City Plan Big City Move Targets 2024

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INTRODUCTION

Executive Summary

This is the first report to City Council outlining the 13 Big City Move targets in detail and setting baselines from which each target can be measured. This report provides both quantitative and qualitative discussion to outline how City Administration is approaching the measurement and the actions underway to ensure that, when the city reaches a population of two million Edmontonians, the targets are achieved. The 13 targets and their respective baseline measures are listed in Table 1.

Big City Move	Target	Baseline Measure
Greener as We Grow	Two million new urban trees planted	(2021) Zero new urban trees
	Achieve total community-wide carbon budget of 135 megatonnes	(2022) 35% of the carbon budget used. Expected year when the carbon budget will be depleted: 2037.
	Net per-person greenhouse gas emissions are zero	(2005) 26 tonnes of carbon dioxide per person
A Rebuildable City	600,000 additional residents will be welcomed into the redeveloping area	(2021) 811,000 current residents
	50% of net new units are added through infill citywide	(2020-2022) 29% of net new units
A Community of Communities	50% of trips are made by transit and active transportation	(2015) 22%
	15-minute communities that allow people to easily meet their daily needs	Unknown baseline measure. Work is underway to collect data and finalize the methodology.
Inclusive and Compassionate	Nobody is in core housing need	(2016) 14.2% of Edmontonians are in core housing need
	There is no chronic or episodic homelessness in Edmonton	(2021) 1,651 Edmontonians were experiencing homelessness

Big City Move	Target	Baseline Measure
	Less than 35% of household expenditures are spent on housing and transportation	(2019) [36.7% of household expenditures spent on housing and transportation](#)
Catalyze and Converge	Hold 70% of total regional employment in Edmonton	(2016) [75% of regional employment](#)
	Innovation corridor attracts 50,000 more jobs	Unknown baseline measure. The measure can not be tracked until the Innovation Corridor is defined and completion of the Business Census.
	Nodes and corridors support 50% of employment in Edmonton	Unknown baseline measure. The measure can not be tracked until the District Plan defines the nodes and corridors boundary and completion of the Business Census.

Table 1: Big City Moves, Targets and Baseline Measures

City Plan Targets and Measures in Context

There are four different types of measurement that support the City's Strategic Planning Framework[1]: Community Level Indicators (ConnectEdmonton), Strategic Measures (The City Plan Targets and Measures), and Corporate and Operational Measures.

Community Level Indicators evaluate the collective impact of the City and community stakeholders towards Council's strategic goals, ConnectEdmonton. These high-level indicators measure social, environmental or economic conditions for which the City alone is not accountable, but reflect the extent to which the City's priorities are being achieved. These indicators often reflect the demand for services or speak to the direction in which the City wants to go.

Strategic Measures communicate the results of the City's work to contribute to the Big City Moves. These measures are used to demonstrate progress on City strategies in meeting the Big City Move Targets and other key aspects of the plan.

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[1] edmonton.ca/city_government/city-vision-and-strategic-plan

Corporate Measures provide results that speak to the corporation's progress on Corporate initiatives and corporate outcomes i.e., public service delivery and how well the City is managing the corporation using internal or supporting services.

Operational Measures provide information to manage and report on the performance of City services. These measures demonstrate the short and longer term progress a service makes towards achieving its objectives.

This report focuses solely on The City Plan Big City Move targets within the Strategic Measures, as some City Plan measures are still under development. Monitoring and reporting on The City Plan targets and measures connects to monitoring and reporting of the broader Community Level Indicators (ConnectEdmonton) as well as the Corporate Measures which report progress on City-driven transformational initiatives and public service delivery standards and outcomes.

STRATEGIC PLANNING FRAMEWORK

CONNECT EDMONTON	THE CITY PLAN	CORPORATE BUSINESS PLAN	BUDGET	ENTERPRISE PERFORMANCE MANAGEMENT	ENTERPRISE RISK MANAGEMENT
DIRECTION	**CHOICES**	**ACTIONS**	**RESOURCES**	**PERFORMANCE**	**ASSURANCE**

Big City Moves are bold, transformative priorities that will create a new set of opportunities and outcomes for Edmonton. They advance City Council's strategic vision as set out in ConnectEdmonton and represent tangible and intentional areas of change, responding to community values as Edmonton grows and evolves.

This report focuses solely on how the City measures progress toward the Big City Move targets described in The City Plan. The definitions below are the reference point for content found within this report:

- *Target*: identifies aspirational results achieved over time to deliver corporate outcomes within a specified time horizon.
- *Measure*: a tool that provides evidence of progress in achieving outcomes.

The City Plan is the longest-term strategy Edmonton has in place, and is measured by the population increase in Edmonton rather than by a number of years. Measuring performance is important at all levels and scales, to ensure goals are met and that progress aligns with expected outcomes. Different targets require different reporting periods; some targets can be measured quarterly or annually. However, given the long-term and strategic nature of The City Plan, and the transformational implementation required to realize the targets, formal reporting on measurement will take place at each population horizon with increments of 250,000 additional residents. The check-in at each population horizon will also consider the changing trends of strategic risks to Edmonton, leveraging Enterprise Risk Management reporting across the organization to provide additional information to interpret progress and potential for adjustments in approach.

1.25 million Edmontonians is the first population horizon. The current period of time, prior to reaching that horizon, is critical for shaping the priorities and policy frameworks to begin shifting away from status quo growth and development that has shaped Edmonton so far. A premise of City Plan design is that after 1.25 million, once the foundational policy pieces are in place, the city will begin to transform in earnest to a more financially efficient, climate resilient, equitable place for Edmontonians. At each population horizon, reporting can include recommendations for adjusting the approach in a given area, based on whether Edmonton is getting closer to the target or further away.

Targets will be reached by implementing the Systems and Networks in The City Plan, and applying the intentions under the Guiding Values. Each of the three Systems (Planning and Design, Mobility, and Managing Growth) has work underway. The Guiding Values, which define how Edmontonians want to experience their city, are advanced through building the defined networks and through work including the Economic Action Plan, Climate Change Strategy, Energy Transition Strategy and Community Safety and Well Being Strategy.

Target Details

Within each of the target sections in this report, readers will see the same headers providing a narrative about what each particular target indicates and how to understand if it is being reached. The sections are as outlined below.

Baseline and Summary: this section states whether there is a baseline measure for the target, and if so the result is listed. If there is no baseline measure, information about how Administration will get the required data is in this section. There may be other contextual

information that is important to understand related to the intention and what the measure exhibits about implementing The City Plan, as well.

Methodology: in this section a description of how the target is measured over time and the data sources used can be found. Some of the information here may be quite technical, but the purpose is to be transparent and clear about the source of the information and calculation of results.

Implementation: this section will outline the work that is being done during this budget cycle to help the City reach each target, and any quantified progress on targets if available. There may also be an outline of work that has been completed since adoption of The City Plan in 2020 that will have an impact on the measure and future planned steps that are not yet being undertaken.

Influences: this section discusses the aspects of the measure that the City can impact and aspects that are reliant on external factors. Reaching the target may be partly within the City's control, but it is important to provide a full picture about the opportunities as well as challenges.

Connection to Other City Plan Targets: a description of how each target impacts the other targets is outlined. This section demonstrates the importance of systems thinking and change in reaching successful outcomes.

GREENER AS WE GROW
Total community carbon budget of 135 megatonnes

Baseline and Summary

The City of Edmonton was one of the first municipalities in Canada to develop a carbon budget. Edmonton's City Plan target was calculated using the C40 Cities methodology, which resulted in a carbon budget target of 135 million tonnes, or megatonnes (Mt), of carbon dioxide equivalent (CO_2e). This represents Edmonton's "fair share" carbon budget, which supports the premise that higher-emitting cities like Edmonton need to do more to reduce emissions than lower-emitting cities. This carbon budget represents the total greenhouse gas (GHG) emissions that can be emitted, starting in 2020 when The City Plan was adopted.

The Community Energy Transition Strategy sets a separately-calculated target of 176 Mt CO_2e; this target was developed using the Paris Agreement methodology, with the goal of limiting the increase of global temperature to 1.5 degrees Celsius. After The City Plan was approved, the Community Energy Transition Strategy established targets of reducing net GHG by 35 per cent below 2005 levels by 2025 and 50 per cent by 2030, projecting that Edmonton will be an emissions neutral community by 2050.

The 2023-26 Carbon Budget Report, presented alongside the 2023-26 budget, aligned with the targets in the Community Energy Transition Strategy. Administration is tracking both target-based (176 Mt) and "fair share" (135 Mt) carbon budgets.

Based on the adjusted emissions forecast, including GHG impacts of the quantifiable capital projects and operating service packages approved in the 2023-2026 Budget, the community is forecasted to deplete the allowable emissions by 2037. Edmonton as a community will have an annual carbon deficit of 12.88 million tonnes CO2e by 2050. This means by 2050 when emissions are expected to be neutral with no net impact on an annual basis, the community will still have GHG emissions of 12.88 million tonnes CO2e annually.

As carbon budgeting is a new field of work involving different methodologies, each with its uncertainties about scaling at a municipal level, carbon budget calculations are necessarily estimates. These estimates will become more accurate as methodologies are continuously refined and the ability to measure and understand the complexity of carbon budgeting improves.

Though calculated at a point in time, a carbon budget is dynamic. Every year, emissions added to the atmosphere reduce the remaining space in the local carbon budget. Figure 1 below shows the remaining fair share carbon budget (red line) and annual GHG emissions (blue bars) since 2020. Annual GHG emissions reduce the remaining carbon budget by corresponding amounts. As of the beginning of 2023, the remaining amount of cumulative emissions that Edmonton can emit is 88 Mt CO_2e. From 2020 to the end of 2022, Edmonton has used roughly 35 per cent of the 135 Mt carbon budget.
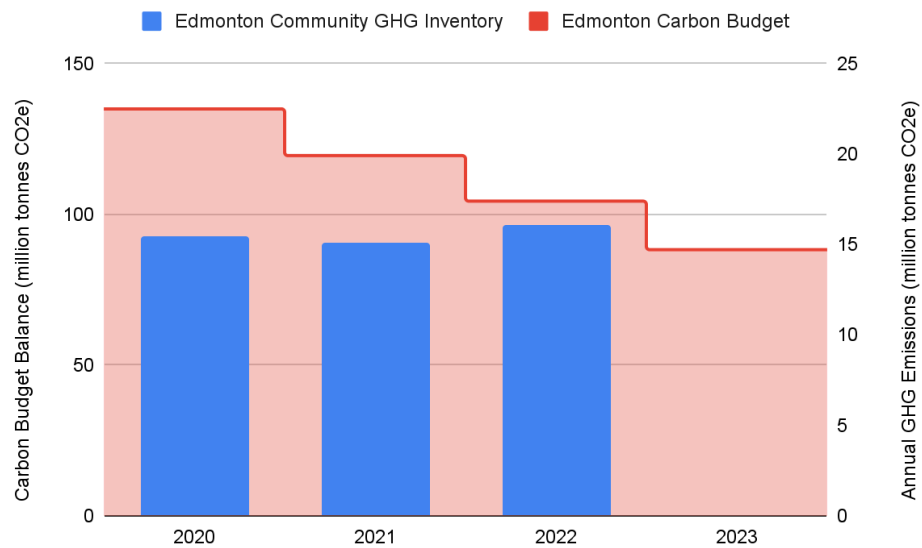
Figure 1: Annual GHG emissions compared with fair share carbon budget, 2020-2022

Achieving Edmonton's "fair share" local carbon budget requires going further than existing reduction targets; success will only be achieved if ways to remove emissions from the atmosphere are identified, a concept referred to as 'negative emissions'. To stay within the local fair share carbon budget, Edmonton will need to achieve 23 Mt negative emissions in addition to the 2021-2030 GHG reductions needed to achieve Energy Transition targets.

Methodology

Edmonton's "fair share" carbon budget estimate was calculated using the C40 Cities methodology for calculating municipal-level carbon budgets. This methodology is public and used by multiple cities. The C40 methodology is based on the principles of:

- equality;
- responsibility for contributing to climate change (i.e. 'polluter pays' principle); and,

- capacity to contribute to solving the problem (i.e. capacity to pay).

The approach has cities cooperate to hit per capita emission of 3.2 tCO$_2$e per person by 2030, allowing some cities to increase and some to decrease emissions. The 3.2 tCO$_2$e is multiplied by the cities' projected 2030 populations and graphed based on convergence principles to calculate the carbon budget, with some cities needing to reduce faster than others based on their emissions and gross domestic product (GDP) profiles. The 3.2 tCO$_2$e figure is half the current global emissions. According to the Intergovernmental Panel on Climate Change (IPCC), to limit warming to 1.5°C, as outlined in the Paris Agreement, emissions need to be roughly halved by 2030 and reach net zero by 2050.

Since the initial carbon budget was calculated for The City Plan, the Energy Transition Strategy has been updated. A new community carbon budget estimate of 176 Mt has been calculated to align with the updated targets and with efforts to maintain average global warming to 1.5 degrees when compared to pre-industrial temperatures.

For additional information on data sources and methods, please refer to the Greener as We Grow: Net Per Person GHG Emissions are Zero target in this attachment.

Implementation

The City presented its first carbon budget in 2022, alongside the 2023-2026 budget. As described above, the forecasted depletion year will change as the carbon budget methodology is further refined and emissions are expended. For additional information on work underway to advance this measure, please refer to the Greener as We Grow Net Per Person GHG Emissions are Zero target in this attachment.

Greenhouse gas emissions reductions can be calculated for some of the actions being undertaken, such as energy efficiency upgrades of facilities and buildings and LED street light conversion. A full list of actions includes:

- Downtown District Energy
- Building Energy Retrofit Accelerator (BERA), a rebate program that facilitates renovations to improve energy efficiency in commercial and institutional buildings >10,000 square feet. Eligible upgrades include HVAC systems, windows, lighting fixtures, building envelopes and more.
- Home Energy Retrofit Accelerator (HERA), a program that helps homeowners understand their home's emissions, and provides rebates for upgrades including

high-efficiency furnaces, insulation, hot water heaters, windows, drain water heat recovery and more.

- Residential Solar Rebate Program provides a rebate of 40 cents/installed watt to a maximum of $4,000 towards the installation of rooftop solar panels (approximately 15 per cent of equipment and installation costs).
- Expansion of Active Transportation Network through neighbourhood renewal and other large capital projects.
- Electric Vehicle Charger Rebate for homes or businesses that install EV chargers with 50 per cent of the cost reimbursed to a maximum of $600 for existing residential, $300 for new residential and $2,000 for existing commercial.
- Blatchford Carbon Neutral Development
- Expanding the LRT network and completing Mass Transit Network planning for 1.25 million Edmontonians
- Purchase of electric buses and piloting hydrogen buses
- Implementation of the Clean Energy Improvement Program (CEIP)
- Renewable Electricity Contract - the City of Edmonton will begin using 100 per cent renewable electricity as early as 2024
- LED street light conversion program
- City facility retrofits incorporating energy efficient upgrades
- Installation of solar photovoltaics on City facilities
- Advancing Waste to Energy partnerships to create Refuse Derived Fuel (anticipated for 2027)

Carbon budget results will be reported at minimum every four years during financial budget cycles, with possible interim updates as required through supplemental budget adjustments. Continued maturity of the corporation will enable refinements to the carbon budgeting process. The City will become an organization that integrates carbon budgeting into its decision-making processes more routinely, and with greater knowledge and better data over time.

Influences

Through the levers of change identified in The City Plan, the City can create an enabling environment to reduce community GHG emissions with actions such as providing more transportation options and providing incentive programs to reduce building energy use and improve energy efficiency.

