

# THE WAY WE LIVE

EDMONTON'S PEOPLE PLAN



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## CITY VISION

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

Take a river boat from one shore of the world's largest urban park to the other, from the university to the legislature. From the water, look up and consider the skyline, the bustling core and the towers and urban villages to the east and west. The people on the sidewalks and trails, from First Nations to new Canadians, linked by a common purpose — to learn, to prosper, to celebrate.

Take the LRT in any direction from here and you'll be in the heart of somewhere special. Welcome to Edmonton, the capital of Alberta, a northern city of art and ideas, research and energy.

Edmonton is an energy city: Energy drawn from the ground and from above; from the sun and wind. But the true power of Edmonton is the democratic spark in its people. Edmonton is a city of design - urban design, architectural design, and environmental design. Walk its safe, leafy neighbourhoods, ride its efficient and accessible transportation system. The city has grown up; now we're building smarter.

Edmonton links the continent with the north and with Asia. This cooperative regional economy is powerful and diverse, oriented toward the future. Visit the universities and colleges, the humming research parks, the downtown office towers: Edmonton is a destination for advanced technologies, health care, and green energy.

Edmonton is a recreation city, an arts city. It is a city that embraces all seasons. Run, ride or ski on its trails and fields, cheer in its arenas and stadiums. Enjoy the museums, galleries, clubs, and theatres. Read its novels, watch its films. Spend an hour or a week in the glorious North Saskatchewan River Valley, the world's largest preserved park.

Edmonton is a city of many cultures, educational opportunities, and all political and social orientations; yet its citizens are inspired by a shared vision and the certainty that this city on a river is one of the most special places on earth.

## THE WAY AHEAD: CITY OF EDMONTON STRATEGIC PLAN

With the input of thousands of residents, Edmonton's City Council established a City Vision, a creative description of the city we want Edmonton to become in 2040. To become the city we envision The City of Edmonton created *The Way Ahead: Edmonton's Strategic Plan 2009-2018*. It provides a focus to the City's efforts to deliver the greatest value of services and infrastructure that are most important to Edmontonians, while managing the opportunities and challenges of our changing city.

Four principles underpin the development and implementation of the City of Edmonton Strategic Plan:

### **Integration**

A holistic view of strategic planning that acknowledges the inter-related and interdependent reality of complex urban environments. Goals and priorities set for different elements in urban planning are as interrelated ecosystems and considered in terms of how they impact, support and drive each other.

### **Sustainability**

A way of living which meets the needs of the present and does not compromise the ability of future generations to meet their own needs. Urban planning takes an integrated, holistic view of urban environments and defines sustainability in the context of interrelated ecosystems encompassing economic, social, environmental and cultural sustainability.

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

### **Livability**

An interrelated set of factors that influences people to choose a place to live and reinforces their sense of well-being there. The concept of livability is based on the knowledge that the economic and social life of the community is intimately linked to its natural and built environment, and together these elements impact social and cultural goals.

### **Innovation**

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

*The Way Ahead: Edmonton's Strategic Plan 2009-2018* outlines six 10-year goals to help us make our vision a reality. The City of Edmonton has several long-range strategic plans to advance each of these goals.

1. **Preserve and sustain Edmonton's environment**  
(Environmental Strategic Plan: The Way We Green)
2. **Improve Edmonton's livability**  
(Edmonton's People Plan: The Way We Live)
3. **Transform Edmonton's urban form**  
(Municipal Development Plan: The Way We Grow)
4. **Shift Edmonton's transportation mode**  
(Transportation Master Plan: The Way We Move)
5. **Ensure Edmonton's financial sustainability**  
(City of Edmonton long-term financial strategy: The Way We Finance)
6. **Diversify Edmonton's economy**  
(Edmonton's Economic Development Plan: The Way We Prosper)

*The Way We Live: Edmonton's People Plan* will advance and support the 10-year goal of improving Edmonton's livability. *The Way Ahead: Edmonton's Strategic Plan 2009-2018* describes livability as:

