluded from our leadership purview are those positions associated with the Edmonton Public Library (EPL), Edmonton Police Service (EPS), the 2017 Drainage Department to EPCOR transfer, Boards and Commissions, the City Auditor’s Office, the Fort Edmonton Management Company (FEMCO), and the Mayor and Councillors’ staff.

Composition of the Workforce

The City of Edmonton’s budgeted FTEs translates into an active employee headcount of 11,932 employees. The data excludes employees on Long Term Leave and employees Temporarily Laid Off. A detailed breakdown is as follows:

Employee Class	Definition	Type	Total #
Permanent Employees	An employee who completes the required probationary period of a permanent position. May be full-time or part-time. Part-time permanent employees must maintain the minimum hours as set out in their respective collective agreement (20 hrs/week for CSU, 60 hrs bi-weekly for CUPE).	Full-time	9,101
		Part-time	147

Provisional Employees	An employee who completes the required hours (1,755 for CSU and 1,944 for CUPE and IBEW) of temporary City service in the 3 year period within the scope of their respective collective agreement.	Full-time	691
		Part-time	425
Temporary Employees	An employee who fills a position on a temporary or seasonal basis for a predetermined time period. Includes part-time and ongoing employees who work less than the hours required for provisional or permanent status.	Full-time	687
		Part-time	881
			11,932

Overall, 76.3 per cent of the City's total workforce are permanent and full-time. Our workforce typically peaks in the summer months at approximately 13,000 employees and then decreases in January to approximately 11,000 employees. We experience significant fluctuations in our active headcount due to seasonal variations in our business lines and these changes typically account for a workforce increase in the range of 1,100 to 1,600 employees.

Permanent Workforce by Department

Department	#	%
City Operations ³	4,486	52.6%
Citizen Services ⁴	2,074	20.8%
Financial and Corporate Services ⁵	894	8.7%
Integrated Infrastructure Services ⁶	516	5.3%
Urban Planning and Economy ⁷	410	5.2%
Communications and Engagement ⁸	287	2.9%
Employee Services ⁹	221	2.2%

³ **City Operations** : Edmonton Transit Service, Fleet and Facility Services, Parks and Roads Services and Waste Services

⁴ **Citizen Services** : Community and Recreation Facilities, Community Standards and Neighbourhoods, Fire Rescue Services and Social Development

⁵ **Financial and Corporate Services** : Assessment and Taxation, Corporate Procurement and Supply Services, Financial Services, Open City and Technology, Real Estate and Service Innovation and Performance

⁶ **Integrated Infrastructure Services** : Building Great Neighbourhoods, Infrastructure Delivery, Infrastructure Planning and Design and LRT Expansion and Renewal

⁷ **Urban Planning and Economy** : Development Services, Economic Investment Services and Planning and Environment Services

⁸ **Communications and Engagement** : Relationships and Customer Access, Reputation and Brand and Research, Engagement and Communications

⁹ **Employee Services** : Employee Relations and Compensation, Organizational Design and Development, Talent Acquisition, Service and Solutions and Workforce Safety and Employee Health

Office of the City Manager ¹⁰	212	2.3%
	9,101	

Permanent Workforce by Jurisdiction

	Jurisdiction	#	%
In Scope	ATU Local 569	2,226	24.5%
	ATU Local 569 DATS	113	1.2%
	Civic Service Union 52	2,543	27.9%
	CUPE Local 30	1,630	17.9%
	Edmonton Fire Fighters' Union	1,217	13.4%
	IBEW Local 1007	103	1.1%
Out of Scope	Management Leadership and Professional Technical	1,196	13.1%
	Out-of-Scope Confidential	73	0.8%
		9,101	

Impact of COVID-19 on the City's Workforce

Due to the impact of COVID-19 restrictions, the City of Edmonton had to temporarily lay off approximately 2,600 employees in 2020 (not including EPL). Community and Recreation Facilities (CRF) accounted for the majority of impacted employees (approximately 1,600). Although many employees have been able to return to work as of June 30, 2021, 476 employees remain on Temporarily Laid Off (TLO) status. Of these, 96.8 per cent of these employees work in the Community and Recreation Facilities branch.

¹⁰ Office of the City Manager : Chief of Staff Office, Legal Services and Office of the City Clerk

Employee Recognition and Appreciation

Summary

In February 2020, the City of Edmonton introduced a new [Corporate Employee Recognition and Appreciation Framework \(CERAF\)](#). This framework was built upon feedback received from employees through surveys and focus groups, and its main objectives are to:

- provide fair, inclusive and equitable recognition and appreciation programs across the corporation;
- offer a new “Everyday Appreciation” program; and
- align all recognition and appreciation to our Cultural Commitments.

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- **Erin Walkom**, Strategic Coordinator, Respect in the Workplace
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TOPIC REVIEW

Recognition and appreciation are integral to building a strong corporate culture rooted in our Cultural Commitments. Recognition and appreciation help employees feel valued and contributes to enhancing engagement and enriching the employee experience. Furthermore, recognition and appreciation programs and services that meet the diverse needs of our employees also contribute to a culture of inclusion. These components, in turn, help us activate our Corporate Promise of “working together, we enable a better life for all Edmontonians.”

Preferences for recognition and appreciation are highly personal. When praise or rewards come from individuals who have close relationships with each other, it feels authentic and meaningful. Consequently, the delivery model for recognition and appreciation at the City of Edmonton must not only provide responsible corporate oversight, but also accommodate a degree of personalization based on preferences of the individual employee as well as their relationships.