Factors within City Control

Several factors are under the City's direct control, including:

- land use decisions, which are directly responsible for the gains or losses of sequestration capacity within the City boundary;
- transportation planning, which has a direct influence on how residents choose to move throughout the city and the resultant GHG emissions from those choices;
- diversification of mobility options, resulting in more widely available choices for transportation available to Edmontonians. Capital and operating investment is a critical lever the City has to realize this benefit, along with policy direction related to traffic demand management;
- Energy use of City-owned buildings and facilities, which contribute to reduced residential, commercial, and institutional emissions; and
- Waste reduction and diversion programs, which contribute to reducing waste generated per capita and keeping waste out of landfill, assisting in reducing emissions generated through collecting, transporting, processing and landfilling waste.

External Factors

While the City has direct control over its corporate emissions (for example, emissions from City owned/operated buildings and fleet), corporate emissions represent only two per cent of overall community emissions. The City of Edmonton can influence progress toward the net per person GHG emissions target, but reaching that target will require collective effort across the entire community and other orders of government. Success will be influenced by:

- policy development;
- collaboration with and support from other orders of government;
- sustained communication and public awareness;
- population growth rate;
- private investment; and,
- the actions of all Edmontonians.

The implementation of the Community Energy Transition Strategy and Climate Resilience Policy (C627) is impacted by several external factors not under corporate control. There are federal and provincial policies that will impact the City's community GHG emissions, such as green electricity grid commitments, electric vehicle regulations and incentives, and building code requirements. Individual business and consumer decisions will also impact

greenhouse gas emissions. Other factors outside City control include provincial power grid emissions, industry emissions, and air and rail travel emissions.

Connection to Other City Plan Targets

There are several other targets which are connected with the population increase measured in this target.

	Greener as We Grow	Planting two million trees will create more carbon sequestration opportunities. The other City Plan target, 'Net Per Person GHG Emissions are Zero', directly relates to this target; its outcomes are shared with this one.
	A Rebuildable City	Targets that increase infill and redevelopment in Edmonton will lead to more local vibrancy and a greater number of services and amenities close to where people live. Meeting those targets will mean Edmontonians need to take fewer and shorter trips on a regular basis, because the population density to support transit and the local economy will create vibrancy and a greater variety of destinations. This will lead directly to a reduction in carbon emissions and positively impact the carbon budget outlook.
	A Community of Communities	Shifting the mode share and reducing reliance on automobile travel by increasing access to transit, safe bike paths and pedestrian connections will result in reduced GHG emissions. Similarly, more daily needs being met locally through 15-minute communities will mean fewer car trips overall, also reducing GHG emissions.

GREENER AS WE GROW
Two million new urban trees planted

Baseline and Summary

The urban canopy makes a quantifiable contribution to the long-term livability of the city. Edmonton's forest, citywide, removed an estimated 531 tonnes of pollutants in 2009 alone, a feat worth more than $3 million, according to the USDA Urban Forest Effects (UFORE) model used for the Urban Forest Management Plan. Edmonton's urban forest represents a significant municipal asset. Increasing the urban tree count in Edmonton by two million net new trees will add greenery throughout nodes and corridors, parks, private and public realm.

In The City Plan, Edmonton's tree count was estimated at 12.8 million trees. Approximately 380,000 of those were estimated to be publicly-owned trees that enhance Edmonton's boulevards, roadways and parks. Planting two million trees is a City project supported by federal funding, and started in 2021 with a baseline of zero new trees planted. The target of two million net new trees planted is expected to be reached in 2030 under the project parameters. The May 2, 2023 City Operations report City Plan - New Urban Trees, cited the City inventory shown in Figure 2.

380,000 trees

2,500 hectares natural tree stands

1,000 hectares naturalized areas
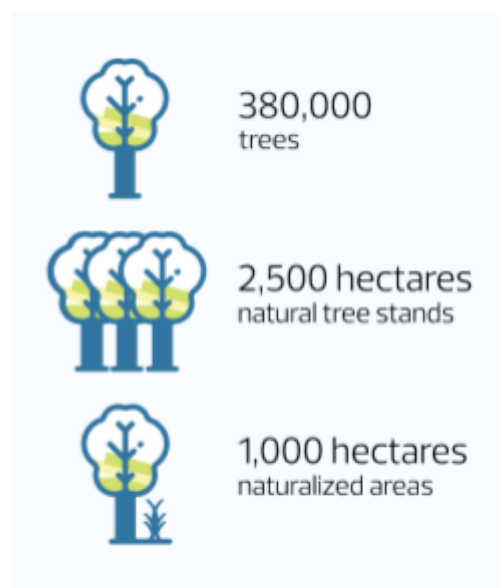
Figure 2: Approximate Number of Publicly Owned Trees, May 2023

While this discussion focuses on the two million trees target, per cent canopy cover is a better measure for urban forest growth. The two million individual trees target works well when considering ornamental and boulevard trees, but the per cent canopy cover measure factors in natural and naturalized areas, tree growth, and tree maturity, where a simple tree count would not. In addition, per cent canopy cover is a measure used in other cities and therefore helpful for comparisons across jurisdictions. The initial 2012 review of canopy cover using ground surveys and the Urban Forest Effects (UFORE) Model canopy cover measure showed that Edmonton had a canopy cover of 10 per cent. In 2019, a review was

undertaken using Light Detection and Ranging (LiDAR), with the resulting percentage increasing to 13 per cent canopy cover.

New trees are added to City inventory through capital projects, new developments, and in mature neighborhoods as part of neighborhood renewal, including through new boulevard and sidewalk planting spaces. A significant part of planting two million trees will take place through naturalization, including creation of more forested stands and the addition of shrubs, grasses and flowering plants to naturalization areas.

Capital projects and new developments, along with other inputs, provide net new trees on City land. The Urban Forest Asset Management Plan calculates that 8,667 trees will be added due to capital projects and new developments annually, based on the 10-year average. These tree estimates were used in Urban Forest Asset Management Plan modeling to calculate how many new trees will need to be planted annually to reach the 20 per cent canopy cover target.

Methodology

Planting two million trees is a standalone project, and therefore Administration can track exactly how many trees are planted by City staff, contractors and volunteers. Tracking began in 2021 and will continue for the duration of the project, ending in 2030.

Trees and shrubs planted to meet this target are documented in project files. A Key Performance Indicator registry is also under development, which is expected to result in a reporting dashboard, enabling closer tracking of progress toward this target.

New trees planted and new naturalized areas on City land are documented in geographic information system (GIS) layers, and new trees are also added to internal department records. Forest canopy is tracked using Light Detection and Ranging (LiDAR), and that data is also stored in the City's GIS. The last LiDAR measurement was done in 2019; the next canopy cover measurement is planned to occur in 2024 or 2025.

Implementation

Two million open space, boulevard and naturalization trees will be planted on public land between 2021 to 2030, funded by the Greener As We Grow Capital Profile, which includes tax levy, Tree Reserve and grant funding. Work done to date toward the target,

including planning that is taking place and funding that has been secured to continue this work, is described below.

- Work completed during 2021 and 2022 through various projects increased the urban canopy by planting 5,607 new boulevard and open space trees. Approximately 33 hectares of naturalization was completed, planting 136,587 tree seedlings and 133,896 shrubs. In 2023, Administration planted 906 net new boulevard and open space trees. 134,401 trees and 51,792 shrubs were also planted in naturalized areas over 14.6 hectares of City land.
- In 2023 an additional 2,596 boulevard and open space trees were replaced through the Soft Landscaping tree replacement program and 3,002 boulevard and open space trees were replaced through the 2BT funded backlog replacement planting program. Replacement trees do not contribute to the target of planting 2 million net new trees, but they do ensure that the City maintains its existing forest canopy, allowing us to focus on canopy growth. With the grant and capital funding approved until 2030, Administration will be able to replace trees that die from various causes each year, as well as catch up on a backlog of 16,000 trees that have died in past years due to drought and other issues, which the City has not been resourced to replace until now. Capital planning for the Greener As We Grow project (2022-2024) will include a new mapping tool and a new Naturalization, Restoration and Reclamation Plan to support the identification, selection and prioritization of public lands for naturalization and tree planting. This will replace the 1994 Roadways and Parks Naturalization Master Plan.
- The approved capital profile CM-35-1000 - Greener As We Grow Tree Planting Program (2023-2030) includes $66.8 million in funding, including $48 million allocated as matching funding for the federal government's 2 Billion Trees grant of approximately $48 million. The funding will support planting over two million trees and shrubs in naturalized areas, boulevards and open spaces; and the expansion of the Root for Trees volunteer program.
- An operating budget service package will be required for the next budget cycle and subsequent budget cycles to maintain service standards with the inventory growth outlined above..

The Urban Forest Asset Management Plan (2021) outlines targets that will enable Edmonton to meet a 20 per cent canopy coverage goal by 2071. A combination of

planting 421,500 new maintained boulevard and open space trees and 1,900 hectares of naturalization with shrubs and trees on public property, and incentivizing private property owners to create an additional 2,900 hectares of new canopy is required to meet that target. Additionally, 1,400 hectares of natural areas need to be added to the City's inventory.

An update to the Urban Forest Management Plan (2012-2022) will start in 2024. As part of this work, further evaluation of the 20 per cent canopy target will be done.

Influences

City Administration has direct impact and control over many factors required for progress toward this target; however, there are some factors that are beyond the City's control or influence:

- Just under half of the funding to plant two million trees is from external grants. If the federal government were to cancel the 2 Billion Trees grant program early or cancel funding, tree planting efforts would be under-resourced and therefore delayed;
- Fires, floods or drought may impact the ability to meet this target within the planned timeline;
- Nurseries have expressed that meeting the demand for trees and shrubs may be challenging with the federal goal of planting two billion trees in Canada. The City is working with private industry to plan ahead for supply needs to mitigate this risk; and
- The arrival of emerald ash borer (EAB) or Dutch elm disease (DED) poses a significant threat to the Urban Forest in terms of mortality rate of the open space and boulevard tree inventory. As of January 2023, Ash makes up 22.1 per cent and Elm makes up 22.2 per cent of the open space and boulevard tree inventory. Ash and Elm trees located in natural areas are not included in those percentages, and comprise a low number of the trees in those areas.

Connection to Other City Plan Targets

There are several other targets which are connected with the new trees measured in this target.

	Greener as We Grow	New trees planted is a leading measure for both of the other Greener As We Grow targets (Achieve total community-wide carbon budget of 135 megatonnes; Net per-person greenhouse gas emissions are zero). An increased number of trees and per cent tree canopy influence the carbon budget by off-setting greenhouse gas emissions.
	A Rebuildable City	A focus on adding 50 per cent of new units through redevelopment will mean less growth outward and retention of natural assets including trees that may otherwise be cleared for development. More redevelopment could also result in loss of trees or less available space to plant trees. Renewal plans will need to incorporate mitigation strategies.
	A Community of Communities	The creation of 15-minute communities that allow people to easily complete their daily needs, and its emphasis on access to open space, could result in more naturalized tree stands and the restoration and maintenance of existing natural areas through tree planting, providing access to nature, recreation and relaxation opportunities.

GREENER AS WE GROW
Net per person GHG emissions are zero

Baseline and Summary

A 2005 baseline of approximately 26 tonnes of CO^2/person was selected to align with the year the federal government adopted for Canada's national GHG emissions target. This baseline is used to determine Canada's national contribution for the Paris Agreement. Since 2005, GHG emission calculation methods have changed, and they continue to evolve. As methods improve historical emissions are recalculated, making the 2005 baseline subject to change.

The Annual per Capita GHG Emissions measure indicates how many tonnes of net greenhouse gas are being emitted per Edmontonian per year. This is important because as shown in Figure 3, below, as Edmonton approaches the target of zero, Edmontonians have reduced their greenhouse gas emissions, and efforts are ongoing to capture remaining emissions through sequestration or nature based solutions such as wetlands or trees, or through technological solutions like direct capture of carbon from industrial processes and storing underground.
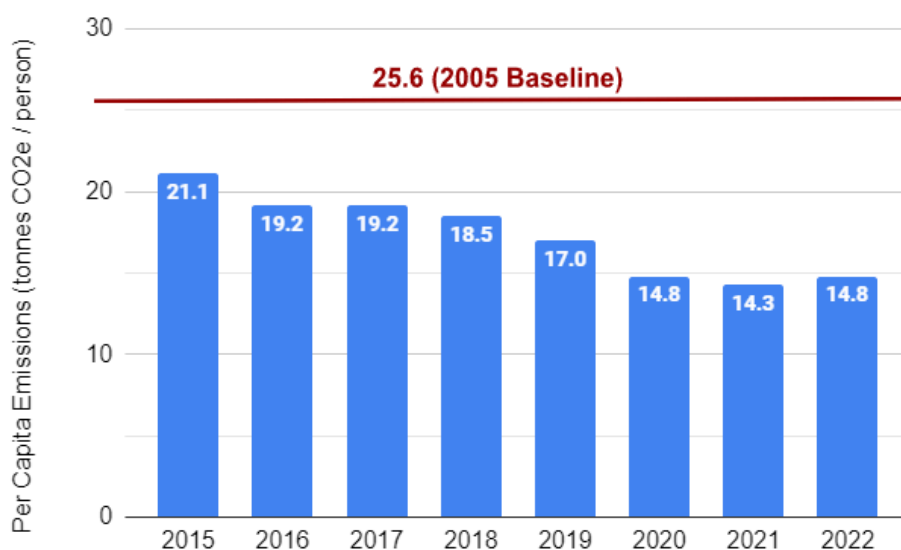

Figure 3: Annual Per Capita Emissions, 2015-2022

Attachment 1

Methodology

Administration completes an annual community greenhouse gas inventory. This inventory is an estimate of GHG emissions based on local energy use from utility, waste, and transportation data, as well as carbon sequestration information from ecosystem data. The inventory tracks overall greenhouse gas emissions and trends and is publicly disclosed as part of the Carbon Disclosure Project and on the City's Change for Climate Tableau website.

The City of Edmonton follows the Global Protocol for Community (GPC) greenhouse gas emissions inventories. Per person greenhouse gas emissions are calculated by taking the total annual community greenhouse gas emissions for Edmonton and dividing it by the current population. The City of Edmonton reports on community GHG emissions under the BASIC+ level of the GPC, which incorporates:

- stationary energy and transportation emissions physically occurring within Edmonton;
- emissions from electricity, steam and/or heating/cooling supplied by grids that may be outside of City boundaries;
- waste GHG emissions;
- emissions from industrial processes and product use (IPPU);
- agriculture, forestry, and other land-use (AFOLU); and,
- transboundary transportation.

Energy utility data is also collected for all stationary combustion sources within the City of Edmonton.

Additional sources of information include:

Data Source	Document/ Data Set	Data Type	Informs
Alberta Transportation		Total estimated fuel sales (Alberta)	Road transportation emissions estimates, prorated to estimate the use in Edmonton
Province of Alberta	Motorized vehicle registrations by municipality	Number and type of vehicles registered in Edmonton	Road transportation emissions estimates
Environment and Climate Change Canada	National Inventory Report	Off-road and railway transportation GHG emissions	Edmonton off-road and railway transportation estimates

Data Source	Document/ Data Set	Data Type	Informs
Edmonton International Airport	Detailed passenger statistics webpage	Passenger data	Aviation emission estimates
City of Edmonton	Urban Primary Land and Vegetation Inventory (uPLVI)		Estimates concerning gains and losses in sequestration from land use changes
Statistics Canada	Census of Agriculture	Total farmland area for Canada and Provinces	Urea application estimates and the indirect and direct emissions for N_2O
Environment and Climate Change Canada	National Inventory Greenhouse Gas Sources and Sinks Report	Industrial Process and Product Use (IPPU) emissions	

The methodologies employed in the GHG emissions inventory are specifically designed to enable tracking of the overall community greenhouse gas emissions and their trends over time, but improvements would be needed in the methodology and data sources to enable action or sector-specific emissions quantification (Environment and Climate Change Canada).