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

**City Vision**



**THE WAY AHEAD**  
Edmonton's Strategic Plan

**10-Year Goals**

**Preserve & Sustain  
Edmonton's Environment**

**Improve Edmonton's  
Livability**

**Transform Edmonton's  
Urban Form**

**Shift Edmonton's  
Transportation Mode**

**Ensure Edmonton's  
Financial Sustainability**

**Diversify Edmonton's  
Economy**

**Long Range Strategic Plans**

**THE WAY WE GREEN**

**THE WAY WE LIVE**

**THE WAY WE GROW**

**THE WAY WE MOVE**

**THE WAY WE FINANCE**

**THE WAY WE PROSPER**





## EXECUTIVE SUMMARY

### *Quality of life issues are critical for cities of the 21st Century.*

With over half of the world's population now living in cities and more than two thirds of Canadians living in the nation's major metropolitan areas, individual and collective quality of life is now more likely to be defined by the urban experience.

Is the city a welcoming place where residents feel engaged in urban life?

Is it safe? Attractive? Can people readily connect to other people, places and activities?

Are public spaces alive with activity? Does the city's urban form, transportation system and programs and services contribute to quality of life?

Do the city's people services — its parks and recreation centres, police and fire services, arts and cultural events — meet the diverse needs of its citizens?

With these questions in mind, the City of Edmonton embraced long range deliberate planning as a means of transforming its people services to meet the needs of its rapidly evolving population.

Integration, sustainability, livability and innovation are the guiding principles of this transformation. Involving Edmontonians in defining a livable city is vital to creating the quality of life Edmontonians value.

### **A changing population**

One of Canada's fastest growing municipalities, Edmonton has grown by 21% or 135,000 people over the past decade. During this time, the city welcomed up to 1,600 newcomers a month. In the same period of time, Edmonton's Aboriginal population increased by 51%, making it the second largest urban Aboriginal centre in Canada.

Edmonton's population is also aging. One-third of Edmontonians now live alone. Edmontonians are increasingly more culturally and ethnically diverse with over 50 international cultures and 70 unique ethnic groups.

These societal shifts suggest the City of Edmonton be more strategic in how it provides people services. Edmonton, as other Canadian cities, goes beyond its role as a municipal service provider. As the order of government closest to residents, the municipal government is often asked by residents to actively partner and advocate with other organizations and orders of government to address homelessness and housing issues, health care and education. Clarifying municipal government roles in quality of life issues is becoming more important.

### ***Citizen-focused coordinated view of people services***

*The Way We Live: Edmonton's People Plan* provides residents, community stakeholders and the City with a blue print for the co-ordination and delivery of people services to meet the City's 10-year goal of improving Edmonton's livability.

In public consultations, Edmontonians said their city would benefit from a coordinated view and delivery of people services. Edmontonians expressed a need to go beyond the view of traditional municipal people services (e.g. water quality, emergency services, roads and waste management, public transit) to include having their municipality create connections amongst people; support arts, culture and sports; and work with the community to bring events and activities to public spaces as a means of bringing people together.

An innovative, comprehensive plan is needed to deliver people services in an integrated, collaborative, citizen-focused way.

### ***Edmonton's first people plan***

*The Way We Live: Edmonton's People Plan* is the City's first plan focusing on people services and quality of life issues.

Created using a collaborative strategic planning process involving thousands of residents of all ages, incomes and backgrounds, it highlights Edmonton's strengths, provides a course for the future of people services and celebrates active community involvement.

The 10-year plan redefines local government as a caring entity that creates a diverse and inclusive city by connecting people, creating communities where people can age in place and actively nurturing an arts, cultural and athletic community.

It formalizes Edmontonians' joie-de-vivre, love of arts and culture and pursuit of active living and outright fun.

This is the go-to document for residents, organizations, the City and other orders of government to see how the City will improve its livability over the next decade.

### ***The Plan***

Edmontonians and their local government now have a blueprint on how to improve their quality of life in a socially, environmentally and financially sustainable way.

The plan serves as a blueprint to coordinate services with the 25 municipalities in the Edmonton Capital Region and enables the thousands of not-for-profit organizations a ready view of where the City is heading as a provider, partner and advocate of people services.

This plan is a departure from traditional plans and incorporates a focus on relationships between people, their neighbourhoods, local government and the world. It acknowledges that city government is not just about hard surfaces and hard

services, but also about bringing people together to build a socially sustainable, civil society where people have the opportunity to thrive and realize their potential.

*The Way We Live: Edmonton's People Plan* acknowledges the importance of building positive relationships among individuals, neighbourhoods, communities and regions.