- Under this recognition and appreciation model, a set of guidelines, programs, and services are administered at a corporate level, while tools and support are made available to allow for customized delivery in operational work units.
- Key corporate led programs:
 - Cultural Commitments Awards
 - Long Service recognition

- Civic Retirement letters of recognition from the Mayor and/or City Manager
- Above & Beyond Award
- Everyday Appreciation Program (including ecards)

FUTURE CONSIDERATIONS

The CERAF will be measured by the degree to which the employee community believes that recognition and appreciation is meeting their needs. The primary method to collect employee feedback will be via employee engagement check-in surveys featuring recognition and appreciation questions.

2022 OH&S Certificate of Recognition Audit

Summary

The City of Edmonton has maintained a Certificate of Recognition (COR) for our health and safety management system under the Alberta Partnerships in Injury Reduction (PIR) program for over 15 years and has successfully been externally audited every three years, in alignment with our PIR Certifying Partner, the Alberta Municipal Health and Safety Association (AMHSA).

Benefits of the City maintaining our COR include:

- City's health and safety management system has been evaluated by a certified auditor and meets provincial standards
- WCB annual premium incentives
- Typically a requirement for the City to participate in external Requests For Proposals (RFPs), when external parties, local municipalities, AHS or EPCOR wants the City of Edmonton to provide services.

CONTACT

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TOPIC REVIEW

Health & Safety Audit Preparations
The Workforce Safety and Employee Health branch leads the City's COR audit readiness preparations to ensure successful COR recertification in 2022.

Tools and resources have been developed to support all business areas in the systematic pre-audit review of each element of the City's health and safety management system to identify and address any areas for improvement and ensure awareness of the upcoming audit at the manager, supervisor, and employee level.

FUTURE CONSIDERATIONS

City Health & Safety Audit Timelines

2021 (COR Preparation)	2022 (COR Recertification)	2022-2024 (COR Implementation)
External auditor audit plan development (list of locations, positions, etc.).	Audit begins onsite activities in late January 2022 and can take up to 45 days to complete.	2022 Audit recommendations are reviewed to develop and implement into department and branch action plans.
Audit readiness initiatives (e.g. communications related to the upcoming audit,	Audit results are expected to be released to the City in May 2022.	
	Post-audit results	

workplace pulse-checks). Submission of 2021 COR AMHSA Action Plan to maintain COR in 2021.	shared with City business units.	
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To maintain City COR certification In 2021, 2023, and 2024, the City develops and submits annual AMHSA Action Plans.

The Workforce Safety and Employee Health branch is evolving the City's health and safety management system and aims to enhance our system to be compliant with the requirements of international ISO 45001 standard for occupational health and safety.

Note: The City of Edmonton and the Edmonton Police Service have separate CORs, but work together on areas of shared City occupational health and safety issues.

Inclusive Language Guide

Summary

The City of Edmonton is committed to diverse, inclusive and respectful workplaces and communities. Using inclusive language fosters respect, and helps everyone feel like they belong. Inclusive language avoids the use of words or expressions that exclude or insult specific groups of people, contribute toward stigma and discrimination, or are offensive. Council members have a unique opportunity to connect with members of the public, and it is in the interest of their role to use language that is respectful of the communities they serve. Administration has created an Inclusive Language Guide that can provide guidance in this area.

CONTACT

- **Kelly Buckley**, Director, Respect in the Workplace
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- **Erin Walkom**, Strategic Coordinator, Respect in the Workplace
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TOPIC REVIEW

The Inclusive Language Guide linked below was created in 2019 and updated in 2021. It is important to note that language is continuously changing and evolving, and what is appropriate and respectful language now may need to be revisited in the future.

FUTURE CONSIDERATIONS

There may be updates to this document in the future, in recognition of the evolution of respectful and inclusive language.

ATTACHMENTS

- City of Edmonton [Inclusive Language Guide](#)

DEPARTMENT PRIORITIES

FINANCIAL & CORPORATE SERVICES

Edmonton

Financial and Corporate Services

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How Assessment and Property Tax Works

Summary

Property tax represents close to 57 per cent of the City's operating revenue and is its financial backbone. While its financial importance is clear, property tax is also often a source of confusion. Understanding the relationship between assessment and property tax is key to navigating conversations and determining the strengths and weaknesses of Alberta's property tax system.

CONTACT

- **Cate Watt**, Branch Manager, Assessment & Taxation
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- **Grace Ha**, Strategic Coordinator, Assessment & Taxation
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TOPIC REVIEW

The City's [Municipal Finance](#) orientation package provides an overview of the assessment and taxation system, along with key dates and background material. The purpose of this supplemental briefing is to provide a deeper understanding of the nature of property tax, and complement the 'Taxes' section of the Municipal Finance orientation package.

To understand property tax, it is important to look more closely at the formulas used to determine taxes:

1. Tax Rate Formula (Budget-Based)

$$\frac{\text{CITY BUDGET}}{\text{ASSESSMENT BASE}} = \text{TAX RATE}$$

2. Individual Property Tax Formula

$$\text{PROPERTY ASSESSMENT} \times \text{TAX RATE} = \text{PROPERTY TAX}$$

The Tax Rate Formula (Formula 1 above) shows that the tax rate is dependent on two factors: the City's overall operating budget and Edmonton's total assessment base (i.e. the total sum of assessment values of all taxable properties in Edmonton). When Council chooses to increase its overall budget and associated tax levy, the tax rate will increase – the budget and the tax rate have a *direct* relationship. However, the assessment base and the tax rate have an *inverse* relationship. This means that an *increase* in the assessment base will result in a *decrease* to the tax rate, and vice-versa.