Implementation

In the 2023-2026 budget cycle, the following capital projects were funded by City Council:

- City of Edmonton building retrofits, to decrease greenhouse gas emissions from City-owned buildings
- Emissions Neutral City Fleet and Equipment, to begin the transition of Edmonton's fleet
- District Energy Network Strategy and District Energy Nodes
- Active Transportation Network Expansion

Additionally, the Energy Transition Strategy Implementation Composite and Supplemental Community Energy Transition Implementation operating service packages were funded to support climate action and reduce community greenhouse gas emissions. These composite packages will support multiple initiatives to advance the Community Energy Transition Strategy and Climate Resilience Policy (C627). Other initiatives include funding for renewable

energy certificates and some climate change related rebate programs. A full list of implementation actions is found in the first target of this report related to the carbon budget.

Greenhouse gas emissions reductions can be calculated for some actions being undertaken, such as energy efficiency facility upgrades and LED street light conversion. Others are assumed to help reduce GHG emissions, such as expanding mass transit and active transportation networks to help reduce vehicle kilometers traveled. Over time, some actions may be evaluated and quantified to assess actual GHG emissions calculations.

Administration will implement actions in Edmonton's Community Energy Transition Strategy. Some of the actions already underway include:

- Increase in zero-emission transportation through active transportation network expansion and expansion of the mass transit network
- Implementation of the Clean Energy Improvement Program
- Support emission neutral building capacity in the industry. The market has not yet adopted an emissions neutral set of building practices, reducing the ability to reach community targets. The City will continue to support the building industry's transition, through initiatives such as the Emissions Neutral Buildings Information Exchange (currently being advanced in Alberta by the Alberta Ecotrust Foundation with funding from the City).
- Partner to implement the District Energy strategy to advance district and major node district energy systems

Some of the actions that may be initiated in the future, once funded, include:

- Supporting the build out of a zero-emissions charging network and piloting low emissions zones or corridors
- Providing development incentives to build better than code, support initiatives to alleviate home energy poverty and increase energy efficiency in affordable buildings
- Investing in nature-based solutions, such as natural carbon storage and conservation offsets; supporting restoration, conservation, naturalization and daylighting; and developing and implementing a nature-based solutions and urban restoration plan to strengthen every community's connection to nature.

Influences

See the Greener as We Grow: Total community carbon budget of 135 megatonnes target for a full discussion on the areas that are within city control and those factors outside of municipal influence.

Connection to other City Plan Targets

There are several other targets which are connected with the GHG emission reductions measured in this target.

	Greener as We Grow	Two million new urban trees and an increased tree canopy will influence the carbon budget by off-setting GHGs.
	A Rebuildable City	Increasing the population within the redeveloping area through infill will result in city growth that requires less land. Concentrating people and amenities in a smaller area will reduce the carbon footprint.
	A Community of Communities	Mode share targets, 15-minute communities for daily needs that result from higher population densities, and enhanced mobility network will facilitate a shift to a lower carbon city.

A REBUILDABLE CITY
600,000 additional residents will be welcomed into the redeveloping area

Baseline and Summary

Statistics Canada estimates Edmonton passed the one million population threshold in 2020 (according to the Federal Census, the city had a total population of 1,011,000 in 2021). The City Plan is designed to accommodate one more million people inside the current city boundary. The Plan further targets 600,000 additional residents to be accommodated within the redeveloping area (generally inside Anthony Henday Drive). For this target, the current baseline population in the redeveloping area is approximately 811,000 according to the 2021 Federal census information. By the time Edmonton reaches a population of two million, the target is for approximately 1.4 million people to be living in the redeveloping area.

Based on 2021 federal population information, fewer people chose to live in the redeveloping area compared to the developing area, attributed to a change in living patterns during COVID-19. A strong economic recovery and a positive immigration policy nationwide is estimated to result in population rebounding in the redeveloping area. While the population declined in redeveloping areas from 2016 - 2021, the approved dwelling units increased, creating room for future population increases.

Strong infill development support through policy, investment, and partnerships, particularly for more market attainable and family-friendly dwelling units, is

Figure 4: Development Pattern Areas
Source: City Plan

needed to reach the target and accommodate the additional population in the redeveloping area.

Methodology

Every five years, Statistics Canada conducts a federal census. A custom order can be placed to obtain neighbourhood-level place of residence census data. The neighbourhood level population results can be rolled up to The City Plan developing/redeveloping geography. Analysis can be done every five years when this information is released. Should a municipal census be undertaken in the future, more frequent analysis could take place.

Implementation

Reaching the target of 600,000 new residents in the redeveloping area requires the completion and implementation of fundamental building blocks that underlie The City Plan. These include the planning structure of the District Plans, construction and investment in the Mobility System and its networks, and activation approaches that remove barriers and encourage more infill, which will be enabled through the new Zoning Bylaw and activities under the Growth Management Framework. Ongoing attention to realizing the work under Catalyze and Converge through the Economic Action Plan is critical to the success of this target in attracting new residents to Edmonton, as is keeping Edmonton affordable by meeting the Inclusive and Compassionate targets. Without a coordinated effort to complete all of these actions, it will be challenging to meet this population growth target in the redeveloping area.

Prior to The City Plan, policy approaches like the Infill Road Map and Neighbourhood Renewal set the stage for encouraging more people to reside in the redeveloping area (formerly referred to as Core, Mature, and Established neighbourhoods.)

In the 2023-2026 budget cycle, the following examples of capital projects are helping to set up foundational elements of The City Plan Systems and Networks, and enhance livability in the city's redeveloping area:

- Transportation: Citywide LRT Expansion, Mass Transit Routes B1 and B2, Active Transportation Network Expansion, transit priority measures, missing and enhanced sidewalk connections
- Downtown Community Revitalization Levy projects: 103A Avenue Streetscape (97 Street to 101 Street), Warehouse Park, Green and Walkable Downtown, Jasper Avenue New Vision - Phase 3

- Recreation and Open Space: Confederation Leisure Centre, Arena, and District Park Renewal; William Hawrelak Park Rehabilitation; Peter Hemingway Fitness & Leisure Centre Rehabilitation - Phase 1; River Crossing Redevelopment; River Valley System Renewal funding package (trails, boardwalks, roads, and parking lots)

The City's 2023 Long-term Economic Outlook forecasted an annual population growth rate of about 1.8 per cent and anticipates Edmonton's population will reach the 1.25 million population threshold by about 2028-29. Based on recent growth monitoring results[2], it is anticipated that 30 per cent of the total population increase or 75,000 people will be accommodated in the redeveloping area at that population horizon.

Influences

A key assumption that underlies The City Plan modeling and analysis is that Edmonton will maintain a minimum 70 per cent regional share of residential development. Edmonton's economic forecast indicates Edmonton's per cent share of population will continue to increase and the region will further urbanize over time. However, maintaining this share of population is dependent on people's choices, perceived and real employment opportunities and market forces (affordability, borrowing rates, etc.), which are outside the City's direct control.

The City can influence meeting this target through support for increasing variety and choice in the housing stock in the redeveloping area to support maintaining affordability of housing in the redeveloping area. Levers can be deployed to increase housing demand in the redeveloping area including policy, investment and incentives. Examples include investment in infrastructure that enhance local liveability (parks, streetscaping, amenities) and increase capacity, amenity and service in Priority Growth Areas, where growth is anticipated and desired. Investment to diversify mobility options and facilitate multi-modal travel within the redeveloping area is another way to ensure the redeveloping area is accessible, attractive and affordable for more Edmontonians.

Most of The City Plan nodes and corridors are located in the redeveloping area. Based on this geographic relationship, this target is connected to the 15-minute community and employment in nodes and corridors targets, when considering where Edmontonians choose to live and work and the desire to easily complete daily needs.

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[2] edmonton.ca/growthanalysis

As more people choose to live in the redeveloping area, consideration must also be given to targets for making infill housing affordable. Success of the Inclusive and Compassionate targets will therefore in part drive the ability to meet Rebuildable City targets.

The number of people drawn to the redeveloping area is partly a function of how many people move to Alberta and Edmonton overall. In Q3 2022, Alberta saw record international migration and the highest net-interprovincial migration numbers since 1980[3]. The willingness of people to move to Edmonton depends in part on personal preferences, support in the community, and employment opportunities. Aspects outside the City's control include federal government policies that guide levels of immigration. Provincial initiatives such as the Alberta Advantage Immigration Strategy and economic growth programs also play a part.

The 2021 Federal census indicates a number of people moved out of the Downtown and surrounding neighbourhoods and into the developing area. This is attributed to pandemic-specific preferences [4]. Future census counts will determine whether the policy framework supporting The City Plan outcomes and the resumption of activities over the last year or two reverses this trend.

Connection to Other City Plan Targets

There are several other targets which are connected with the population increase measured in this target.

	Greener as We Grow	The GHG reductions can be reached more easily when the population growth is balanced between redeveloping areas and future developing areas.
	A Rebuildable City	Population growth and residential infill development are interdependent. Increasing the population in the redeveloping area requires additional dwelling units built in the redeveloping area. The City Plan modeled 500,000 of the 600,000 residents to be housed in net new infill dwellings expected in the redeveloping area by the two million population horizon.

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[3] Rental Market Update. Edmonton CMA, Canada Mortgage and Housing Corporation. February 3, 2023.
[4] Bank of Canada housing study, https://www.bankofcanada.ca/2022/06/staff-analytical-note-2022-7/

A Community
of Communities

Mode share targets and 15 minute communities for daily needs will be possible with a greater density of population to use different modes of travel and with more vibrant neighborhoods that include more local nodes.

A REBUILDABLE CITY
50% of net new units added through infill citywide

Baseline and Summary

The City Plan anticipates a cumulative average of 50 per cent of new units built through infill within the redeveloping area (generally within the Anthony Henday Drive) between 2020 and the time the City reaches a population of two million. This infill target is a cumulative percentage of net new dwelling units associated with accommodating a population of two million people inside the current city boundary; in other words, if the modeling anticipates 400,000 new dwelling units to accommodate one million more residents, 200,000 of those new units will be infill developments.

The cumulative infill target differs from the annual infill percentage of net new dwelling units within the redeveloping area. Both are important and indicate different things. The annual infill rate is an important indicator that shows how well Edmonton is doing in any given year towards infill growth. In a given year, Edmonton may see 50 per cent of units built in the redeveloping area, however that does not mean that the 50 per cent cumulative infill target is achieved. The cumulative infill value indicates progress against The City Plan 50 per cent infill target by the time Edmonton's population reaches two million and takes a longer view towards success (Figure 5 below). The volume of Redevelopment Area shaded in dark green represents the cumulative infill proportion required as the city reaches a population of two million.
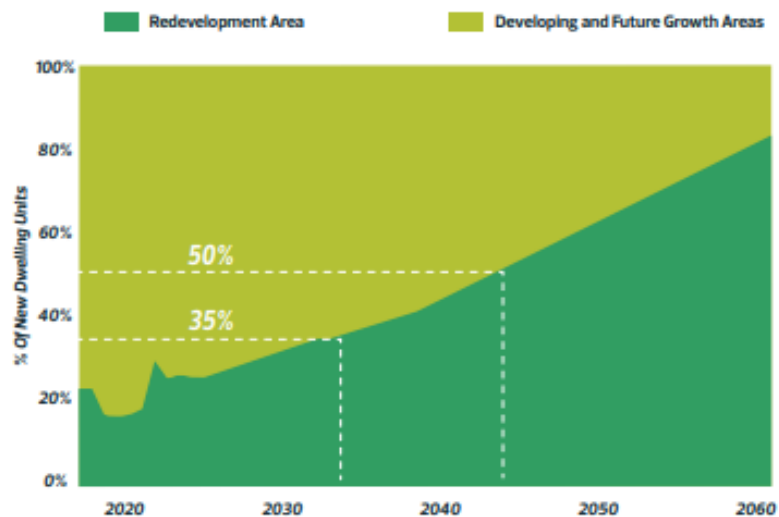

Figure 5: Projected new housing share by development pattern area.
Source: The City Plan, Systems and Networks, pg. 136

On an annual basis, The City Plan assumes the infill rate will increase gradually from an annual infill rate of 29 per cent in 2018 (Figure 6 below) to about 85 per cent when the city reaches two million population (estimated at about 2060-2070) . Increasing infill allows the City to avoid further annexations to accommodate housing growth. In the absence of increased infill and this target, the City would need to annex an additional 5,000 hectares of land to accommodate two million residents under historic growth patterns.

The baseline value for this target is the cumulative per cent average of net new dwelling units in the redeveloping area in 2020 and 2021. The value is 29 per cent (i.e. since 2020, 29 per cent of net new dwelling units are infill). Going forward, this value can be reported annually as a cumulative average of all years beginning in 2020.
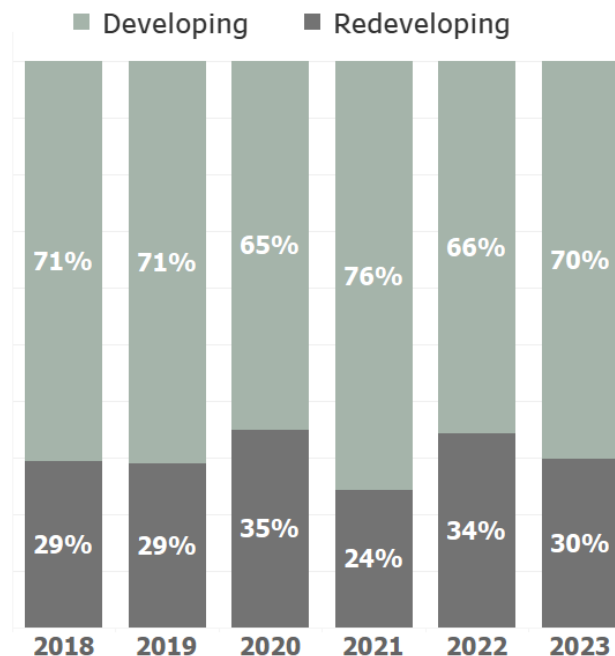
Figure 6: Annual infill rate (net new dwelling units).
Source: 2022 Approved Net New Dwelling Annual Report, City of Edmonton with additional data for 2023 (to be published publicly in Q2 2024)

Methodology

Net new dwelling unit counts are calculated using refined Building Permit data details. Analysis will count all net new units approved since January 1, 2021, the first year after The City Plan approval. Net counts (new units minus demolished units) for permits taken in the redeveloping area will be divided by the total number of units approved citywide during the

same period. The data is organized spatially using Geographic Information Systems (GIS), allowing the calculation of net new infill residential dwelling units within the redeveloping area as a percentage of the total residential dwelling units citywide.

Implementation

Key policy initiatives, such as the Zoning Bylaw Renewal, District Planning and Growth Management Framework are foundational for realizing new units in the redeveloping area. Removing barriers for infill generally, and for allowing more density in more places as appropriate will allow Edmonton to increase its housing supply within Anthony Henday Drive. As described in the previous target, to add 600,000 new residents in the redeveloping area, continued emphasis on economic development and non-residential growth is critical for success, and ensuring affordability is maintained will be key to the success of infill in Edmonton.

Investment to diversify Edmonton's mobility system will encourage multi-modal travel and incentivize infill, particularly in nodes and corridors. Carrying this work forward will require continued alignment between budget requests and top city priorities as identified by the Mobility Network Analysis.

Capital projects in the 2023-2026 budget that will support the achievement of the target include:

- LRT Expansion
- Blatchford Redevelopment
- River Crossing (Rossdale)
- Exhibition Lands Redevelopment
- Green and Walkable Downtown - Emerging Opportunities: Planning, Design and Deliver
- Jasper Avenue New Vision Phase 3: Planning and Design
- Warehouse Park
- Design funding for semi-exclusive Routes B1 and B2 from the Mass Transit Network and investment in transit priority measures
- Active transportation network expansion and missing and enhanced sidewalk connections

The City of Edmonton and EPCOR administer the Infill Fire Protection Assessment and associated cost share program which supports the addition of infill units. As of early 2023, approximately $175 million in water infrastructure costs have been avoided by developers

and builders as a result of the program. These cost savings improve the financial viability of infill projects.