It acknowledges that great cities are built by, for and with people.



*The Way We Live: Edmonton's People Plan* has six goals. Each contributes to improving Edmonton's livability over the next 10 years.

## INTRODUCTION

*The Way We Live: Edmonton's People Plan* captures and continues the spirit of citizen engagement used to create the City Vision. It gives voice to, and embeds, in every city offering and service, the principles and goals of creating a caring, connected city where people of all ages, backgrounds, cultures and income levels have the opportunity to succeed.

This is a plan for *all* Edmontonians.

*The Way We Live: Edmonton's People Plan* acknowledges the diversity of Edmontonians and charts a course of inclusion where all people can be confident of the opportunity for success in our city.

It builds on Edmonton's strengths - its vibrant arts and culture sector, strong libraries, community leagues, volunteerism, sports programs, parks and natural areas, river valley, diverse retail sector and strong municipal government.

This plan acknowledges that the place now known as Edmonton is located on Treaty Six Territory. For thousands of years this place has been part of a trade route — a spiritual place of harmony, balance and commerce for Aboriginal Peoples and more recently for European and other peoples from many parts of the world.

*The Way We Live: Edmonton's People Plan* recognizes the significant contributions of Aboriginal Peoples to Edmonton's past, present and future. Through the Edmonton Urban Aboriginal Accord the City of Edmonton partners with Aboriginal organizations to increase First Nations participation in all aspects of urban life.



## What are people services?

People services include essential services for daily living, such as:

- Water quality
- Waste management
- Emergency services
- Public transit
- Roads

They also include services that add to our quality of life and to our national and international reputation, such as:

- Libraries
- Recreation centres
- Parks
- Protection of natural spaces and the North Saskatchewan River Valley
- Welcoming new residents
- Arts, culture and sporting events
- Preventive social services
- Crisis supports
- Celebration of historic, cultural and civic milestones
- Caring for vulnerable populations

The people services provided to Edmontonians reflect the needs and values of the community. Edmontonians work collaboratively with the City to directly provide, partner and advocate for people services.

Throughout the design, development and implementation of people services, the City of Edmonton consults and works with residents and community groups to gain their views.

Public input is also gained from Council Advisory Boards and Commissions. This further builds on the City's principle of public involvement and residents' right and responsibility to participate in the decisions that affect them. Consulting with community also builds connections, community capacity, cultivates community leadership and adds to Edmonton's social sustainability.

## Relationships are Edmontonians' strength.

This plan acknowledges Edmontonians' relationships with each other, the environment, residents of the Capital Region and the world.

It acknowledges that all residents — those who have lived here for generations and those new to the city — benefit from a sense of belonging and the security of community. It is rooted in Edmontonians' desire that people feel part of the city so that they can contribute to, and celebrate, Edmonton's collective and individual successes.

City of Edmonton people services are a reflection of Edmontonians' individual and collective relationships and their passion for the people who, like each of them, has chosen to make Edmonton their home. Edmontonians see people services as a way of helping all residents become Edmontonians.

People services bring Edmontonians together so that they can connect, celebrate and care for each other and their environment. Building and maintaining positive relationships between individuals, groups, generations, cultures and communities is vital for Edmontonians to create a vibrant, engaged, welcoming, safe, caring and inclusive city.

## Why a people plan now?

Improving livability is one of six, 10-year goals in *The Way Ahead: Edmonton's Strategic Plan 2009-2018*. This demonstrates the City of Edmonton's commitment to the social well being and quality of life of its individuals, families, and communities.

Like other North American cities, the City of Edmonton acknowledges that creating a livable city takes deliberate planning. Creating a long-term people services plan:

- Provides direction on how the municipal government can contribute to the well-being of its citizens by guiding its resources, integrating its actions and funding its programs.
- Prepares the City and its citizens to seize opportunities to create the city Edmontonians envision.
- Aligns resources and energy toward achieving documented goals and objectives.

The City of Edmonton works in partnership with other orders of government, community and business organizations, community leagues and residents to build the city Edmontonians envision.

## Planning in a Regional Context

The City of Edmonton is one of 25 regional municipalities participating in the Capital Region Board, established by provincial regulation in 2008 to ensure planned growth in the region.