This formula also reveals several key consequences. First, **assessment changes for both residential and non-residential properties due to market fluctuations have no impact on the total revenue collected by the City.** In other words, **the City will always collect what it budgets – no more and no less.** Because of the inverse relationship between the assessment base and the tax rate, when property values increase, the tax rate decreases to compensate. Likewise, when property values decrease, the tax rate increases. In this way, property tax is both stable and highly predictable. Income and sales taxes, by contrast, ebb and flow with the economy, creating

boom/bust cycles where some years have surpluses and others have deficits. Under legislation, Alberta's municipalities may not run deficits and must balance the books annually. Property tax ensures this is possible.

Next, **the City has no incentive to over or under assess**. Even if assessments doubled, the City would not collect any additional revenue. This insight is important to highlight when constituents believe that property values are artificially inflated to raise municipal revenues. Furthermore, the City is legislatively required to assess all property at market value and is annually audited by the Province's Assessment Auditors.

Notwithstanding the above, although the City's legislated approach to property tax ensures a stable and predictable revenue source for the municipality, it does **result in less predictable tax changes for individual property owners**. Individual property values do change at different rates, based on market conditions. Properties that experience a change in value close to the overall market can expect to experience a similar overall tax change to that approved through Council's budget process. However, properties that change in value better than the overall market will experience greater tax increases than the overall tax increase approved by Council. These greater than average increases are offset by properties whose values perform worse than the overall market, in which case, these properties' tax increases will be lower than what is approved by Council. While this redistribution is normal, City Council will likely disproportionately hear from taxpayers with above-average increases. In these scenarios, it is worth bearing in mind that **short-term fluctuations typically even out over the long-term** – property owners that experience above average assessment and tax changes in one year are more likely to see below average assessment and tax changes in another.

Finally, understanding the tax rate formula also helps dispel another pervasive myth about property tax – **that tax rate increases are equivalent to tax increases**. The tax rate is a function of both Council's budget and Edmonton's assessment base, and adjusts to ensure only the budgeted amount is collected. For example, when market values are in decline, the tax rate can increase even without a tax increase. At an individual property owner level – when the overall market is in decline, an individual property that experiences a similar decline in value will see no impact to their ultimate tax bill, despite an increasing tax rate. Another good example is to compare Edmonton's tax rate to Vancouver's tax rate. Edmonton's municipal tax rate is approximately three times higher than Vancouver's, but that lower rate is primarily a reflection of the sizable difference in assessment values. As home prices are about three times higher in Vancouver than

in Edmonton, a typical single detached home in Vancouver pays a similar amount of property tax as in Edmonton, because of the effect of overall value on the respective tax rates.

FUTURE CONSIDERATIONS

Members of Council can expect a higher than normal volume of constituent inquiries around the following mailouts:

- **Assessment Mailout Period (January-March):** Property owners receive their assessment notice and are encouraged to contact the City with questions or concerns.
- **Tax Notice Mailout Period (May-June):** Tax notices are issued and changes in individual tax bills are not always the same as Council approved tax increases.
- **Overdue Tax Reminder Mailout (August):** Property owners are informed if they missed the tax deadline and have received tax penalties or arrears.

Enterprise Commons

Summary

Enterprise Commons was approved by Council in June 2019 through the endorsement of the Enterprise Systems Transformation Program [business case](#).

CONTACT

- **Roxanne Kits**, Branch Manager, Enterprise Commons
roxanne.kits@edmonton.ca
- **Christy Parker**, Program Coordination Lead, Enterprise Commons
christy.parker@edmonton.ca

TOPIC REVIEW

Enterprise Commons is undertaking three broad areas of work, as detailed below:

- **Transforming the City's Core ERP Functions as the Wave 1 Project:**
 - Implement SAP Cloud solutions for the City's core (**Finance, HR, and Supply Chain**) ERP functions, while standardizing processes based on technology and industry standards.
- **Transforming the City's Enterprise Asset Management Functions:**
 - Review and explain the asset management technology landscape, through undertaking a detailed assessment to identify these rationalization opportunities.
- **Transforming the City's Workflow Management:**
 - Review and explain the workflow management systems business processes and technologies through undertaking a detailed assessment to identify these rationalization opportunities.

Enterprise Commons will:

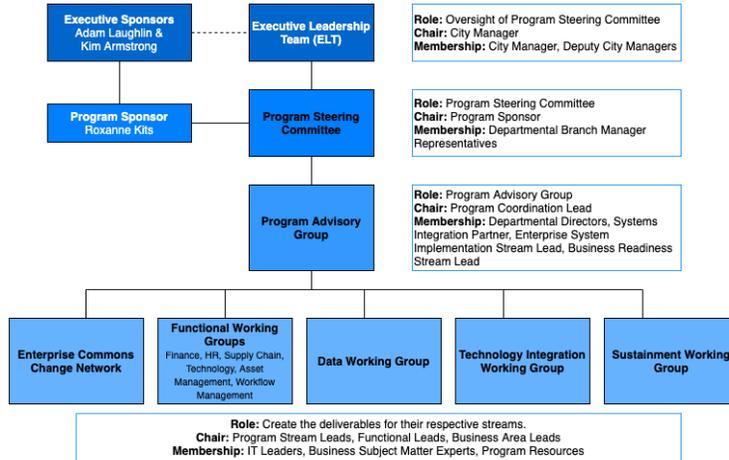
- **Simplify** how the City works with respect to its core services including finance, human resources and supply chain management
- **Standardize** systems and align processes accordingly
- Adopt **industry leading practices** for all finance, human resources and supply chain management functions as well as enterprise asset management and workflow practices
- Focus on solutions with **minimal customization** to reduce the costs of upgrading, maintaining and supporting enterprise systems