A cumulative infill rate of at least 32 per cent is required for the 1.25 million population threshold and 38 per cent at the 1.5 million population threshold in order to reach the 50 per cent target for new units. By the end of 2022, the City's population was 1.087 million and the cumulative infill rate was 31 per cent.

The City currently reports annual results. The year-to-year variation in market context may result in fluctuating values (e.g. difference in annual infill per cent between 2019, 2020 and 2021). Long-term monitoring of the cumulative growth is expected to be the most accurate indication of whether the City is on track to meet this target.

Influences

The City has the ability to influence this target through policy development and relationships with stakeholders that influence the target outcome. Progress towards the target established by The City Plan can be attributed to alignment with policy direction initiated prior to 2020, such as through the Infill Roadmap. Adoption of the Zoning Bylaw Renewal and ongoing development of tools under the Growth Management Framework will influence development and seek to direct more development to the redeveloping area, particularly nodes and corridors, and Priority Growth Areas. Strong partnerships with developers and builders will also influence residential and commercial development, although a number of aspects of the market are outside of the control of the City. Ensuring those factors are understood and accounted for in new policy approaches is a core part of future success in reaching this target.

The Affordable Housing Investment Program and the Affordable Housing Tax Grant are new programs supporting non-market housing in every neighbourhood. Their impacts on this target will be better understood in the coming years as funded projects are completed.

Focused investment in mass transit including LRT and Bus Rapid Transit (BRT) may catalyze mid to large-scale infill redevelopment in nodes and corridors. Edmonton has seen this take place in neighborhoods like Bonnie Doon, Stony Plain Road and Whyte Avenue.

Various external factors influence the housing market and development. The following are some of the external factors largely outside the City's control:

- Inflation and interest rates

- Mortgage interest rates
- Population growth and changing demographics
- Broader social and economic conditions
- Unemployment rates
- Cost of building materials
- Provincial planning and development legislation and policy
- Federal and provincial environment and resource legislation and policy
- Regional partners planning bylaws, plans, and policy

Connection to Other City Plan Targets

Along with a clear tie to an increase of 600,000 new residents in the redeveloping area, other targets connected with 50 per cent infill measured in this target include:

	A Community of Communities	Implementing the 15-minute communities will encourage more people to want to live in the many vibrant neighborhoods resulting across the city. A higher density of units in the redeveloping area will also increase the convenience and access for transit, and active mode shares.
	Inclusive and Compassionate	An increase in dwelling units near more places of work creates an economic development incentive for businesses to locate in Edmonton. Livability and affordability for a workforce is an important factor for business investment.
	Catalyze and Converge	Creating more opportunities for dwellings near transit and services will allow the city to provide more affordable housing in more places, and the expanded choice may result in fewer Edmontonians in core housing need.

A COMMUNITY OF COMMUNITIES
50% of trips are made by transit and active transportation

Baseline and Summary

In the 2015 Edmonton Region Household Travel Survey (HTS), 22 per cent of all trips by Edmonton residents were made by transit and active transportation. According to the 2015 survey, transit accounted for nine per cent of all daily trips, while active transportation, including walking, rolling, and cycling, accounted for 13 per cent of all daily trips. Although an estimated baseline for 2020 was reported during The City Plan preparation, the measured data from the 2015 Edmonton Region HTS will be used in place of estimates for the purpose of measuring this target's progress. While the baseline for this measure is eight years old, a new Continuous HTS will launch in early 2024, and provide ongoing data.
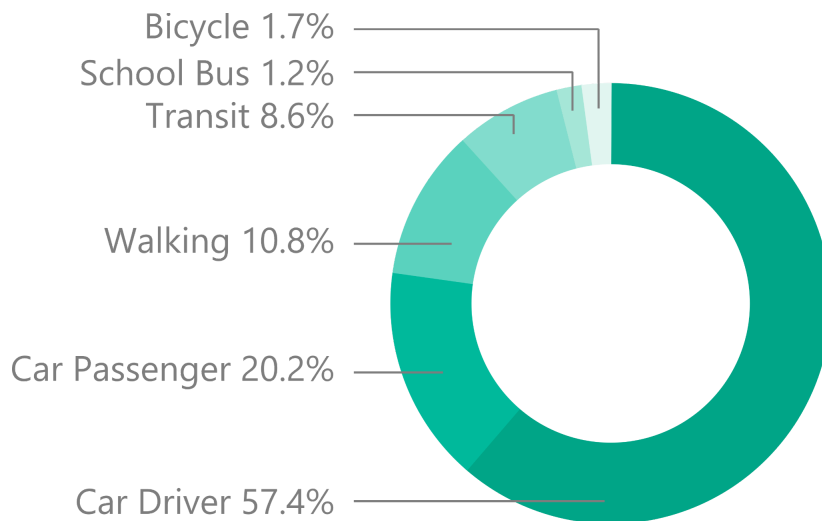
Bicycle 1.7%
School Bus 1.2%
Transit 8.6%
Walking 10.8%
Car Passenger 20.2%
Car Driver 57.4%

Figure 7: Percentage of Trips by Transportation Method, 2015
Source: 2015 Edmonton & Region Household Travel Survey

Transportation mode share provides insights into how Edmontontians use the mobility system to meet their daily needs. The measure indicates the level of use by different travel modes and reveals information about the relative competitiveness among modes of travel. Data analysis can also provide insight about accessibility, safety, connectivity to destinations, equity, convenience, and reliance on different travel modes.

A high mode share for transit and active modes suggests a greater use of public transit, walking, cycling, and other non-motorized transportation options. It implies that residents

have convenient access to public transportation and infrastructure that supports walking and cycling, making these modes attractive and viable for daily travel needs. Conversely, a lower mode share for transit and active modes may indicate a reliance on automobile travel and suggest that residents depend on private vehicles for transportation. This could reflect a lower accessibility or availability of transit options connecting important destinations, or limited walking and cycling infrastructure.

According to the Household Travel Survey (HTS) conducted between 1994 and 2015, the transportation mode share in Edmonton has remained relatively stable over the past three decades. This stability reveal two critical observations:

- Large investments made to expand the LRT network has resulted in more Edmontonians with access to mass transit. However, investment to expand transit service and active transportation networks has not kept pace with the mobility needs of Edmontonians due to population growth.

- Considering this stability over the last three decades, achieving the target will require different and transformative approaches. The current trajectory suggests that investing in transit is important, but cannot shift transportation behavior by itself. Infrastructure investment may need to be focused in different areas and other policy levers and incentives or disincentives may be required.

Methodology

The Edmonton Region Household Travel Survey (HTS) is the data source for reporting transportation mode share. A Household Travel Survey collects information about how household members travel on a daily basis. The survey collects information such as who is traveling, when they travel, where they are going, why they go there, and which travel mode they use to get there. HTS by design, captures all personal travel for the resident household members surveyed; it does not collect commercial trip information. Current practice in Edmonton collects daily travel data for sample households for a typical fall day once every 10 years. First conducted in 1995, the most recent version of the Edmonton Regional HTS took place in 2015. Due to the rapid pace of social, technological, and economic changes and evolving data requirements, the "Once-A-Decade" HTS is no longer sufficient, and the Continuous Survey will provide better insight and opportunities.

Administration has started to scope the Continuous HTS. Once the frequency of the survey (i.e. continuous through the year, quarterly, monthly, yearly) is determined, the new HTS will

launch in late 2024, enabling more frequent monitoring and reporting of patterns. Initially, due to a small sample size, the survey may not be fully representative of the population. However, as the survey accumulates data over time, it will become feasible to analyze outcomes annually.

Implementation

The current budget cycle includes significant investments for transit and active transportation infrastructure, as well as road capacity to support transit. While road capacity can also induce demand for single occupant vehicle use, the net effect of planned capital projects scheduled for 2023-2026 is expected to increase the transit and active mode shares beyond the historical trend observed between 1994 and 2015. Notable capital projects include:

- LRT Network Expansion - Valley Line LRT Extension to Lewis Farms, Metro Line LRT extension to NAIT/Blatchford, and Capital Line extension to Ellerslie Road/Heritage Valley Park-and-Ride
- Mass Transit 1.25 Million Network - Funding for concept planning of B1 and B2 BRT routes
- Transit Priority Measures
- Safe Crossings
- Southeast Transit Garage
- LRT Vehicle Replacements
- Active Transportation Implementation Expansion
- A coordinated program of street and public realm improvements through the "Green and Walkable Downtown" initiative.
- Imagine Jasper Avenue
- Safe and Livable Community Streets
- Missing and Enhanced Sidewalk Connections

Since 2020, Edmonton's transit network has improved and changed to advance this target, including the redesigned bus network, the launch of On Demand transit, bus service hour growth, launch of the Valley Line Southeast LRT service, opening the Heritage Valley Park and Ride facility and launching Edmonton region's Arc fare payment system. In addition, the mass transit implementation study is in progress to support future planning. Capital projects scheduled for the 2023-2026 budget cycle are expected to increase the transit and active mode shares above the historical trend observed between 1994 and 2015. However,

while these capital investments will support increased ridership, this may be counteracted by external factors such as COVID-19 impacts and transit safety perceptions.

Like cities around the world, Edmonton experienced a significant decrease in transit ridership during the COVID-19 pandemic. Edmonton Transit Service (ETS) reached 100 per cent of pre-pandemic bus ridership levels in January 2023, as one of the first large transit systems to reach this milestone. As more organizations implement standardized work-from-home policies and as ETS implements various service improvements as well as the Enhanced Transit Safety and Security Plan, it is anticipated that ridership will trend upward with a positive impact on this measure.

As part of The City Plan Implementation service package, on December 16, 2022, City Council approved the Edmonton Region Continuous Household Travel Survey (HTS). Over the next two years, as the Continuous HTS matures, it will provide valuable data to assess the progress (or lack thereof) of the measure towards this target, including underlying factors that influence this measure.

Once the initial implementation steps underlying The City Plan Systems and Networks are in place such as District Plans, Mobility System investments funded in the 2023-2026 capital budget and key components of the Growth Management Framework, time to evaluate success will allow Administration to understand the next levers of change to employ. Tools to undertake exploratory analysis are essential for this next stage, and will highlight trade-offs in a given approach, potential impacts, risks and benefits, and interdependencies.

Considering pre pandemic travel patterns and implementation of planned transit and active mode infrastructure, a small increase in transit and active mode share can be expected in the foreseeable future. The Continuous Household Travel Survey should reach maturity within two years. Beginning in the fall of 2025 this measure can be reported and analyzed on an annual basis.

Influences

The choices people make around using the transportation system, such as the method of travel and the destinations are the outcome of many factors. Some of the key factors include:

- Socio Demographic - household and family characteristics, and social background

- Mobility Network - the cost, time, distance, affordability, availability, accessibility of travel choices such as auto, transit, and active modes, as well as the connectivity of transit and active transportation network with destinations and opportunities
- Urban Built Form - residential, non residential built form, density and land use diversity, including how land uses and transportation networks are integrated
- Lifestyle - how people live, work and socialize
- Technology - disruptive technologies and convenience have influenced travel patterns. Examples include micro-mobility, online shopping, and the proliferation of food delivery

The City has the ability to impact this target through its investment in infrastructure. As mentioned above, while investment provides more opportunities and improves accessibility for transit and active modes, relying solely on investments may not be sufficient to achieve the target. Investment increases trips by transit and active modes, but has not in turn reduced automobile trips. Policy interventions such as travel demand management and growth management initiatives focused on reducing reliance on automobiles will be necessary. For example, as part of the post pandemic ridership recovery, ETS identified several levers such as service delivery, On Demand services, safety and rider experiences, amenities, fare payment technologies, and transit fare policy to accelerate ridership recovery. It may become necessary to consider other travel demand management policies such as reducing the total distance vehicles need to travel or evaluating parking pricing strategies to shift the measure toward the target. In the meantime, Edmonton must continue to advocate for funding from other orders of government to support infrastructure investment and ensure that this mode share does not shift further toward private automobile travel.

Several factors are outside the City's control that influence this measure. These include a post-pandemic "new normal" with lifestyle changes such as hybrid work and work from home, changing transit demand in employment areas. Demographic factors also influence mode choice based on income, age, cultural norms and preferences. Economic and market forces, such as fuel costs, inflation, employment opportunities and migration also impact travel choices by individuals. Advancements in technology have also changed travel in Edmonton, such as through ride-hailing services, Electric Vehicles, and consideration of the impact of autonomous vehicles in the network. Lastly, real and perceived crime and social vulnerability on transit and around the city's nodes and corridors can impact mode choice. For example, while ETS is actively working on social campaigns and transit safety and

security plans, negative perceptions about transit may still exist which in turn will impact ridership.

Connection to other City Plan Targets

There are several other targets which are connected with the mode shift measured in this target.

	Greener as We Grow	Higher use of transit and active modes will reduce greenhouse gas (GHG) emissions related to transportation. This reduction will in turn have a positive impact towards achieving the community carbon budget and net per person GHG target.
	A Rebuildable City	Enabling infill growth increases population densities in redeveloping areas and boosts transit and active mode share. Further to that, enabling high-density residential and commercial developments in nodes and corridors increases transit mode share.
	A Community of Communities	Implementing the 15-minute city concept encourages people to live, work, shop, and enjoy activities within a 15-minute radius, thereby increasing the convenience and access for transit, and active mode shares.
	Inclusive and Compassionate	Higher use of transit and active modes will reduce costs compared to vehicle ownership, and will provide more equitable access to services and amenities.
	Catalyze and Converge	Employment growth along the innovation corridor and at key nodes and corridors increases transit and active mode share.

A COMMUNITY OF COMMUNITIES
15-minute communities that allow people to easily complete their daily needs

Baseline and Summary

This target does not have a baseline measure. Within the context of The City Plan, there are no definitions for "daily needs" or "easily complete." Therefore, to establish a baseline measure Administration is in the process of building a methodology and testing it to ensure it aligns with the intent of this target.

An organizing principle of The City Plan is that the places people live will be 15-minute communities, a long-standing planning concept where attributes that lead to vibrancy and livability are spread throughout large cities to enable residents to live locally. This approach to city-building reinforces climate goals by reducing reliance on cars, reduces social isolation by creating places where people can meet their friends and neighbors, and attracts more people and businesses to local areas by creating interesting destinations. A key component of this target is also about choice, in that people who do not have access to private vehicles or choose to reduce vehicle use are able to reach needed services and facilities efficiently via transit, walking or rolling.

A method to quantify and report on this target through modeling is outlined in detail below. Preliminary results will be available in 2024 and will be reviewed and refined.

Methodology

City Administration has been working through different approaches to measure this target. A definition of "daily needs" was developed as a starting point, that considers best planning practice for determining a complete community, as well as the data availability so that a realistic model can be developed. Public consultation through a survey is planned to confirm the list of daily needs valued by Edmontonians.

A model is under development, which divides the city into 100 metres squared areas, and shows where access to most daily needs is available versus areas where access is outside the fifteen minute boundary. The meaning of "easily accessed" is determined to mean a fifteen minute walk, bike ride, or transit ride, and with the data available, Administration can accurately map distance for each mode based on actual roads, bike lanes, multi-use trails and sidewalks or other pedestrian routes.

Attachment 1

Daily needs include a wide range of uses. It is important to consider the list of daily needs as the aggregate of what may be required on a daily basis by a neighborhood of people. In other words, if a person considers the neighborhood where they live, there will be families and single people, children and retirees, people working from home and commuting, and all of them have different requirements. Daily needs must reflect all of those demographics.