*The Way We Live: Edmonton's People Plan* provides an opportunity to coordinate people services and to share information and innovative ideas across the Capital region.

The City of Edmonton will work closely with the surrounding municipalities so that Edmonton's people services continue to improve livability in the region.

## Key Guiding Values

*The Way We Live: Edmonton's People Plan* reflects and embodies the following key guiding values:

### **Inclusiveness**

This plan includes all Edmontonians. It applies to people of diverse ages, incomes, abilities, backgrounds, experiences, cultural heritage and situations.

### **City's unique relationship with urban Aboriginal population**

The Edmonton Urban Aboriginal Accord Relationship Agreement is a unique agreement between the City of Edmonton and urban Aboriginals to help build further involvement of Aboriginal People in urban life.

### **Accessibility**

*The Way We Live: Edmonton's People Plan* is built on the principle of physical accessibility and the principles of barrier-free, universal design for the disabled and mobility challenged.

### **Public involvement**

The City of Edmonton is committed to involving the people affected by the decisions it makes. The City seeks diverse opinions, experiences and information so that a wide spectrum of information is available to decision makers.

### **Integration**

The plan has been developed aligned to the City's long range strategic plans. (the Municipal Development Plan and the Transportation Master Plan). A shared definition of terms has been developed and can be found in the Appendix.

## PURPOSE OF THE PLAN

Establishing a long term plan for our people services better prepares the City of Edmonton to seize opportunities that arise and create the city Edmontonians envision.

*The Way We Live: Edmonton's People Plan* recognizes people services contribute greatly to our sense of health, safety, well-being and belonging. This 10-year strategic plan will set direction, establish priorities and guide decisions about current and future people services.

### ***The Way We Live: Edmonton's People Plan:***

- Reflects residents' values.
- Provides Edmontonians a roadmap for the future of their people services.
- Provides important first building blocks for initiating subsequent collaborative projects and initiatives between the City of Edmonton and other partner groups and agencies to improve Edmonton's livability .
- Integrates with all of the City of Edmonton's long-range plans and aligns with corporate outcomes and performance measures.
- Integrates all people programs and services offered by the City of Edmonton including Edmonton Police Services, Edmonton Public Libraries and the Edmonton Economic Development Corporation.
- Integrates existing plans that currently guide decision making of many specific people services such as the Recreation Facilities Master Plan, the Urban Parks Management Plan, the Edmonton Public Library Strategic Plan, the Art of Living and the REACH Report.
- Clarifies and demonstrates the various roles the City of Edmonton has when it comes to the provision of people services for Edmontonians.
- Confirms existing city policies that advance the plan's six goals.
- Identifies policies that need to be created to meet the plan's goals.
- Provides all City Departments with a comprehensive set of strategic policy directions to guide and coordinate people services over the next decade.
- Builds upon, integrates with, complements, and adds to, the individuals and communities who contribute to Edmonton's quality of life, such as the Arts Council, Heritage Council, Sports Council and the Edmonton Federation of Community Leagues.



## THE WAY WE LIVE: EDMONTON'S PEOPLE PLAN INTEGRATES EXISTING CITY PLANS



*The Way We Live: Edmonton's People Plan* integrates existing City corporate-wide initiatives, plans, programs and strategies that guide decision making for many specific people services.



## A PROFILE OF EDMONTONIANS

Prior to consulting Edmontonians about people services, the City of Edmonton conducted a values survey with Edmontonians and looked at current demographic trends. The following provides an overview.

### ***Edmonton's Urban Aboriginal Population***

Edmonton is home to Canada's second largest urban Aboriginal population, a young and rapidly growing population. In comparison to the rest of the Edmonton population, the urban Aboriginal population has relatively more people under the age of 25. The Aboriginal population in the last decade grew by 51% as compared to 21% growth of the Edmonton population as a whole.

Aboriginal Edmonton is a diverse community, with people self identifying as Métis, North American Indian and Inuit. First Nation's languages commonly heard include Cree, Stoney, Chipewyan, Saulteaux, Dene, Beaver, Blackfoot and Sarcee.

### ***Ethnically Diverse***

Edmonton is home to over 50 international cultures and 70 unique ethnic groups. An increasing proportion of Edmontonians (17% in the 2006 Federal Census) are from a visible minority background.