Program Budget

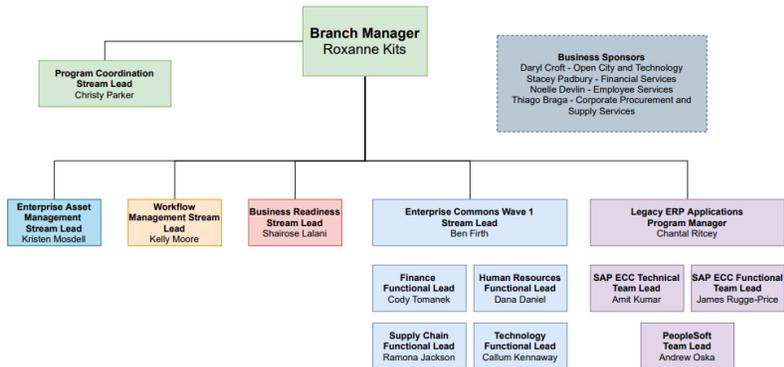
2019	2020	2021	2022	Total

\$178,000	\$16,798,271	\$28,855,714	\$17,669,016	\$63,500,000
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Governance Structure



Organizational Structure



Enterprise Commons Wave 1 Project Timelines

Assemble Phase	Discovery Phase	Build Phase	Run Phase
Feb 2020 - June 2020	June 2020 - Sept 2020	Oct 2020 - Apr 2022	April 2022 - July 2022
Set the project budget and resource plan	Validate the assumptions and requirements with the System	Design, configure, and test new SAP solutions. Once the SAP	Launch SAP solutions, go-live in March 2022

	Integration Partner	solution is configured, then provide user-training.	
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ATTACHMENTS

- [Business Case](#) (June 2019)
- [Program Charter](#) (October 2019)
- [Program Management Plan](#) (May 2020)
- [Enterprise Commons Google Site](#)
- [Enterprise Commons Currents Community](#)

Procurement Overview

Summary

Annually, the City manages more than \$1 billion in spending on a wide range of goods, services and construction projects while maintaining over 80,000 inventoried items that support a wide range of civic operations.

The Corporate Procurement and Supply Services (CPSS) branch is responsible for setting corporate policy and delivering a full range of business services. It manages compliance of corporate procurement, contract management and warehousing, logistics, and inventory management processes to ensure value for money is being realized throughout the supply chain.

As it performs this critical work, the CPSS branch operates in accordance with [Administrative Policy C556A: Sustainable Procurement](#) to:

- Ensure the City acquires goods, services, construction and intellectual property in an open, fair and transparent manner;
- Outline the minimum requirements by which the City conducts procurement activities; and
- Implement a consistent approach to procurement processes across the City.

CONTACT

- **Thiago Braga**, Acting Branch Manager, Corporate Procurement and Supply Services
- **Sarah Davies**, Strategic Coordinator, Corporate Procurement and Supply Services

TOPIC REVIEW

Trade Agreements

The City is a member of several trade agreements at regional, national, and international levels - including the New West Partnership Trade Agreement (NWPTA), the Canadian Free Trade Agreement (CFTA) and Canada-European Union Comprehensive Economic and Trade Agreement (CETA). In addition, the City also follows Canadian public procurement laws, which sets standards for procurement practices at national level and stricter requirements compared to private sector industry. The branch ensures compliance that all transactions are in accordance with the regulatory and legislative requirements.

Lobbying

The City is committed to increase the transparency of the procurement process and provide Council with a full understanding of the impact of procurement related recommendations. This practice ensures that City resources and information are not exploited for personal gain and that awarding of contracts is carried out without any unfair competitive advantage or favouritism.

Some important reminders related to maintaining fairness and confidentiality include:

- Members of Administration and Council are required to refrain from any influence, decision process or work duty that may result

in an actual, potential or perceived personal gain or benefit. When persons have access to confidential information relating to any competition open to the public, they are ineligible to compete.

- Council cannot be part of any procurement decision process that may result in actual, potential or perceived personal gain, favouritism, or benefit, and mitigate potential and perceived conflicts of interest by disclosing and mitigating conflict of interest situations.
- Awarding of City tenders, employment opportunities, land sales, and disposal of surplus assets must be carried out impartially and following professional standards – without any advantage or favouritism to council, employees or outside parties. All City business must be conducted fairly and impartially.

Open, Fair and Transparent Procurement

The City of Edmonton operates under the principles of open, fair, and transparent public procurement practices. As required through Canadian competitive procurement law and [Council Code of Conduct](#), Council must refrain from influencing commercial relationships led by Administration and the City's existing or future contractors, suppliers, and/or third party goods or service providers.

In partnership with other City branches, CPSS leads various competitive Requests for Proposals (RFP) and is continuously supporting business areas on implementing new initiatives, with existing and new suppliers, and improved ways to operate. Council is respectfully encouraged to redirect any inquiry related to a procurement initiative to the CPSS Branch Manager for assistance.

[Council Report OCM00503 - Reimagine Services Update](#)

Vendor Managed Inventory (VMI)

CPSS manages more than 4,400 high volume/low dollar operational items with six different suppliers, servicing mostly the Fleet Maintenance area of the Fleet and Facility Services branch in City Operations. The nature of these items range from safety apparel, general hardware, and miscellaneous operational items. The current external spend in this portfolio is approximately \$1.2M/year.

In 2019/2020, the Supply Chain Section in CPSS established and concluded a competitive process (RFP) with the intention to transfer this portfolio of items for a supplier to manage. The

awarded supplier will provide purchasing/distribution of items via a variety of mechanisms such as vending machines, tool cribs, etc.