Daily needs include the following categories:

Category	Service Provided by Destination	Examples
Community Connections	Public access to spaces and resources for a variety of gatherings, activities and events	Parks Libraries Recreation Facilities
Social Well Being	Private food and entertainment supporting personal wellness and social interaction	Restaurants Bars Coffee Shops Movie Theatres
Education	Basic learning and further education in public and private facilities	Public Schools Child Care Centres Preschools
Financial Services	Accessing and managing personal and business finance	Banks
Grocery	Access to food and beverages meeting basic needs and supporting healthy living	Convenience Stores Grocery Stores Supermarkets
Healthcare	Support for mental and physical health, both preventative and in response to accident or illness	Dentists Doctors Pharmacies
Retail and Personal Care	Access to clothing, shelter and lifestyle needs, supporting vibrancy and local business	Clothing Stores Hardware Stores Pet Stores

Table 2: Draft Categorization for "Daily Needs"

Work to build and refine the methodology is ongoing, and expected to yield preliminary results in 2024 for discussion and refinement. This methodology will not consider a person's place of work and excludes regional destinations such as major entertainment facilities and tourist attractions. It also excludes institutions that are crucial elements of a

large city such as post-secondary institutions and hospitals that cannot be within a 15-minute distance of all communities.

Data for the modeling is obtained from the following sources:

- Services and Amenities: Google Places
- Open Space, Park, and School: Edmonton Open Data Portal
- Road and Active Transportation Network: Open Street Maps
- Transit Network: Google Transit Feed Specification
- Elevations: Open Government

Eventually, progress can be tracked for this target regularly, although the analysis to understand why more or fewer areas of the city are 15-minute communities will need to delve into a wide range of policy levers, including zoning changes, development incentives, investments in transit and bike lanes, and others.

Administration is building the model to map the various modes of travel associated with accessing daily needs. A result demonstrating the areas of the city that meet this target will be available in 2024. Further analysis will then be required to determine what gaps exist, and at what level. For example, analysis may show geographic areas that require focus on nodes and corridors to meet daily needs, but those areas may be beyond the 1.25 million population horizon for activation. Certain types of services may be in short supply throughout the city, and may not be within Administration's control to influence. Review and recommendations for this measure will be ongoing throughout the life of The City Plan.

Implementation

There are a number of foundational City Plan implementation projects underway that will set Edmonton on track to move toward this target. Key to this particular target is the adoption of District Plans. Those plans will support understanding the current context, and identify gaps in a variety of types of infrastructure, services, and amenities. Working with Growth Management Framework initiatives will enable different levers of change to impact the way city building takes place and evolves, with a goal of bridging gaps over time. The flexibility built into the Zoning Bylaw Review process will also result in more local vibrancy being possible, and therefore gaps to be filled as the redeveloping areas evolve and the greenfield areas make use of the new regulations.

Implementation of the 1.25 million mass transit network is another key effort underway that will advance this target. High level planning to develop the 1.25 million mass transit network has been completed and presented to Council in the February 15, 2022 Urban Planning and Economy report UPE00342 Mass Transit: Planning for 1.25 Million People. Implementation planning is underway to provide direction on bus based mass transit, such as Bus Rapid Transit (BRT), and continued LRT construction. Funding to begin concept planning for Mass Transit Routes B1 and B2 was approved by City Council and will occur during this budget cycle. Expansion of the active transportation network during this budget cycle will also result in a significant expansion of the existing network and provide more opportunity for Edmontonians to get around safely by bike or other active modes. Curbside space can be used for dedicated active transportation or mass transit lanes, or purposes like business activations, parklets, and seating areas, all of which encourage mode shift and local economic activity. Advancing work on curbside space is in early stages of planning, and will be implemented in future years.

The Business Census and Household Travel Survey are data collection tools that began in 2023 and will provide Administration with a rich dataset to identify gaps as well as to start to learn how effective the levers of change have been in moving toward the Big City Moves. Administration will be able to start analysis toward the end of this budget cycle as the datasets are filled in and a clear picture developed.

Since there are several projects underway and at early stages of implementation that will impact this measure (i.e. zoning regulations, district plans, active transportation networks), it is prudent to monitor results for a period of time before introducing new work or engaging different levers of change. It will be important to understand which categories of daily needs are progressing and which are not, and to evaluate how the City might influence any daily needs categories that are creating gaps

Influences

To create 15-minute communities with easy access to daily needs, Administration can set up an environment that provides more opportunities for city builders. An enabling environment includes setting up District Plans, adopting a flexible and inclusive Zoning Bylaw that allows more redevelopment, and investing in public transit and active transportation.

There are aspects of meeting this target that are outside the control of the City, namely the market demand in a given area for development. Private investment will drive many

of the daily needs and their location. This may be mitigated through ongoing efforts to incentivize and remove barriers to redevelopment. Other levers of change could include new policy or creating partnerships with organizations where a specific gap is noted.

Related to public funding, the requirements to meet daily needs in more parts of the city need to be funded, either through municipal funding, provincial funding (i.e. schools), contributions from other orders of government, or grants. To ensure daily needs are easily met in more places as the city reaches two million residents, gaps must be identified and prioritization of daily needs put forward for budget requests. This may include advocacy to other orders of government.

Connection to other City Plan Targets

There are several other targets which are connected with the increase in 15-minute communities measured in this target.

	Greener as We Grow	Living locally more often will reduce carbon emissions, particularly where travel modes shift away from automobile dependency.
	A Rebuildable City	More infill dwellings with a higher population living in redeveloping areas will lead to greater demand for shops, services and amenities, the provision of which will increase the prevalence of 15 minute communities.
	A Community of Communities	Implementing the 15-minute community concept increases the convenience and access for transit and active mode shares.
	Catalyze and Converge	Employment growth in the innovation corridor and at nodes and corridors city wide will increase the destinations available for more communities in a 15-minute radius.

INCLUSIVE AND COMPASSIONATE
Nobody is in core housing need

Baseline and Summary

The City Plan baseline measure for this target comes from Statistics Canada's federal census that has captured the measurement of Core Housing Need consistently since 2011. Core Housing Need refers to households not falling below at least one of the thresholds for housing affordability, suitability, or adequacy, and having to spend 30 per cent or more of income to pay the rent of alternative acceptable local housing.

- Affordability means current shelter costs are less than or equal to 30 per cent of total before-tax household income.
- Suitability is defined as having enough bedrooms for the size and composition of a household.
- Adequacy is reported by residents as not requiring any major repairs to the dwelling.

For the purpose of setting a starting point, the 2016 result of 14.2 per cent translates to approximately 100,000 people or 49,215 households living in core housing need.
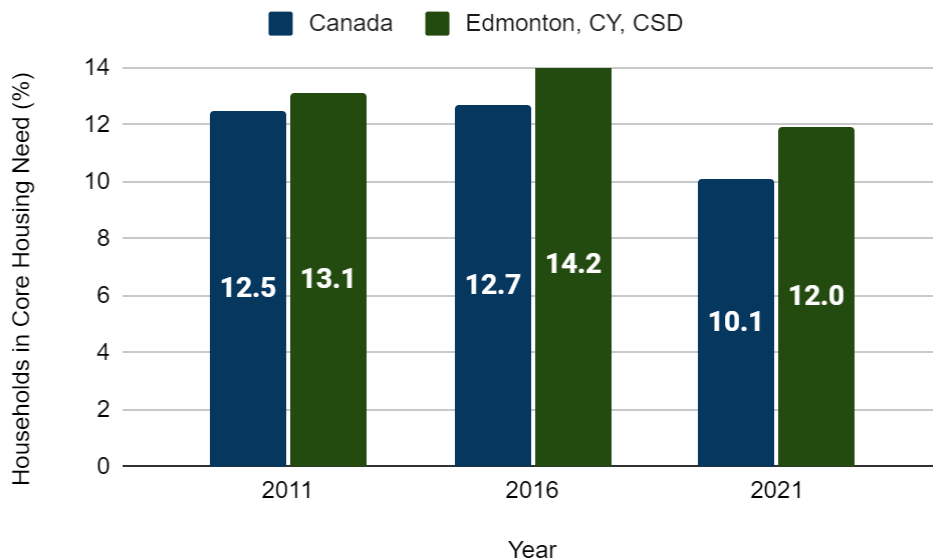

Figure 8: Core Housing Need, Canada and Edmonton City (CSD), 2011 to 2021
Source: Statistics Canada, Housing indicators, 2011,2016, 2021 Census

The results in 2021 across Canada were impacted by COVID-19 relief benefits (e.g. Canada Emergency Response Benefit) that offset declines in market income impacting some

households meeting the affordability threshold. Therefore, the percentage of households living in core housing need and with affordability issues is likely higher than what the 2021 results suggest, particularly in light of higher inflation and mortgage interest rates since 2021. Figure 8, above, shows core housing need in Edmonton compared to the rest of Canada across several Federal census years.

A more detailed analysis of the census results shows that in 2021, renters were more likely than owners to be living in unaffordable and/or unsuitable accommodations, particularly female led households, racialized or Indigenous households, and seniors. Core housing needs disproportionately affected households with residents that have disabilities or physical health needs.

Methodology

Once every five years, the federal Census of Population provides a detailed statistical portrait of Canada and is the primary source of sociodemographic data for specific population groups such as lone-parent families, Indigenous peoples, immigrants, seniors and language groups, and for detailed or small geographies.

A sample of approximately 25 per cent of Canadian households receive a long-form questionnaire. All other households receive a short-form questionnaire. Information on housing conditions are contained in the long-form whilst data on income are integrated from Canada Revenue Agency records for the previous tax-year.

Estimates of core housing needs likely underestimate how many people face housing challenges. The calculation is based on people who live in private households only. Although most people fall into this category, private households exclude many facing housing challenges (e.g., those people experiencing homelessness, people who live in rooming houses). In addition, non-family households with at least one financial provider aged 15 to 29 attending school are considered not to be in core housing need regardless of their housing circumstances. Attending school is considered a transitional phase, and low incomes earned by student households are viewed as a temporary condition. The calculation also excludes households that report zero income and households that spend more than 100% of their before-tax income on shelter

The City of Edmonton's Housing Needs Assessment (HNA)[5] builds on the Statistics Canada federal census data, and adopts a methodology derived from the Housing Assessment Resource Tools (HART) project (funded by Canada Mortgage and Housing Corporation [CMHC] Housing Supply Challenge) led by University of British Columbia's Housing Research Collaborative. It enables projections for the number of households in core housing needs from the base federal census estimates, as well as incorporating qualitative data that can be compared across Canada. In partnership with the CMHC and the Federation of Canadian Municipalities (FCM), Statistics Canada has developed a new survey, the Canadian Housing Survey, to supplement housing data in the years between census counts. The results for 2022 will be used to further examine recent core housing needs and help to set an interim target for when Edmonton reaches 1.25 million people.

Implementation

The City's 2016-2025 Affordable Housing Strategy established actions using a range of affordable housing options, including supportive housing, deep subsidy and social housing and near-market rentals. This housing continuum is shown in Figure 9.
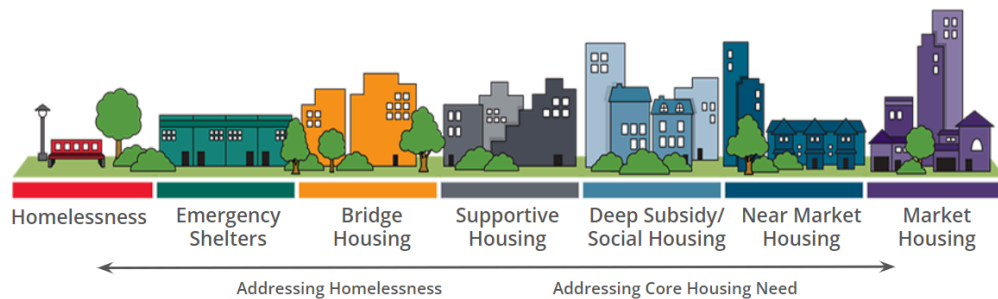

Figure 9: The housing spectrum and City involvement

Work on the actions outlined in that strategy are underway. The 2016-2025 strategy included an Affordable Housing Needs Assessment, and key findings from the assessment demonstrated that housing needs in Edmonton are significant and will continue to grow. Edmonton has more than 396,000 housing units, but fewer than 15,000 of those are social and affordable housing. Approximately one in eight Edmonton households, approximately 46,000 households, were found to be in core housing need, and this number is expected to increase to approximately 56,000 by 2031. The updated Housing Needs Assessment is

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[5]

edmonton.ca/sites/default/files/public-files/assets/PDF/Housing-Needs-Assessment-August-2022.pdf

based on the 2021 Federal Census, which occurred during the Covid-19 pandemic. Considering the unique impacts of the pandemic on both social and economic patterns of the country, the housing need is underestimated and caution should be exercised in extrapolating based on the 2021 data.

Between 2019 and 2022, more below market units were developed than during the previous decade; a total of 2,704 new or renovated below market housing units were completed (see Figure 10 below).
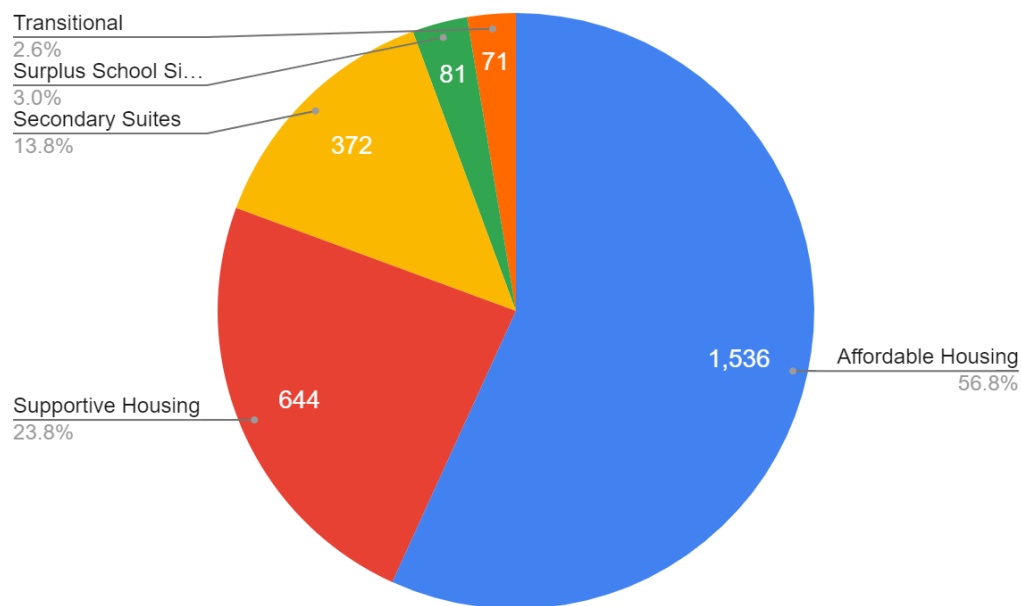

Figure 10: 2019-2022 Total New Units By Housing Type

The federal government is re-engaging in affordable housing through the National Housing Strategy. Over the next 10 years, the Strategy will look to cut chronic homelessness in half, remove 530,000 families from housing need, and invest in the construction of up to 160,000 new affordable homes. In addition, the Alberta government has indicated it will increase the number of households the affordable housing system can support by 25,000, through an increase in the supply of affordable housing stock (13,000 housing units) by maximizing federal funding available under the National Housing Strategy and through an increase in rent supplements to support an additional 12,000 households. Currently, in Alberta, there are approximately 57,000 households in government-subsidized housing, and more than 24,000 households waiting for suitable subsidized accommodation.

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An updated Affordable Housing Strategy is scheduled to be presented to Council in 2024. It will include an implementation plan and measurement framework, further guiding the City's actions and investments from 2023 through 2026. A new Indigenous housing grant stream created specifically for Indigenous-led affordable housing providers offers limited capital funding to build new and/or rehabilitate existing affordable housing units. The focus of the updated strategy is identifying effective strategies for reducing core housing needs and increasing the supply of affordable housing across Edmonton. It will align and support the work of the Community Safety and Well-Being Strategy, the corporate homelessness plan and community plan to end homelessness.

Influences

While the federal government has long-term obligations to housing, since 1996 the provincial government has been responsible for ownership, management and administration of social and near-market housing stock. Today, about 80 per cent of the existing social housing stock is administered by the province under Social Housing Agreements (SHA), or other long-term arrangements.