Since 1999, the number of immigrants choosing to come to our city has grown steadily. Some come directly to Edmonton from overseas. Forty per cent of new immigrants are from India, the Philippines and China. Others land in another province first, before making their move here (in-migration). Edmonton's African communities, for example, are growing due to in-migration.

Since 1999, Edmonton's population has increased by 134,155 — that's one and a half times the current population of the City of Red Deer.

### **Education**

Edmonton offers a wide variety of educational opportunities and Edmontonians take advantage of these. Twenty-eight per cent of Edmontonians have college level, apprenticeship or trades certificates or diplomas. This is equal to and/or higher than the proportion of people in other Canadian cities with similar accreditation. A quarter of Edmontonians have university certificates or degrees, which is slightly more than Albertans as a whole.

Twenty-two per cent of Edmontonians have not completed high school. Proportionately, fewer Edmontonians are university educated than in other major Canadian cities: Vancouver, Toronto and Calgary.

### **Family size**

Almost one-third of Edmontonians now live alone. On average, 2.4 people lived in an Edmonton household in 2006. And our family size is decreasing.

From 2001 to 2006: the number of homes where three, four or five people live together decreased, while those with just one or two people increased.

### **Income**

The number of Edmonton households earning more than \$100,000 increased significantly over the past decade. Despite this increase, the proportion of Edmontonians spending 30% or more of their income on rent is significantly higher than the Alberta population as a whole.

In addition, one in six Edmonton children lives in poverty compared to one in 10 for Alberta as a whole.

### **History of community involvement**

Edmonton has a long and proud history of community involvement and leadership. Edmonton pioneered Canada's first community leagues in 1917 and their community work continues today.

Edmontonians enjoy their sports. For more than 100 years residents have rallied their teams to countless championships and continue to cheer on the world, hosting international sporting events and world championships.

Edmonton is a renowned national centre for grassroots theatre, arts and culture. Edmontonians are also committed volunteers and support thousands of not-for-profit agencies.

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For the full overview, please see *Who We Are: A Snapshot of Edmontonians: Setting the Stage for Consultation and Planning* at [www.edmonton.ca/TheWayWeLive](http://www.edmonton.ca/TheWayWeLive).

## CREATING THE PLAN

*The Way We Live: Edmonton's People Plan* was created using a robust, citizen-focused development methodology. This included:

- Reviewing past City of Edmonton public consultations.
- Scoping interviews with civic leaders.
- Analysis of public policy trends emerging in other large North American municipalities.
- An assessment of the Edmonton community and social profile
- An extended project steering committee structure that included all City departments including Edmonton Public Libraries, Edmonton Police Services and the Edmonton Economic Development Corporation.
- Public consultation activities to include the views of thousands of residents including Aboriginal people, seniors, persons with disabilities, youth and children.
- Edmonton Social Planning Council outreach to Edmontonians facing social and economic barriers.
- Extensive consultation with City Council's Advisory Boards.

At key points in the development of *The Way We Live: Edmonton's People Plan* the goals and objectives were brought to community stakeholders for review and input. The draft plan was also reviewed by Canadian social policy think tanks and Edmonton business, educational, health and government leaders. Residents and over 500 Edmonton stakeholder groups were invited to review the draft plan and provide their comments online.

*The Way We Live: Edmonton's People Plan* is a non-statutory plan.

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For background and public involvement documents please go to [www.edmonton.ca/TheWayWeLive](http://www.edmonton.ca/TheWayWeLive).

## Involving Edmontonians

*The Way We Live: Edmonton's People Plan* is informed by the input of thousands of Edmontonians who provided their views on how Edmonton's people services improve our livability.

Edmontonians engaged in discussions about how Edmonton can become one of Canada's most livable cities in facilitated face-to-face sessions, in self directed Front Room Forums, through online surveys and discussion forums and at Open Houses.

Prior to the public consultation for this plan, reports summarizing previous public consultations in which Edmontonians offered their views on quality of life issues were reviewed. These included:

- *The Way Ahead*
- *The Way We Grow*
- *The Way We Move*
- Edmonton Citizen Panel 2009
- Mayor's Taskforce on Safety
- Edmonton Committee to End Homelessness
- 2008 Citizen Satisfaction Survey
- 2008 Senior Needs Assessment
- 2008 Alberta Recreation Survey

Using the previous public consultations as a base, *The Way We Live: Edmonton's People Plan* project team reached out to a diverse range of Edmontonians: residents, seniors and youth, businesses, persons with disabilities, multicultural communities and Aboriginal people, City Council, city staff and members of City Council's advisory boards, city builders and Edmontonians facing economic and social barriers.