In 2021/2022, Administration will expand its use of VMI/Consignment approaches to include parts inventory for transit and municipal fleet with key vendors who have expressed interest. This opportunity seeks to leverage the City's purchasing power to optimize parts inventory costs. Administration will align implementation of this initiative with Enterprise Commons.

FUTURE CONSIDERATIONS

In accordance with the [City Administration Bylaw](#), administration reports all non-competitive procurements in excess of \$250,000 annually.

Administration has established a Sustainable Procurement Policy and is developing enhancements to Local Procurement and Indigenous Procurement.

Development Incentive Tools

Summary

Requests for municipal incentives come from stakeholders across the City. [Attachment 1](#) provides a detailed listing of the programs offered by the City of Edmonton while some high-level considerations for tax incentives are provided below. Additional information about each program is also available at edmonton.ca.

Any tools or incentives considered must complement the City's efforts to be financially sustainable through the approach outlined in [Policy C624](#) Fiscal Policy for Revenue Generation, which informs the assignment of costs for services and infrastructure.

CONTACT

- **Jeff Chase**, Branch Manager, Economic Investment Services, Urban Planning and Economy
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- **Cate Watt**, Branch Manager, Assessment and Taxation, Financial and Corporate Services
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- **Samantha Mitchell**, Strategic Coordinator, Economic Investment Services, Urban Planning and Economy
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TOPIC REVIEW

When considering any form of incentive program, Council should be aware that:

- Using a grant-based approach to incentives is preferable over a tax-based approach to incentives. Both result in additional costs for the City - in one case, the City collects revenue and allocates it to a grant, whereas in the other case, the City collects less tax revenue overall. Grant-based approaches, however, provide Council with maximum flexibility and are more transparent than tax-based approaches. Tax-based approaches are legislatively more restrictive and require third-party arbiters, like the Assessment Review Board, to determine who may qualify for the tax incentive, rather than City Council.
- Municipal incentives alone may not always have the desired effect. Market forces (e.g. supply and demand) are a primary driver of development decisions. For example, if there is limited or no demand, a grant may incentivize development in the near term but may come at the expense of future development. Monitoring grant performance helps manage risk and ensure desired impacts.
- Administration would typically recommend the use of incentive tools to further City-building goals or objectives rather than as a means to generate future tax revenue. Quantifying the success of revenue-generating incentives through construction activity is difficult and a straight line cannot always be drawn between incentives and tax uplift. It is preferable that City Council articulate their priority objectives and have a willingness to allocate budget dollars to those objectives.
- Additional City funding or financing (through debt) beyond current commitments should be weighed against other competing civic priorities.

Administration will continue to explore financial and non-financial mechanisms through the Growth Management Framework.

FUTURE CONSIDERATIONS

Administration will return to Executive Committee with a report entitled Opportunities to Advance Major Infrastructure Projects.

ATTACHMENTS

- [Overview of Existing Tools](#)
- [C624: Fiscal Policy for Revenue Generation](#)

Service Design: Innovation and Continuous Improvement

Summary

Innovation plays a critical role in municipalities' ability to anticipate, adapt and respond to emerging social, economic, and environmental factors. It is important to Edmontonians because it ensures that Edmonton remains a city that attracts residents, workers, students and new investment. Ultimately, it improves service delivery and ensures value for tax dollars.

Innovation includes a spectrum of activities ranging from continuous improvement to disruptive innovation. Innovation has been historically, and is currently, encouraged by Council and Administration alike.

The City continues to develop an environment across the city and region that encourages innovation within the business community, between post-secondary institutions and the community-at-large, acknowledging that we can have a greater impact collectively

CONTACT

- **Kim Matheson**, Branch Manager, Service Innovation and Performance
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TOPIC REVIEW

In October 2019, Administration presented an information report ([Innovation Policy - Future Continuous Improvement CR 6588](#)) to Executive Committee. The report acknowledged innovation at the City is: *“fundamental to upholding our Corporate Promise of enabling a better life for all Edmontonians”*. The report outlined the high-level framework for advancing innovation and presented innovation as a spectrum of activity ranging from continuous improvement to disruptive transformation. This framework continues to guide Administration's innovation efforts today.

Innovation and the City

Innovation is the implementation of new or significantly improved processes or services that create value and impact by responding to public interest, addressing citizen needs and/or enhancing the efficiency of public services. It is critical to achieving the City's goals and objectives, especially in today's social and economic environment.

Innovation efforts focus on three key areas that support the Corporate Business Plan:

- **Managing the Organization:** more effective and efficient delivery of the internal services that support public facing services (e.g. the Enterprise Commons project)

- **Delivering Excellent Services:** enhancing public service delivery, interactions and engagement with citizens and increasing social value (e.g. Digital Citizen ID Pilot being developed in conjunction with provincial and federal partners)
- **Making Transformational Impacts in Our Community:** disruptive innovation that aligns with ConnectEdmonton and the City Plan strategic outcomes and leverages external partners in the social, business and academic communities (e.g. RECOVER, eServices and the Telus Living Lab discussions)

Continuous Improvement

Following Council direction in 2016, the Program and Service Review (PSR) project was established to review the City's 73 services for relevance, effectiveness and efficiency. This project created a culture of self-assessment and continuous improvement within the City. Opportunities for improved safety, red tape reduction and operational optimization have been realized along with approximately \$30 million in financial benefits.