The City's affordable housing strategy will positively impact Edmonton's ability to meet City Plan targets by committing to an increase in the supply of adequate and affordable housing including supportive housing, deep subsidy and social housing and near-market rentals. Other City plans and actions will also positively impact results.

Many factors influence results that are outside the direct control of the city, including economic and labour market conditions, changes in prices and inflation, and the demand and supply dynamics of housing.

The CMHC released a 2022 report[6] estimating the additional housing units and changes in the housing stock required by 2030 to be affordable for a household with an average income that wants to buy the average house. Results showed that while housing is more affordable in Alberta than many other parts in Canada, an additional housing supply of approximately 20,000 units beyond those built in a "business-as-usual scenario" is required to maintain housing affordability at its current levels for the average household. Demand for housing is expected to increase with both a larger number of households in Edmonton and higher average incomes.

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[6] "*Canada's Housing Supply Shortages: Estimating what is needed to solve Canada's housing affordability crisis by 2030.*" Canada Mortgage and Housing Corporation, June 2022.

Sociodemographic factors also impact the ability to reach the target. Trends in poverty and social exclusion suggest that fewer economic and social opportunities exist for one-parent families with young children (particularly female-led), for refugees and immigrants (particularly recent immigrants), for Indigenous people, those in the lowest income quintile, those reporting mental and/or physical health disabilities, those who had experienced homelessness, as well as those who identify as transgender or non-binary. Immigration accounts for almost 100 per cent of Canada's labour force growth, and by 2032 is projected to account for 100 per cent of Canada's population growth[7], so connecting newcomers to adequate housing by increasing supply and maintaining affordability is critical for long-term success.

Gains in the supply of affordable and supportive housing as a result of investments over the past four years demonstrates the pivotal role the City can play as an early and reliable investor for affordable housing in Edmonton. While the City is not solely responsible for ensuring all Edmontonians can afford a home, municipal leadership is key when it comes to articulating the specific needs of Edmontonians and attracting investment and leveraging funds from other orders of government.

Connection to other City Plan Targets

There are several other targets connected with the reduction in core housing need measured in this target.

	A Rebuildable City	There are also dependencies between reaching this target and 600,000 new residents and 50 per cent infill dwellings in the redeveloping area. A greater supply of dwellings in areas with services may contribute to a reduction in core housing need by expanding housing options.
	A Community of Communities	50 per cent of trips being taken by transit and active modes requires investment that more easily enables trips by different modes.

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[7] *"An Immigration Plan to Grow the Economy."* Immigration, Refugees and Citizenship Canada, November 2022.

	Inclusive and Compassionate	As described in the target about the per cent of household expenditures not exceeding 35 per cent, encouraging residential construction across housing tenures, dwelling types, and price points may also contribute to a housing supply that meets the needs of households in Edmonton. By doing so, the City may reduce the likelihood and/or extent of upward price pressures on certain dwelling types/locations due to limited availability.
	Catalyze and Converge	All Catalyze and Converge targets that build and strengthen Edmonton's economic development also help provide employment income for Edmontonians.

INCLUSIVE AND COMPASSIONATE
There is no chronic or episodic homelessness in Edmonton

Baseline and Summary

Homelessness describes a range of housing and shelter circumstances, with people being without any shelter at one end, and being insecurely housed at the other. Chronic homelessness refers to those who are homeless for a long time, often a year or more, and often describes those who have been homeless while struggling with a disabling condition such as a serious mental illness, substance use disorder, or physical disability. Episodic homelessness refers to those who move in and out of homelessness, and are generally homeless over a shorter-term period.

The baseline measure for this target is generated from Homeward Trust's By Name List (BNL). Results show the number of people experiencing homelessness increasing from 1,504 in 2019, to 3,014 in 2023 (as at May 7, 2023). The data from 2020 will provide a starting point for tracking, at 1,651 homeless Edmontonians.
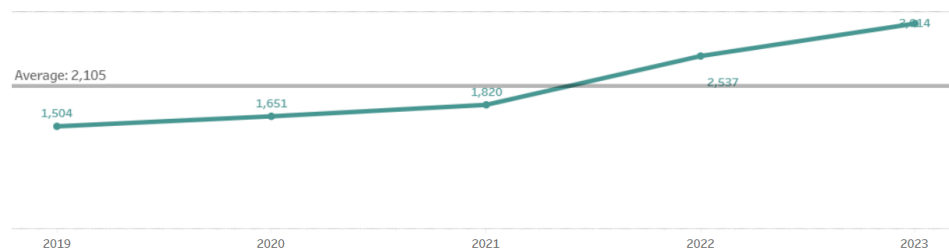

Figure 11:

People experiencing homelessness 2019-2023 (as at May 7, 2023), Edmonton City

Source: Homeward Trust Data, Analytics and Reporting

Of those experiencing homelessness, approximately 50 per cent were in provisional accommodation, which refers to temporary housing that may lack security of tenure, aligning more with episodic homelessness. For those whose risk of homelessness has the potential to be chronic, approximately 20 per cent were sheltered in overnight shelters for the homeless, as well as shelters for those impacted by family violence, and 30 per cent living on the streets or in places not intended for human habitation. Of note, approximately 60 per cent of those experiencing homelessness had Indigenous identity.

Attachment 1

While the biggest cities in Canada tend to have the largest number of people experiencing homelessness, the number of homeless people in Edmonton is higher than Calgary. Edmonton also has a higher proportion of unsheltered homelessness, notwithstanding recent increases in shelter capacity. The Homeward Trust shelter operational capacity and usage data, listed by Edmonton agency, indicates while some shelters are operating near, at or over capacity, others indicate more capacity is available[8].

The City's role in homelessness has evolved over time. When investment in social housing from all orders of government decreased through the 1980s and 1990s, homelessness in cities across Canada increased, resulting in a new role for municipalities in planning and coordinating with community organizations to address the issues associated with encampments, increased homelessness and substandard housing.

Methodology

The City of Edmonton does not provide direct housing services and does not collect personal or demographic information about individuals or families experiencing homelessness. Baseline results for this indicator are produced from Homeward Trust's By Name List (BNL) that includes demographic information of clients experiencing homelessness supported by over 60 agencies in Edmonton. The list helps facilitate referrals to Housing First programs through Coordinated Access and tracks progress in ending chronic homelessness.

The Homeward Trust Foundation is the federally designated Community Entity and provincial Community Based Organization responsible for the management and coordination of funding from all orders of government. They contract a range of programs and services under Edmonton's Plan to Prevent and End Homelessness and track and report progress. The BNL is a real-time registry of people experiencing homelessness in Edmonton. Dashboard reporting is updated monthly. The City, through ConnectEdmonton reporting, monitors homelessness per 100,000 population that provides a contextual perspective of homelessness and enables a way to compare with other cities.

2019	146 per 100,000 population
2020	157 per 100,000 population
2021	172 per 100,000 population

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[8] https://homewardtrust.ca/data-analytics-reporting/

Table 3: Annual Estimates of Numbers of People Experiencing Homelessness
Source: Homeward Trust, Data, Analytics and Reporting, and City of Edmonton

Implementation

Through collaborative community efforts and the merger of the Edmonton Housing Trust Fund and the Edmonton Joint Planning Committee on Homelessness into the Homeward Trust Foundation, Edmonton experienced significant successes in reducing homelessness. However, the COVID-19 pandemic and its associated economic and social impacts significantly increased the number of people experiencing homelessness, necessitated an emergency response coordinated at a local level and significantly expanded the scope of the City's homelessness response.

In turn, the City is shifting from an ad-hoc, emergency decision-making environment towards proactive planning to respond to homelessness. Three interconnected strategic documents under development include the Corporate Homelessness Plan, the Updated Affordable Housing Strategy and the Updated Community Plan to Prevent and End Homelessness. Administration is scheduled to provide a draft Corporate Homelessness Plan to Council in Q1 2024, which will clarify the most effective role for the City in preventing and ending homelessness, alongside service partners. The plan will evaluate the impact of City-funded initiatives and create clear lines of responsibility and accountability for the City's efforts to address homelessness.

The City's plan presented in the April 17, 2023 Community Services report CS01637 Enhanced Encampment and Unsheltered Homelessness Response Plan will guide encampment response for the next two years. Its short-term goals are to:

- Increase the number of people housed from encampments.
- Reduce the time it takes for unsheltered people to be housed.
- Increase the number of strategies for mitigating encampment safety risks and improving the well-being of encampment occupants.
- Improve coordination, communication and reporting on outcomes and progress.
- Maximize the efficiency of all encampment response processes.

Edmonton City Council also approved the Community Safety and Well-being Strategy in the May 16, 2022 Office of the City Manager report OCM00991 Community Safety and Well-Being Strategy. The strategy uses an equity-based approach to combat racism and

poverty, improve overall well-being and further reconciliation. Outcomes within the strategy's Pathways In and Out of Poverty pillar focus on addressing poverty and increasing the supply of safe, accessible and appropriate affordable housing and supportive housing to address homelessness.

Influences

Edmonton's community response to homelessness is an intersection of health, social and housing services funded by the federal, provincial and municipal governments. Homeward Trust works with the Government of Alberta to implement strategies set out in the province's 10 Year Plan to End Homelessness and other strategic plans. Homeward Trust also acts as the Community Entity on behalf of the Government of Canada's Reaching Home Program, distributing funding from all orders of government to service partners that deliver housing programs and services. In addition to funding Homeward Trust, the Government of Alberta also funds all permanent emergency shelter services directly through operating agreements between shelter providers and the Ministry of Seniors, Community and Social Services.

While the City does not have direct control over results for this measure, City actions do influence results. The nature of the City's impact varies depending on whether or not the participating business area is delivering direct services (e.g. coordinating and implementing the response to unsheltered people in encampments), delivering indirect services (e.g. funding agency partners to deliver shelter services) or responding to the impacts of homelessness (e.g. fire rescue services responding to emergency calls in encampments or abandoned buildings).

Many factors influence the number of people experiencing homelessness that are outside of the control of the City or government. Studies point to a complex interaction of individual factors, life events and structural (economic and societal) factors that impact the number of people who become homeless[9]. Individual factors and life events associated with increased risk of homelessness include low education, lack of job skills, substance use, mental health issues, domestic violence, family instability, relationship breakups, social exclusion due to sexual orientation and adverse childhood experiences. Structural or social factors like the lack of social and affordable housing, lack of support for immigrants and refugees, aging out

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[9] "*A portrait of Canadians who have been homeless*". Uppal, S. Statistics Canada. March 14, 2022.

of foster care (in the absence of adequate support for independent living) and leaving prison have all been associated with increased risk of homelessness.

In recent years there have been significant challenges, including inconsistent funding from other orders of government, the emergence of drug poisoning that has increased the depth of needs, the emergence of large encampments or "tent cities," and the economic shock of the COVID-19 pandemic and its lingering social impacts.

Connection to other City Plan Targets

Other targets connected with the reduction in homelessness measured in this target include:

	A Rebuildable City	Increasing the amount of housing through infill may reduce barriers to construction of supportive housing. Mitigations related to gentrification are a key consideration of the growth management framework.
	Inclusive and Compassionate	Reducing the number of Edmontonians in core housing need may also reduce the numbers at risk of episodic homelessness.
	Catalyze and Converge	A focus on economic growth and development which will provide more employment opportunities for Edmontonians may provide jobs for more people at risk of homelessness.

INCLUSIVE AND COMPASSIONATE
Less than 35% of average household expenditures are spent on housing and transportation

Baseline and Summary

According to results from Statistics Canada's 2019 Survey of Household Spending (SHS)[10] respondents in Edmonton reported that, on average, shelter and transportation accounted for 36.7 per cent of total household expenditure. On average, shelter accounted for 22.5 per cent of total household expenditure, whereas the share spent on transportation was 14.2 per cent. The result shows that household spending on shelter and transportation is in excess of the target.

This measure reflects the average share of household spending that goes to shelter and transportation. Within the SHS shelter and transportation expenditure categories are subcategories that are less relevant to The City Plan's definition of affordability, specifically:

- other accommodation, which includes expenditure such as owned secondary residences and accommodation away from home;
- drivers' licences and tests, and driving lessons;
- airplane transportation;
- inter-city bus transportation;
- other intercity passenger transportation services; and
- household moving and storage services.

Excluding these subcategories brings down the average share of total household expenditure on shelter and transportation to an estimated 33.9 per cent in 2019, which is below the target[11]

It is important to mention that the data is insufficient for determining whether affordability has gotten better or worse for an average household. Affordability thresholds are typically based on household total income and not expenditure, as households typically have more leeway to adapt total expenditures than total income in the face of economic shocks (e.g., rapid price increases, high interest rates, forced reduction to labour hours, asset valuation shock). If we examine shelter and transportation expenditure as a per cent of household total income, Edmonton household respondents paid, on average, 20.6 per cent of

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[10] https://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=3508
[11] Due to data suppression of spending amounts for select subcategories, proportional shares were calculated based on provincial results and used to calculate an estimate.

household total income towards shelter costs. According to Statistics Canada, the classification related to housing affordability is whether the occupants of the dwelling paid 30 per cent or more of household total income towards shelter costs[12]. There is no definition to describe the relative affordability of transportation based on total household income. If we look at the share of shelter and transportation out of income for the average Edmonton household excluding the subcategories identified above, the share of shelter out of income in 2019 was 19.2 per cent and transportation's estimated share was 11.8 per cent.

The SHS has limitations as a dataset for determining whether shelter and transportation costs are affordable for Edmonton households as experiences can vary, even between households with similar incomes. Variation in individual experiences and circumstances can be lost by measuring the city-wide average. More detailed analysis is required to provide deeper insight into where Edmontonians are not having their basic needs met. In addition, the impact of City policies that are intended to improve the cost of living in Edmonton may not be reflected in the SHS data. Similarly, the data will not provide rationale for changes in household spending patterns, or how choices reflect preference or market availability. There are key differences between how the SHS and City define transportation; most notably, that active modes of transport are not included in the data or, if included (e.g. cost of a bicycle), are categorized outside of transportation in the SHS data. More information is provided in the methodology section below.

Methodology

The target is tracked based on data from Statistics Canada's Survey of Household Spending, which is conducted every two years. Results are usually released with a lag of an additional two years. Edmonton-specific results can be purchased through a custom order. The SHS is a national survey that gathers information on the spending habits of Canadians by looking at how much households pay for food, clothing, shelter, and transportation, among other things. While the SHS allows users of the data to measure changes in aggregate spending patterns, participation in the survey is voluntary, with results coming from a sample of households.

Average household expenditure on shelter is calculated based on the 'shelter' category definition in the SHS. This category includes the following components:

- principal accommodation (both rented and owned accommodation are considered);
- water, fuel, and electricity for principal accommodation; and

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[12] https://www150.statcan.gc.ca/n1/pub/82-229-x/2009001/envir/hax-eng.htm

- other accommodation, which would include owned secondary residences, and accommodation away from home.

Similarly, average household expenditure on transportation is based on how the 'transportation' category is defined in the SHS. This includes both private and public transportation. Private transportation includes the purchase/rental of automobiles, vans and trucks, and the cost of operations (e.g. gas, parking, and maintenance). Public transportation includes household expenditure on public transit and other means of passenger transportation (e.g. taxis, peer-to-peer ride services, airfare, and household moving and storage services).

The sum of average household expenditure on the shelter and transportation components divided by average total household expenditure produces the percentage of average household expenditure on shelter and transportation.

A limitation of the Survey of Household Spending data is that it cannot be disaggregated to analyze changes in spending patterns by geography or income within Edmonton. Spending patterns of households in Edmonton that would qualify for government transfers and affordable/supportive housing programs can only be observed at the provincial-level, and cannot be broken out without applying assumptions for custom transformation of available data.

For the purposes of evaluating the target, Administration recommends housing and transportation costs should be evaluated relative to household income, rather than expenditures. This adjusted approach can be formalized at the administrative level and will require an evaluation of alternative data sources, but does not justify preparing an amendment to The City Plan at this time.