## What Edmontonians Said

### **Connectedness**

Edmontonians express a tremendous desire for strong connections. They spoke extensively about the importance of community gathering places and events that would create opportunities for people to formally and informally connect, talk to each other, celebrate and learn together. Inclusion and engagement with all members of the community are essential elements fostering connectedness. Edmontonians, through connections with each other, have a strong desire to enhance and strengthen our multicultural city.

Edmontonians respect the history of and value the contributions of Edmonton's urban Aboriginal population. They look to the City of Edmonton to create opportunities for Aboriginal people to connect and share their heritage and culture with all Edmontonians.

Edmontonians spoke about the importance of the form and nature of neighbourhoods, of supporting and energizing neighbourhoods and making a commitment to design that nurtures connections between people with friendly streetscapes and gathering spaces. They would like to see neighbourhoods connected by all forms of transportation, from public transit, to cycling and walking.

Edmontonians also place high priority on issues related to decision-making, leadership, addressing complex issues, operating holistically rather than in silos and adopting best practices in municipal governance. Multicultural communities aspire to have more representatives in government.

### **Celebrating life**

Edmontonians like to celebrate. Edmontonians said arts and culture are an essential part of being human and essential to the creation of a great city. Festivals, sculptures, fountains, murals and a rich arts scene enhance their everyday life. They see Edmonton's diverse cultural communities as enriching the social fabric of the city. Edmontonians believe in displaying their proud heritage and culture through the arts.

Edmontonians enjoy the city's recreation and leisure programs year round. Easy access to community-based recreation and city-wide facilities increases their participation in programs offered in these facilities and, more importantly contributes to their health and wellbeing. Edmontonians live active lives. They said that winter programs for Edmontonians need to be created or expanded to reduce health risks such as depression, isolation and lack of exercise.

### **Caring Community**

Edmontonians want a city where all citizens are cared for appropriately, particularly those that are more vulnerable. They value ease of access to, and affordability of, services and programs for all Edmontonians particularly housing and transit. Edmontonians recognize how important it is that any resident, regardless of level of income or location, be able to readily and easily participate in City programs, facilities and services.

Edmontonians are concerned about homelessness. They advocate for social services, community health programs and supports for the more vulnerable.

Edmontonians also expressed a desire to learn more about city programs and services through different forms of communication that would reach the city's diverse communities. They see volunteering as a way of caring for one another.

Edmontonians have a strong desire for a racism and discrimination free city with equal opportunities for everyone. They expect and encourage the City of Edmonton to take an active role in providing people services for the most vulnerable and in advocating to other orders of government for people services that meet Edmontonians' needs.

Edmontonians also look to the City of Edmonton to support its staff in providing caring, citizen-focused programs and services.

### **Safety**

Edmontonians believe that personal and community safety for all is of prime importance. They emphasize prevention and enforcement. Edmontonians talked about street lights, cleanliness, neighbourly connections and relationships as elements of prevention, as well as peace officers, community policing and response time as important enforcement priorities.

Edmontonians are concerned with the safety of women in abusive situations, youth and children who are at risk of involvement in street gangs and suggested preventive measures such as safe havens and youth programs.

Edmontonians appreciate that public health contributes greatly to our sense of safety and moved conversations beyond enforcement and crime to equally include the role education and prevention have on their overall safety.

Edmontonians recognize public health risks and look to the city to provide information, programs and services to increase awareness of these risks and support Edmontonians in protecting themselves.

Edmontonians believe that by making our communities, safe, walkable, and affordable, new residents will be better able to become engaged members of the community.

### **Protecting natural spaces**

Edmontonians value the protection of their natural spaces and places. They see a role for the City of Edmonton in providing a responsible and sustainable long-term approach to decision-making and implementation that focuses on environmental stewardship and long-term outcomes. Edmontonians value the importance of open and natural spaces and preservation of wildlife and natural areas. They say accompanying education programs that would support understanding and appreciation of these important spaces is also needed.