Current Strategic Opportunities

The Business Technology Strategy helps the City embrace new technology and use its information to make evidence-based decisions. It is supported by the Digital Action Plan, which identifies a plan to prepare for and implement this next generation of technology so the City can meet residents' service expectations and continue to move forward towards a connected future. Edmonton has been recognized as Canada's Most Open City for five consecutive years, demonstrating the City's commitment to transparency and data-driven decision making.

Approved in April 2021, the Edmonton Economic Action Plan recognizes innovation's crucial role in shaping a diverse, resilient, and creative economy. Actions to support innovation include maximizing Edmonton's digital infrastructure (Open Data/fibre optic network); leveraging the innovation corridor to link organizations; supporting made-in-Edmonton technology solutions; and retooling the City's Business Retention and Expansion and Business Support services.

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Data and Analytics

Summary

The City has significant and valuable amounts of data, business solutions and diverse technologies.

To better leverage these assets, it needs to increase internal and external data sharing, optimize processes, and deliver quality service while managing costs effectively—all in partnership with its stakeholders. Although each employee plays a role in collecting, stewarding, using and/or analyzing data, the coordinated approach to the City's integrated use of data and analytics resides with the Service and Innovation Performance branch.

CONTACT

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Tamreen Arif, Strategic
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TOPIC REVIEW

GIS Transformation

Since its introduction at the City in the late 1970s, Geographic Information System (GIS) technology has become increasingly sophisticated, offering diverse capabilities in many aspects of spatial data collection, creation and maintenance, analysis and modelling, and presentation and delivery. It underpins many services that the City offers to citizens, businesses, and external partners. Examples include diverse areas like fire and rescue services, transportation, utilities, parks and community services, assessment and taxation, urban planning, elections, transit, and many more.

Through the GIS Transformation Program, concluding in 2022, the City is optimizing its GIS services and delivery model by modernizing the technology platform, improving functionality for users, and increasing employee GIS proficiency. Among other service functions, these changes will enable the City to lead the complex implementation of the City Plan.

Open Data Portal

Open Data is a key component of the City's open government and [Open City Policy](#) implementation. Increasing the transparency of municipal decision-making enhances trust between the City and our residents. When the City shows how and why decisions are made based on data, it is easier for residents to understand the rationale. This is why the City of Edmonton's [Open Data Portal](#) provides residents of the City of Edmonton - and the rest of the world - free, unrestricted, machine-readable data about everything from pet licenses to assessment values. Businesses also widely use it to create products (such as the Transit app) that help our residents.

For the data that cannot be released publicly, there is an internal data portal that allows business areas access to specific data relevant to their portfolios. The internal data portal is secure and carefully monitored with security and access protocols.

Data Science and Research

Several data science projects are underway at the City of Edmonton. These projects aim to move from data as a tool for analysis to data as a tool for action and insight.

Some notable examples include:

- **Corporate Security Alarms:** A solution that prioritizes contract security deployments based on the likelihood of Corporate alarms. Use of the tool has reduced Corporate Security response times by nearly 50 per cent since implementation — from 21 to 12 minutes on average.
- **Safety Code Efficiencies Inspections:** The solution [leverages artificial intelligence](#) to identify and complete non-mandated inspections that are likely to pass at the first attempt (low risk), allowing City resources to be matched to higher risk inspections. Deployed in Oct 2019, the project has eliminated 3,426 inspections (13 per cent of eligible) as of September 2021.
- **Text Depot:** A new application that is able to centralize and search across text data sets, and uncover insights through the application of artificial intelligence models. The first phase of this project gives employees access to 900,000 Insight surveys, 40,000 council reports, 4,600 media releases and 30,000 media articles.

Data Governance Strategy

The City of Edmonton has historically been recognized for its use of data. As the world becomes more data-driven, the City of Edmonton is developing a strategy that is aligned with the organization's needs for data as one of the inputs for complex decisions.

- **Data is Accessible:** Data can be accessed by the right person at the right time. Data is open by default with appropriate restrictions being applied only when privacy or security concerns exist. Accessibility lowers costs and increases efficiency as less resources are spent on data acquisition
- **Data is Secure:** Data has the appropriate security measures in place to safeguard against unauthorized access. Safeguarding the

City's data protects the citizens as well as other sensitive data, and ensures regulatory compliance.

- **Data is Reliable:** Data is trustworthy, being of the highest possible quality and complying to applicable regulations and legislation. Reliable data enables better decision making and reduces time/costs required to validate data.
- **Data Usage is Maximized:** Data is treated as a valued asset and its use is maximized by City staff and citizens to promote evidence-based decision making. Data enables better decision making for greater impact, and increases collaboration across the organization.

DEPARTMENT PRIORITIES

INTEGRATED INFRASTRUCTURE SERVICES

Edmonton

Integrated Infrastructure Services

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Infrastructure Strategy / Asset Management

Summary

The City of Edmonton has been a Canadian leader in municipal asset management for more than 20 years. The City continually assesses and advances its corporate maturity in asset management, aligning with international best practices, where practical. Asset Management requires an integrated and coordinated approach involving all City departments throughout all phases of the asset lifecycle to effectively steward assets, align their use with the intended municipal service, and realize value, and is fundamental to achieving sustainable communities.

The City's goal for Asset Management is to build an effective, transparent, data driven asset management system that connects asset investment with progress towards strategic goals and service level outcomes.