Implementation

Affordable Housing Investment Plan
Over the 2019-2022 budget cycle, Edmonton City Council approved the 2019-2022 Affordable Housing Investment Plan. The City's goal of creating 2,500 new or renovated affordable housing units across Edmonton was supported by complementary operating and capital budget allocations, and successfully stimulated new unit growth and critical social and economic investment. The stated goal was surpassed with the following results:

- A total of $132.7 million in funding was committed in the City's 2019-2022 operating and capital budgets to create and maintain 2,728 affordable housing units, including 644 new permanent supportive housing units.
- The City's investment attracted almost $200 million in investment from other levels of government and leveraged a further $323 million in equity contributions from affordable housing providers.
- Taken together, the City of Edmonton's 2019-2022 Affordable Housing Investment Plan led to the construction of $689 million in affordable and supportive housing projects in Edmonton.

Edmonton's Community Safety and Well-being Strategy is a roadmap for inclusive, connected, and coordinated safety and well-being planning that is aligned to the values in The City Plan. Commitments to reduce barriers in bringing supply to Edmonton's housing market and improving public transportation options through the 2023-2026 budget cycle include the following:

- approved funding for Edmonton Exhibition Lands, Edmonton Coliseum Demolition, and Heritage Valley through the City's Enterprise Land Development Program;
- investing in Edmonton's Mass Transit Network, including continued expansion of the LRT's Valley Line, Metro Line, and Capital Line, as well as funding for planning of bus rapid transit (BRT) routes and other bus based mass transit (Mass Transit Routes B1 and B2);
- capital funding for the Southeast Transit Garage and Light Rail Vehicle (LRV) replacements;
- investments in transit services, including permanent On Demand transit, transit safety, transit priority measures and increased off peak and on demand service; and
- Active Transportation Network Expansion - Council provided $100 million to rapidly expand the active transportation network.

City Plan Implementation Projects
Other strategic work, such as the Zoning Bylaw Renewal and Growth Management Framework, could encourage more diversity in housing choices, including housing options (both market and affordable units) within close proximity of mass transit. These initiatives could also encourage mixed-use developments combining residential and commercial spaces to make it easier for people to live, work, and access amenities within walking or biking distance. Increasing choice around housing and transportation may provide people

with greater flexibility to choose housing and modes of transportation within their budget and potentially reduce expenditures.

There is work underway to develop a Housing and Transportation Cost Index ("Index") for Edmonton. The Index is intended to provide insight on the share of income that households spend on housing and transportation, rather than expenditures, and could be disaggregated by dwelling type, household composition, and socio-demographic characteristics. This Index could also allow for spatial analysis at the neighborhood, district, or other geography, as required. At maturity, with data from both the 2021 federal Census of Population and the City's Household Travel Survey (HTS) now being conducted on a continuous basis, the Index could be a useful tool to understand the extent of housing and transportation cost burdens on households in Edmonton, which could be valuable when developing policies intended to improve cost of living affordability and enhance equity.

Influences

Shelter and transportation expenditure as a share of household expenditure that are captured in the Survey of Household Spending may be influenced by the following:

- Household income, which can be an indication of a household's ability to purchase goods and services, and an influencing factor in a household's expenditure choices
- Household preference, which impacts the type of goods and services purchased by a household, including for shelter (e.g., dwelling type, location of dwelling, etc.) and transportation (e.g., use of public transit, active modes and/or private automobiles)
- Shelter and transportation options that are readily available for households to purchase/utilize; and
- Price movements in shelter and transportation, relative to price movements for other household expenditures

The City of Edmonton does not have a direct influence on reaching this target. The City can apply levers that may influence household expenditures to result in a smaller percentage of household expenditure on shelter and transportation but there is no guarantee that this will happen. Some examples of levers that could influence the outcome include:

- Encouraging residential construction across housing tenures, dwelling types, and price points through regulation so that housing supply sufficiently addresses the needs of households in Edmonton. By doing so, the City may reduce the likelihood

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and/or extent of upward price pressures on certain dwelling types/locations due to limited availability; and

- Ensuring that transportation modes such as mass transit and active modes, which are offered at a lower price point than private transportation (as defined by the SHS), are a cost effective, reliable and convenient primary mode of transportation for households regardless of their location in Edmonton.

The 2021 SHS results were released in late 2023. According to results, respondents in Edmonton reported that, on average, shelter and transportation accounted for 32.1 per cent of total household expenditure in 2021. This result shows that household spending on shelter and transportation was below the target in 2021. On average, shelter accounted for 21.4 per cent of total household expenditure, whereas the share spent on transportation was 10.6 per cent. Excluding the expenditure subcomponents that are less relevant to affordability, as defined by The City Plan, average spending on shelter and transportation accounted for 30.1 per cent of total household expenditure in 2021.

The next release of SHS results will be for the 2023 reference year and is expected in 2025. Each release of SHS results will provide Administration with an opportunity to update its understanding of expenditures related to shelter and transportation. Even though the City cannot directly influence this measure, it can try to influence household expenditure on shelter and transportation by encouraging residential construction across dwelling types, tenures, and price points that meet the needs of a variety of Edmontonians, and ensuring that mass transit and active modes are expanded and improved.

Connection to Other City Plan Targets

There are several other targets connected with maintaining affordability, as measured in this target.

	Greener as We Grow	Statistics Canada data indicates that for the average Alberta household, energy costs for shelter and transportation were five per cent of total household expenditures in 2017. Progress towards the target of achieving net zero per person GHG emissions may impact energy costs. Programs that promote energy conservation may result in a reduction in spending; while, transitioning to cleaner fuel sources may have varying impacts on energy costs, as price forecasts for these alternative fuel sources remain uncertain.
	A Rebuildable City	Targets related to infill and redevelopment may increase supply and variety of housing choices, which may result in lower costs incurred.
	A Community of Communities	If 50 per cent of trips are made by transit and active transportation and the city has more 15-minute communities where people can easily meet their daily needs, costs for transportation may be reduced.
	Inclusive and Compassionate	If affordability of housing and transportation costs remains stable, it may result in fewer Edmontonians in core housing need or a lower level of homelessness.
	Catalyze and Converge	Increasing employment growth in nodes and corridors and in the innovation sector will provide more opportunity for employment, and could increase earning potential for more Edmontonians.

CATALYZE AND CONVERGE
Hold 70% of total regional employment in Edmonton

Baseline and Summary

This measure was identified in The City Plan because having a strong central city is critical for ensuring the prosperity of the region. The intent is to show that Edmonton is maintaining its share of employment in the Edmonton Metropolitan Region, and therefore is demonstrating leadership in supporting the region's commitment to growth. The Edmonton Metropolitan Region is a formal organization made up of 13 rural and urban municipalities around Edmonton.

As of 2016, approximately 75 per cent of the employment in the region is located in Edmonton. This data is from the 2016 Statistics Canada Census. The percentage of total employment in the region within Edmonton is higher than the percentage of total population in the region within Edmonton, which is approximately 70 per cent.
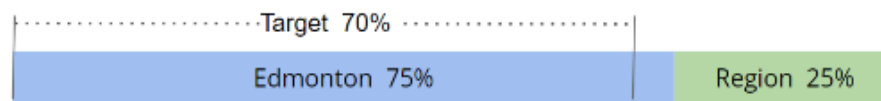

Figure 12: Percentage of Regional Employment located in Edmonton, 2016[13]

Maintaining over 70 per cent of jobs in the region in Edmonton demonstrates that Edmonton is a hub of employment activity, attracting local, national and global investment to the Edmonton Metropolitan Region. A strong central city provides opportunities for businesses in a variety of sectors to set up where talent is attracted by a high quality of life, affordability, a modern and well-connected mobility system and competitive economic environment.

A limitation of this measure is that it equates all jobs to be equal, regardless of term, income levels, or sector. It also does not reflect the total job growth that is occuring in the city, instead focusing on jobs in relation to the region. The measure also does not reflect decisions that occur outside of Edmonton in other municipalities. For example, a neighboring municipality could lower their servicing standards, tax rates or off-site levies in a way that leads to higher job growth in the region outside Edmonton.

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[13] 2016 Statistics Canada Federal Census, Census Profile, 2016 Census of Population.

Methodology

The data set to measure employment in Edmonton comes from the Statistics Canada Federal Census, which takes place every five years. Specifically, data is derived from Place of Work information. Statistics Canada provides two sets of data to track Place of Residence (POR) and Place of Work (POW). POR represents where the employed workforce live, whereas the POW measures where employed people work.

The POW data only reports people with fixed places of work including people who work from home. We also know that out of total employment, approximately 14 per cent of the workforce does not have a fixed place of work. However, this remains the most reliable source of data to track employment in the regional context.

A new data set will be available soon from the 2021 Census. Administration will analyze the results, but expect the 2021 data to have issues related to how people reported their place of work as the data was collected in the middle of the COVID-19 pandemic. Another challenge with the Statistics Canada data is the five-year gap in the release dates, which leaves a large period of time in between where significant change can happen and remain untracked.

Implementation

Economic Action Plan
The Economic Action Plan (EAP) was approved by City Council on April 19, 2021, (the Urban Form and Corporate Strategic Development report UFCSD00208, Edmonton Economic Action Plan) and is the City's 10 year economic development plan. It will advance the implementation of The City Plan and in particular the goal of adding 121,000 net-new jobs by 2030.

The Action Plan outlines 24 actions that are also being monitored. Administration will report on EAP progress through a publicly available dashboard that is integrated with the Open Performance portal. This approach ensures accountability and alignment to the City's strategic goals. The EAP dashboard will go live in Q4 2023.

Some highlights of the EAP actions that will also serve to ensure Edmonton maintains this target include:

- Red tape reduction efforts
- Creation of a local procurement policy

- Including economic development outcomes in budget prioritization processes
- Attraction of Air Products to Edmonton, and the launch of an RFI to start a hydrogen fueling station.
- Implementation of Business Friendly Edmonton
- Development of lands near the Edmonton International Airport
- Economic Incentive Construction Grant ($19 million that leveraged $551 million investment)

The City is also beginning an update of the Industrial Action Plan to align with The City Plan and the Economic Action Plan, and respond to changing dynamics in the industrial market.

Collaborative Economic Development Initiative
The City of Edmonton has a leadership role in the Collaborative Economic Development (CED) initiative, which includes partners from across the region. Partners are working together to have land shovel-ready for targeted sectors by working together to cost-share needed infrastructure and reduce barriers through collaboration. While CED will promote job growth in Edmonton and the region, Edmonton will have opportunities to benefit financially through growth outside of Edmonton because of the opportunities to share costs and share revenues. The target as stated will not reflect success realized through this program when jobs are located outside the city boundary.

Mobility Network
A critical success factor for maintaining employment share is the investment in our goods movement network including Yellowhead Freeway conversion, CP Rail grade separation at 50 Street and ramp construction at 137 Avenue and Anthony Henday Drive. Increased funding for transit through LRT construction and mass transit planning and design along with dedicated funding to expansion of Edmonton's active transportation network will also create a competitive environment that will draw businesses and skilled workers to the Edmonton region.

To maintain this target, Edmonton must ensure there are opportunities for growth in non-residential areas of Edmonton and that we reduce barriers to that growth. Part of this will include investment necessary to create a more efficient goods movement network, while simultaneously investing in other modes of travel. Required investments also include garage space, vehicles and operating budgets to maintain services as growth occurs.

Other initiatives such as Health City and revitalization efforts in downtown are expected to also have a positive impact on job growth in the City. If the City's collective efforts as

an organization are successful, this measure will remain constant as job growth will also be occurring in the balance of the region. Either the region outpacing Edmonton, or vice versa, would be an indicator of something being out of balance. This could signal an issue that could impact Edmonton's global competitiveness as certain land uses are better suited in certain circumstances and Edmonton cannot provide all types of employment land for the region.

Influences

The City of Edmonton can impact this measure by reducing barriers to employment growth, promoting new opportunities, continued investment in diversifying the mobility system, improving Edmonton's vibrancy and housing diversity, and strengthening its relationships and relative competitiveness with the region.

Many factors impacting the ability to maintain this target are outside the City's control. Market forces or characteristics of regional municipalities may attract more households or businesses for a variety of reasons. This could occur due to lower land costs, alternative development standards or industrial related incentives such as the Heartland Incentive Program. Mitigating this possibility is achieved by working closely with the region and seeking opportunities to collaborate in attracting investments to provide an excellent quality of life around Metro Edmonton.

The desired direction of this measure is to maintain at least a position of 70 per cent. It's not clear if this is trending positively or negatively as there has been no available data since the adoption of The City Plan.

Connection to Other City Plan Targets

Employment and an increase in jobs are leading indicators for many of the other targets, since attraction of another million in population relies on increased employment opportunities. There are several connections between this target and other targets in The City Plan.

| | A Community of Communities | 15 minute communities that enable people to easily meet their daily needs is a measure of livability. A high quality of life is a key factor for skilled workers or investors who may be considering Edmonton. Improving the quality of life for more residents in more areas of the city can attract new skilled workers to Edmonton. 15 minute communities will also enable new employment opportunities across the City and increase employment. |
| | Inclusive and Compassionate | Measures related to housing and transportation affordability may impact economic growth by building a community that includes everyone, and is an affordable place to live. Edmonton can attract a skilled workforce that will drive employment growth by keeping this competitive advantage. |

CATALYZE AND CONVERGE
Innovation corridor attracts 50,000 more jobs

Baseline and Summary

The City Plan estimated 130,000 jobs in the Innovation Corridor in 2020 (approximately 23 per cent of all jobs in Edmonton). This number informed the modeling undertaken, however as an estimate with a number of underlying assumptions it is not a reliable baseline to use moving forward. For example, the estimate did not adjust for impacts from the COVID-19 pandemic.

Future reporting will use the Business Census as a data source. More detail on the Business Census data collection is found in the methodology section below. Expansion of the Business Census citywide is critical for establishing a baseline for this measure, and better understanding Edmonton's employment market and workforce. Administration has planned for the Business Census to collect data from every location in Edmonton by 2026. It is important to note that the terms "jobs" and "employment" were used interchangeably in The City Plan, but from an economic analysis perspective the terms have different meanings.