**Attractiveness**

Edmonton would be more attractive if greater density and mixed use planning were encouraged. Build up instead of out as one community member stated.

Edmontonians also expressed enthusiasm and support for public art, attractive, innovative buildings and more green and parks spaces with fountains and attractions. Many pointed to how City Hall and the Legislature pools attract people from all areas of the city.

**Sustainability**

Edmontonians emphasized that sustainability is multi-faceted and includes social, cultural, environmental, economic and fiscal sustainability. Cultivating community leaders is seen as important to the social sustainability of Edmonton.

Creating resilient communities and individuals who can bounce back from adversity and/or seize opportunities is seen as a strength. Edmontonians also talked about being involved in the decisions that affect them and acknowledged that an active citizenry is important to the ongoing social sustainability of their city.

Edmontonians believe that environmentally friendly policies make Edmonton a better place to live. They are concerned about city planning when it comes to urban sprawl, zoning in residential areas and preservation of green space. They said that how the city is built has an impact on the City of Edmonton's long-term ability to operate and maintain it.

**Diverse and inclusive**

Edmontonians agree the City of Edmonton take bold leadership in fostering an inter-cultural, inter-generational, inclusive society. They validated and supported City of Edmonton corporate-wide initiatives and programs currently underway as a means of creating a diverse and inclusive society.

**City role in fostering heritage**

Edmontonians confirmed the City of Edmonton's role in fostering the multi-faceted heritage of Edmonton in Edmonton's culture, buildings and naming conventions.

Edmontonians address their history and heritage in an all-encompassing manner. They acknowledge and want to celebrate Edmonton's diverse heritage and Aboriginal history, natural history, geographic history and civic and cultural histories

**Celebrating Winter**

Edmontonians want to celebrate winter. It's a season that makes it more challenging to connect with others and keep healthy and active. They look to the City of Edmonton to play an active role in inspiring winter activities and events for all Edmontonians to have increased opportunities to be engaged with winter.



## THE PLAN

*The Way We Live: Edmonton's People Plan* has six goals that will advance the City's 10-year goal of improving Edmonton's livability.

Each goal has several objectives that provide a clear definition of the desired future state.

The objectives are written to describe what will be a fact ten years from now.

The Strategic Policy Directions advance the objectives and are also presented to describe the future state ten years from now.

The Strategic Policy Directions provide all City departments a comprehensive set of directions to guide and coordinate people services over the next 10 years.

These Strategic Policy Directions:

- Recognize current policy directions.
- Identify new directions needed to advance the City's goal of improving Edmonton's livability.
- Describe the role the City of Edmonton has in the provision of people services.

Words presented in *italics* are defined in the glossary, found in the Appendix.



## THE WAY WE LIVE: EDMONTON'S PEOPLE PLAN

**GOAL:**  
Edmonton is an  
attractive city

... six overarching goals.

**OBJECTIVES**

... provide a clear definition of the  
desired future state.