CONTACT

- **Pascale Ladouceur**, Branch Manager, Infrastructure Planning and Design
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- **Jennifer Florax**, Strategic Coordinator, Infrastructure Planning and Design
jennifer.florax@edmonton.ca

TOPIC REVIEW

- The City of Edmonton was one of the first Canadian municipalities to recognize the need for a strategic plan to manage infrastructure. The City defines infrastructure as “the physical assets developed and used by the City to support the community's social and economic activities.”
- The City has developed performance indicators and raised public awareness of its infrastructure challenges to help define needs.
 - These performance indicators have assisted in the development of nationally recognized solutions, such as evaluation tools and leading edge models.
 - The combination of these tools is used to ascertain long-term infrastructure investment strategies and a degree of integrated corporate asset management and capital budgeting. This includes the City's award winning Risk-Based Infrastructure Management System (RIMS).
 - Of note, the system developed to prioritize funding and projects for the 2015-18 Capital Budget was selected as a Case Study for the 2015 International Infrastructure Management Manual, a widely recognized resource in public sector asset management.
 - In 2018, Council approved Policy C598 - Infrastructure Asset Management Policy. Accompanying the policy was the Infrastructure Strategy, the City's strategic asset management plan.
 - The City's Infrastructure Strategy was developed to set out an infrastructure asset management that is aligned with Council's vision, the City's corporate strategic plans and the City's mandate for asset management processes.

- The City has undergone a dramatic change in its organizational approach to the integrated delivery of infrastructure services.
 - Almost all (except for Fleet and Information Technology Assets) capital investment related asset management activities are now consolidated into one organizational unit (Lifecycle Management).
- Through the Infrastructure Strategy, the City is integrating asset management and sustainability efforts to improve the connection between investment decisions, level of service commitments to citizens, and sustainable outcomes for communities.
- The City of Edmonton has approximately \$30 billion in infrastructure assets (replacement value). In the 2019-2022 fiscal cycle, approximately \$2 billion, or approximately \$500 million or 1.6 per cent of the asset replacement value annually, has been budgeted to renew assets. This cycle, the City has or is delivering more than 740 renewal projects to support these assets.
 - Renewal programs are intended to achieve the most cost-effective method of managing the City's assets, using a combination of various strategies, delivery methods and schedules.
 - Decisions are made in the context of what is best for the asset and the taxpayer. For example, a solution that may be applied to an asset in the southeast may not be the correct solution for an asset in the northwest.
 - The City uses the percentage of assets in Poor and Very Poor physical condition as its performance measure for asset condition.
 - As of 2020, 8.6 per cent of the City's assets are in Poor or Very Poor Condition, down from 15.7 percent in 2011. This resulted from intentional investment by previous Councils in the renewal of the City's existing infrastructure.
- Developed in 2010, RIMS helps prioritize renewal budget requirements based on inputs such as condition, risk and level of importance. RIMS has received the Governmental Leadership in Sustainable Infrastructure Award from the Canadian Society of Civil Engineers (CSCE) and the IPAC Leadership Award.

FUTURE CONSIDERATIONS

Short term

- Administration is preparing for the 2023-2026 fiscal cycle, developing scenarios through RIMS to identify renewal budget requirements and develop renewal programs for implementation.
- Administration is completing the first generation of Asset Management Plans as prescribed in policy C598 and the Infrastructure Strategy
- Administration is reviewing its strategy around Enterprise Asset Management to support alignment and improvement of the technology used in asset management

Medium term

- Administration is using learnings from the implementation of the Infrastructure Strategy and the development of Asset Management Plans. Based on guidance from the new Enterprise Asset Management Team, the Infrastructure Strategy will be updated for release in 2023.
- Administration is developing a business case for investment in Enterprise Asset Management system(s) which incorporates the City's asset management needs, simplifies architecture, reduces costs, and enables standardization of processes, training and data-driven decision making.

ATTACHMENTS

- [Infrastructure Asset Management Policy - C598](#)
- [Infrastructure Strategy](#)
- [2020 Infrastructure Inventory State and Condition](#)

Construction in Your Ward

Summary

Council approved the 2019-22 Capital Budget with \$9.86 billion in capital spending, of which the Integrated Infrastructure Services (IIS) department is responsible for managing all capital infrastructure projects, except for those projects related to land, equipment, and information technology.

IIS reports on the project scope, budget and schedule status of all capital projects it delivers to Council and Edmontonians on a quarterly basis on its online map building.edmonton.ca. Through these projects, over \$1 billion will be invested in capital construction projects to boost our local economy and employ approximately 13,000 people in 2021. For the purposes of orientating Councillors to the projects that are currently in construction in their wards, the following document has been prepared.

CONTACT

- **Mike Chong**, Integrated Infrastructure Services, Acting Director of Department Strategy
mike.chong@edmonton.ca

TOPIC REVIEW

IIS delivers hundreds of capital projects each year, ranging from sidewalks to bike lanes, roads to bridges, facilities to parks and LRT lines. Examples of growth and renewal projects included under each asset type are listed below:

- **Facility:** Includes projects such as recreation facilities, facility energy retrofits, fire stations, police stations, libraries and other structures.
- **Open Space:** Includes projects such as parks, river valley improvements, playgrounds and other amenities.
- **Transportation:** Includes projects such as roads, active transportation improvements and bridges.
- **LRT:** Includes projects such as LRT lines, stations, and Park & Ride facilities.
- **Utilities:** Includes Waste Services and other Utility projects.

As required by [Capital Project Governance Policy C591](#), IIS utilizes a phased project delivery approach, commonly referred to as the [Project Development and Delivery Model](#) (PDDM) to deliver capital projects. The PDDM includes formal checkpoint reviews as projects progress through the strategy, concept, design, build and operate value chain.