The City Plan defines the Innovation Corridor concept as a high density corridor linking key innovation, learning and academic hubs of the University of Alberta and related health institutions, NAIT, Norquest, University of Alberta and MacEwan University. Figure 13 illustrates the Innovation Corridor as it appears in The City Plan.
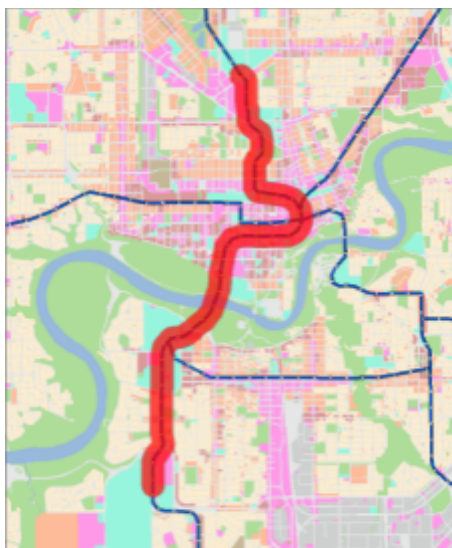
Since The City Plan adoption, Administration's understanding and approach for supporting innovation has evolved. Innovation cannot be contained within one corridor. Using data from Edmonton Unlimited's *Edmonton's Greatest Innovations* (EDGI) map, innovation hubs appear throughout the city. Each bubble represents a hub and the number within the bubble represents the number of innovative businesses within that hub.
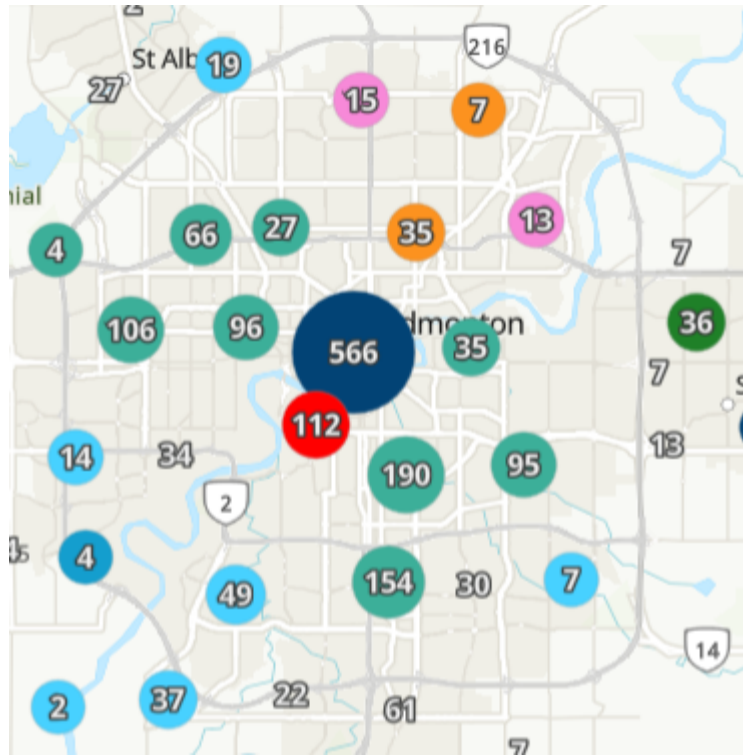
Figure 13: The Innovation Corridor
Source: City Plan

Figure 14: Innovation Hub Locations

Source: EDGI – EDMONTON'S GREATEST INNOVATIONS. Edmonton Unlimited. Retrieved June 22, 2023, from https://edmontonunlimited.com/maps-dashboards/edgi/

The largest of these hubs in Figure 14 (the blue with 566 businesses, overlapping with the red with 122 businesses) is consistent with the general area of the Innovation Corridor and the Centre City node, which is the business, cultural and mixed-use hub of the city and metropolitan region. Edmonton Unlimited's map demonstrates the Innovation Corridor and its surroundings is dense with innovative companies and acts as the backbone of Edmonton's innovation community. While the Innovation Corridor is just one of many hubs, it is an innovation anchor and plays a key role in attracting and generating innovative companies. Therefore, the target "the Innovation Corridor attracts 50,000 more jobs" will include new innovative jobs in Edmonton, regardless of their location within the City.

This shift in thinking creates alignment between the Innovation Corridor concept and Edmonton Unlimited's (EU) approach to innovation: a distributed model where innovation happens anywhere in Edmonton and is not bound by geography or sectors. The City Plan's original Innovation Corridor is a centralized model and assumes innovation will take place within a specific area and intends to focus activity within that area. This centralized approach misses key nodes, such as the Edmonton Research Park.

Attachment 1

Methodology

The Edmonton Business Census, at maturity, will provide a count of all jobs within the Innovation Corridor. Each establishment will be contacted by the City to provide detailed information about their business. Data will be disaggregated at the neighbourhood level, where possible, and used to identify the number of jobs within the Innovation Corridor. The Business Census Questionnaire takes minutes to complete and gathers information on:

- The name and location of businesses.
- What the business does, including North American Industrial Classification System code (2022 Version 1.0) and other industry keywords.
- If the business exports any goods or services.
- The number of people employed by the business, broken down by full and part time.
- Length of time the business has operated in the City.
- Demographic information on business ownership to support the development of an inclusive economy. Large multinational and government organizations are not asked these questions.

The questionnaire does not collect perception-based information or specific demographic information of employees. It also will not collect information from home-based businesses or businesses without a fixed address (i.e. those with a virtual office or shared office spaces).

The data collection strategy includes a number of approaches including in-person enumeration, telephone and an online survey which is open to all businesses in Edmonton. Administration connects directly, by phone or email, with Edmonton's large employers or those with sensitivities such as hospitals or correctional facilities to collect data.

To ensure data is being collected in the most efficient manner, Administration will also test several methods during the pilot project to collect data that does not require input from business owners. These methods will be compared to the results of the data collection strategy upon conclusion of the pilot.

The methodology used for the Business Census is different from the methodology used for the initial estimate. Assumptions and data used to create the initial estimate for the Innovation Corridor did not adjust for COVID-19 impacts and was developed using federal census employment data, a population and employment forecast developed for The City Plan, land use data and business information data purchased by the City. Additionally the

data used for the initial estimate was household based, while the Business Census will collect data directly from business establishments and thereby provide a higher level of accuracy and confidence.

The job counts for this target will count all jobs, not only those linked to innovation, including all support and ancillary services required to support growth by innovative organizations. This could include cafes, legal services, public administration, administrative support such as accounting and others.

Administration anticipates the Business Census will cover the entire City by 2026. Expansion of the program will be informed by the results of the 2023 pilot project. The current plan is to produce new data on an annual basis, which will be reviewed and confirmed in 2026. If data gaps are identified then other sources, such as Statistics Canada or labour market surveys may supplement City data.

Administration will work closely with Edmonton Unlimited, which is evolving its sources and representation of this data to support measuring this target.

Implementation

A number of initiatives support the City's ability to reach this target over time. This includes ongoing funding and support to partners like Edmonton Unlimited, working with the provincial accelerator programming and maintaining excellent ties with post-secondary partners via the Post-Secondary Senior Advisory Committee. The City also works closely with the Downtown Business Association to support vibrancy and placemaking initiatives in Centre City.

In addition to the analytical work, advancement and support for activities and initiatives that contribute to the implementation of the Economic Action Plan must continue. In particular, the following Actions are key to reaching the target:

- Action 6 - Leverage Edmonton's digital infrastructure, including Open Data, fibre optic network and the innovation corridor, to link research, educational and technology organizations
- Action 10 - Develop tools and strategies to attract commercial, residential and mixed-use development in nodes and corridors.
- Action 13 - Work together to support emerging made-in-Edmonton technology solutions.
- Action 19 - Develop and implement an integrated place brand strategy.

Continued diversification of the mobility system is also important to create an attractive environment for new talent and investment to the city that is centered around the innovation corridor.

 The City has a number of strategies and activities underway that support the revitalization and development of Centre City, such as:

- Downtown Vibrancy Strategy
- Community Revitalization Levies (Downtown & Quarters) supporting catalyst projects
- 2021 Private Construction Projects - Economic Incentive Construction Grant
- Neighbourhood Renewal projects in McCauley & Boyle Street, which each incorporate features to support revitalization including additional growth funding in Chinatown approved as part of the 2023 - 2026 Capital budget
- Chinatown Strategy Implementation, supported by the Chinatown Vibrancy Fund
- Edmonton Edge Fund (not limited to Centre City/Innovation Corridor)

Further, a number of grants support the development and growth of businesses in Centre City, including:

- Development Incentive Program
- Storefront Improvement Program
- Economic Action Plan Grant

Continued LRT construction and mass transit planning, dedicated funding to expand Edmonton's active transportation network, and operational capital and operating funding will create more connection points and access to the innovation corridor for employees and customers.

Administration expects the total number of jobs in the Innovation Corridor to increase over time, however it is anticipated the proportion of jobs in the corridor to total jobs in Edmonton will decrease because The City Plan expects jobs to be more dispersed and decentralized as the city redevelops.

Influences

The City has an indirect impact on reaching this target, in that the private sector drives most job creation. The mix of businesses will play a role in the progress made towards this target

as some industries are more affected by economic fluctuations than others. For example, the Accomodation and Food Industry was more acutely impacted by the COVID-19 pandemic.

While employment in the Edmonton CMA is forecast to grow 2.1 per cent in 2023, and average annual growth of 1.9 per cent between 2023 and 2027[14], it is difficult to say whether the Innovation Corridor will follow this forecast. There have been significant personnel cuts in the tech sector in the past year, but support programs are being created such as the Provincial incentives to hire tech workers. 2022 was a record year of investment for innovation related companies in Alberta[15].

The City's role in job creation is to develop policies, provide support and services to businesses and business associations, streamline regulatory requirements that increase speed to market, and make strategic investments in the community. The programs listed in the Implementation section above help to create the conditions and incent new private sector investment.

These foundational activities create the environment in which time to market is minimized, taxes are competitive, land is made available and attractive for development and quality of life in the city is improved. Ultimately, this results in a city which is attractive to investors and highly-skilled talent and creates the framework that enables jobs to be created.

Connection to Other City Plan Targets

There are several other targets connected with the reduction in core housing need measured in this target.

A Rebuildable City

There are also dependencies between reaching this target and 600,000 new residents and 50 per cent infill dwellings in the redeveloping area. The key innovation areas in Edmonton will rely on a larger workforce to grow, and a diverse housing supply near workplaces will attract skilled workers.

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[14] City of Edmonton Q4 2022 Economic Update
[15] https://briefed.in/report-alb-q3-2022.html

| | A Community of Communities | Research shows that a diversified mobility system attracts new business and highly skilled workforce, and therefore the 50 per cent mode share target is important to the success of the Innovation Corridor. Since the Innovation Corridor connects many post secondary institutions, this metric will serve to continue to draw and keep young talent to the city. |
| | Catalyze and Converge | Attracting jobs and talent that enable a robust innovation ecosystem will drive many of the other targets in The City Plan. Nodes and corridors supporting 50 per cent of all employment will also use the Business Census as a data source, and will count some of the same jobs as the geographies overlap. |

CATALYZE AND CONVERGE
Nodes and corridors support 50% of all employment in Edmonton

Baseline and Summary

The City Plan estimated 300,000 jobs in nodes and corridors in 2020. This number informed the modeling undertaken, however it is not a reliable baseline to use moving forward. As with the previous target for the Innovation Corridor, future reporting to measure this target will use the Business Census as a data source. Complete results from the Business Census will be available in 2026.

Assumptions for creating the initial estimate were based on federal census employment data, a population and employment forecast developed for The City Plan, land use data and business information data purchased by the City. Based on land use, Administration assigned jobs to individual parcels based on typical densities accommodated by each non-residential land use type. After that, the allocated jobs were summarized into Nodes and Corridors geography. However, the Nodes and Corridors boundaries were updated after that estimate through the draft District Plans, and figures were not adjusted for COVID-19 impacts. The Business Census will be the best source of data for measuring this target.
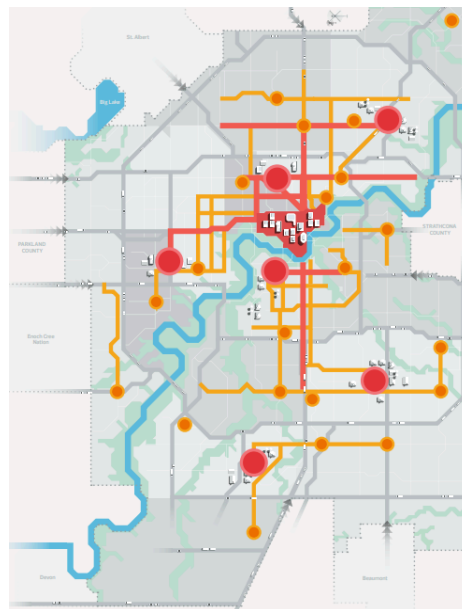
Figure 15: City Plan Nodes and Corridors

Nodes and corridors are defined in The City Plan as areas with a high concentration of activity. Nodes feature a variety of housing, gathering places, a mix of land uses and varying tenures and affordability. Corridors are places of movement, living and commerce, and are anchored by the mobility system and connected to surrounding communities. Measuring the number of jobs in these nodes and corridors is a good indicator of the overall economic health of the city. A greater concentration of employment is expected in the Centre City node, which is unique in its characteristics compared to other nodes, and contains several key corridors.

Methodology

The Edmonton Business Census will provide a count of all jobs created within nodes and corridors. A full description of the method used to conduct the Business Census is contained in the previous target on jobs in the Innovation Corridor. This initiative will cover the entire City by 2026.

Implementation

The City leads a number of activities and initiatives that support the development of nodes and corridors and the attraction of employment to them in Edmonton. Specific initiatives include:

- Storefront Improvement Program - a matching reimbursement grant for significant exterior renovations covering up to 50 per cent of costs for commercial properties located within Business Improvement Areas.
- Development Incentive Program - support up to a maximum of $100,000 for constructing new commercial buildings, and support of up to a maximum of $200,000 for constructing new mixed-use developments in Business Improvement Areas.
- Corner Store Grant Program - a reimbursement grant of up to 50 per cent of eligible construction costs for interior or exterior improvements to activate storefronts that are neighbourhood commercial properties or meet the commercial needs of local residents.
- Economic Action Plan Grant - a matching reimbursement grant of up to $50,000 to support expansion and growth projects for local businesses and business associations that contribute to the implementation of the Economic Action Plan.

- Growth Management Framework - a focus on levers of change that increase growth in nodes and corridors through investment, incentives, policy and partnerships to realized residential, mixed use development and attract commercial and retail services
- Community Revitalization Levies (CRLs) - funds major infrastructure projects
- Downtown Vibrancy Strategy - the Downtown Vibrancy Fund and the Meet Me Downtown Grant provide funding to projects that support the goals outlined in the Downtown Vibrancy Strategy.
- Chinatown Vibrancy Fund - supports implementation of the Chinatown Strategy.
- Zoning Bylaw Renewal - the ZBR will streamline the City's regulatory framework and make it easier for businesses to navigate and obtain development approvals.
- Expansion of the Mobility System through Investment in the mass transit network and active transportation network, are essential to achieving the nodes and corridors target.

To support reaching this target, Administration will advance and support the activities and initiatives that contribute to the implementation of the Economic Action Plan, particularly Action 10 - Develop tools and strategies to attract commercial, residential and mixed-use development in nodes and corridors.

The Business Census, as it is expanded over 2023 - 2026, will enable Administration to better understand how the initiatives listed above are impacting the progress toward meeting this target. The Business Census will provide a true count of businesses and will identify the number of jobs by establishment. This will allow the City to estimate the total number of people employed by any geography and to a higher degree of accuracy than was previously possible. This is essential for the nodes and corridors measurement because these are new geographies and Administration does not have historical information to measure employment in those locations. Once Administration is able to analyze the Business Census results from each node or corridor, specific actions can be identified.

Influences

The role of the City related to this target is by providing necessary investments and prioritizing redevelopment at nodes and along corridors at the relevant population horizon. The City will need to develop policies, provide support and services to businesses and business associations, streamline regulatory requirements that increase speed to market, and make strategic investments in the community. The programs listed above in the

Implementation section also help to create the conditions and incent new private sector investment. Continued investment in diversifying Edmonton's mobility system including creating more access points and connections in and between nodes and corridors will also impact the success of this target.

The business community will play a role in the progress made towards these goals as some industries are more affected by economic fluctuations and local conditions than others. For example, the Accomodation and Food Industry was more acutely impacted by the COVID-19 pandemic.

The City has the ability to create an enabling environment in which time to market is minimized, taxes are competitive, land is made available and attractive for development and quality of life in the city is improved. Ultimately, this results in a city which is attractive to investors and highly-skilled talent and creates the framework that enables jobs to be created.

Connection to Other City Plan Targets

There are several other targets with interdependencies to jobs in nodes and corridors.

A Rebuildable City

Nodes and corridors are intended to be areas where density is concentrated for employment and housing. Therefore adding 50 per cent of new units through infill and adding 600,000 residents to the redeveloping areas in and around nodes and corridors will boost local commercial activity.

A Community of Communities

The target of 50 per cent of trips made by transit and active transportation supports new jobs. Research shows that a diversified mobility system attracts new businesses and a highly skilled workforce. A diverse and enhanced mobility system will make it easier for Edmontonians to visit, live and work in nodes and corridors. Similarly, a focus on 15-minute communities that allow people to easily complete their daily needs will prioritize and catalyze development and investment along more local nodes and corridors.

Catalyze and Converge

More jobs in the Innovation Corridor will overlap geographically with the Centre City and other nodes and corridors. Supporting the development of the Innovation Corridor is a key component to the development of nodes and corridors, and vice versa.