The status of these projects are reported on by IIS on building.edmonton.ca for both the develop (planning and design) and delivery (detailed design and construction) phases. Projects are considered to be On Time or On Budget, and indicated as green, if they are forecasting to be completed exactly on budget or schedule otherwise they are measured by the following thresholds:

	Project Status		
Phase	Green	Yellow	Red
Develop (planning and design)	≤0%	>0 and ≤30%	>30%
Deliver (detailed design and construction)	≤0%	>0 and ≤20%	>20%

Please note: Projects with a yellow status indicator signals that changes to the project may be required and that the City of Edmonton is working to address and mitigate risks; it should not be interpreted as an indicator of poor project management. These thresholds were set following an extensive interjurisdictional review of industry and other municipalities.

Building.edmonton.ca allows users to filter for project-specific information for each Ward and includes further contact information.

Councillors, as well as their offices may get inquiries related to the status of construction projects from citizens. By directing citizens to building.edmonton.ca, citizens may be able to quickly find the information they are looking for or find the project manager who can then answer their questions directly. For the purposes of orientating Councillors to the projects that are currently in construction in their wards, the following document has been prepared. Where a project site exists, the link is also provided for information purposes.

FUTURE CONSIDERATIONS

As part of the 10-year Capital Investment Outlook, and the 2023-2026 budget, Council will deliberate on setting the priorities and for the next capital budget and the assets that will be delivered on behalf of Edmontonians. When finalized, building.edmonton.ca will be updated to reflect these priorities.

- For project specific questions, please contact the project manager noted on any of the projects on [Building Edmonton](http://Building.Edmonton).

ATTACHMENTS

The list of the projects scheduled for construction in 2021 by ward

- [2021 Construction In Your Ward](#)

DEPARTMENT PRIORITIES

URBAN PLANNING & ECONOMY

Edmonton

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Growth Management Framework

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Growth Management Framework

Summary

The Growth Management Framework is a pillar of The City Plan that will shift the city's development pattern and enable infrastructure delivery cost savings over time. Growth management will activate priority growth areas through phasing using The City Plan's levers of change. The Growth Management Framework ensures the City directs investments of time, money, and other municipal resources to areas of greatest growth priority and impact.

Council determines how and how quickly growth management is implemented, informed by research, consultation, and analysis. The Growth Management Framework requires integration throughout Administration and links to initiatives such as budget planning, fiscal policy, policy projects, and revenue tools. Implementation requires partnership with EPCOR to coordinate infrastructure investment to maximize value.

Growth management will impact existing policy, guide decision making and is supported by monitoring, evaluation, and modelling impacts on priority growth areas and other geographies. Implementing the framework ensures Edmonton can welcome the next million residents within its existing borders, advances activation of nodes and corridors, creates the conditions for success of the mass transit network, fosters 15-minute districts, and reduces urban greenhouse gas emissions.

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TOPIC REVIEW

Investment in priority growth areas will advance the City Plan's three systems through investments in its essential networks, including mass transit, the green and blue network, and 15 minute districts. Targeted investment will allow specific areas to fulfill their potential, including attracting and aligning public and private investment. The first population horizon of 1.25 million is critical for beginning to shift the City's growth pattern, especially in the redeveloping area, with the application of levers gradually leading to measurable results. Success requires careful internal coordination and integration between planning and budgeting processes to align priorities with The City Plan, as well as strong partnerships with industry. Measurable change to the development pattern will begin as the city approaches and surpasses the 1.25 million population horizon.

Assessment of the scope of a growth management program took place between October 2020 and June 2021. The final report was developed considering policy, tools to incentivize redevelopment and intensification, capital project prioritization strategy, measuring and monitoring, external engagement planning, and risks and opportunities. A key focus was on developing a process to integrate growth management objectives and criteria with priority-based budgeting.

Program development in Q3 2021 included structuring a growth-related capital program, integrated through financial strategies and municipal capital assets, drafting the parameters for substantial completion of the developing area (which inform opening the future growth area), and preparation for public engagement in Q4 2021.

Growth management advances a combination of municipal financial incentives, non-financial incentives and tools, and methods to fund infrastructure in redeveloping areas that build on existing efforts. For example, infrastructure capacity analyses may be conducted in targeted areas that have the potential to accommodate growth. The cost and timing of required infrastructure upgrades would increase predictability for industry and for municipal budgets. Application of new tools may also help finance infrastructure that supports anticipated growth.

- The 1.25 million population horizon is the focus in the short term. Substantial completion of the developing area will be defined to guide local targets in consultation with industry.
- Council and industry will have many opportunities for input.

In addition to growth management, the City Plan's integrated systems are activated by distinct but related initiatives including District Planning and mobility network planning. Even though each initiative is independent, they must work together and consider how decisions of an individual project may influence other initiatives in the system. This integrated approach underpins all of the work underway to implement the City Plan.

FUTURE CONSIDERATIONS

Council will review work underway by Administration including:

- A capital program to address infrastructure gaps and support redevelopment in priority growth areas
- Financial and non-financial incentives and tools that incentivize growth
- The substantial completion policy and how it provides clarity on timing for planning of the future growth area
- A growth management lens on the priority based budget process for the 2023-2026 budget cycle and the 10 year Capital Investment Outlook

Development Industry

Members of the development industry are key partners in advancing the Growth Management Framework.

- Industry has reinforced the importance of growth in Edmonton in both greenfield and redevelopment contexts and the contribution it makes to Edmonton's prosperity and affordability.
- Although the development industry supports infill development, they have also expressed concern about barriers due to the cost of infrastructure upgrades to accommodate the intensification envisioned in The City Plan. Stakeholder engagement has informed the development of the actions listed above including ongoing conversations with EPCOR focused on coordination of infrastructure investments.