**STRATEGIC  
POLICY  
DIRECTIONS**

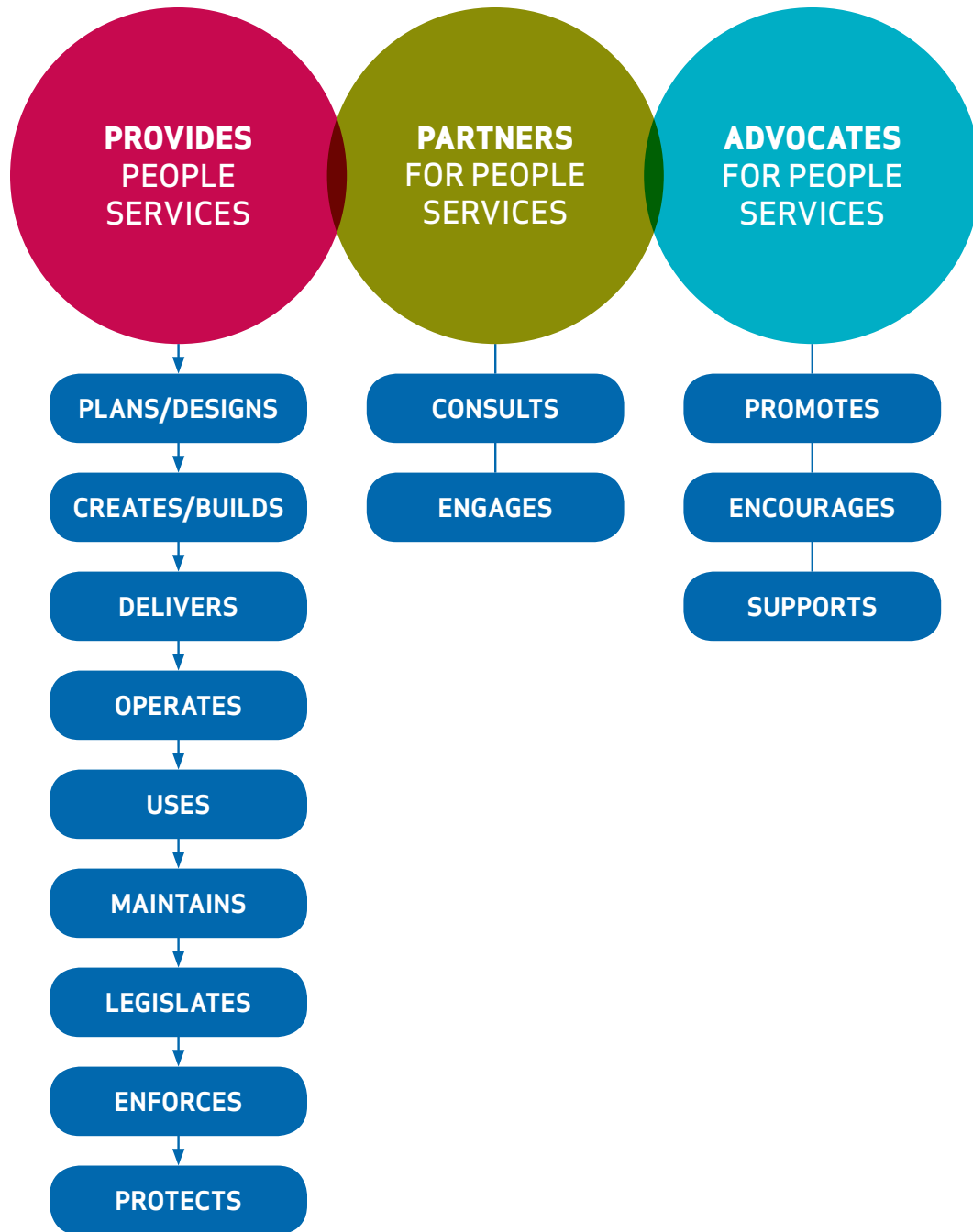
... advance the Objectives.

... provide all City Departments a  
comprehensive set of strategic policy  
directions to guide and coordinate  
people services over the next decade  
to achieve *The Way We Live: Edmonton's  
People Plan* objectives.

The Strategic Policy Directions:

- Recognize current policy direction
- Identify new directions needed to advance the City's 10-year goal to improve Edmonton's livability
- Describe the role the City of Edmonton has in the provision of people services.

# HOW THE CITY OF EDMONTON MEETS PEOPLE SERVICES NEEDS



**GOAL ONE:**

EDMONTON IS A VIBRANT,  
CONNECTED, ENGAGED AND  
WELCOMING CITY



### *Edmontonians value their connections with each other.*

They see their relationships with nature, their community, history, local government and the world as enriching their lives and contributing to their overall well-being.

Connecting with others —across cultures, age groups, geography and communities of interest is seen as essential for creating a vibrant, connected, engaged and welcoming city.

Edmontonians want their municipal government to work with them to create neighbourhoods and city-wide public spaces alive with activity. They want a welcoming culture where new arrivals from other parts of Alberta, Canada or the world readily experience the best of the city and quickly see themselves as Edmontonians.

Edmonton residents want to connect to people and places regardless of their physical mobility or their choice of transportation. They look to their local government to help make that happen.

Edmontonians want connections to the world and opportunities for local and city-wide social, recreational, cultural and spiritual interaction. They encourage their municipal government to use innovative methods to increase connections amongst residents and to the City programs and services that help them thrive and realize their potential.

The people of Edmonton appreciate they are a diverse group. They seek connections to the history of the place they collectively call home and to the richly diverse histories of the people who have built and continue to build this city.

Whether it's playing sports or taking in an arts or cultural event, enjoying Edmonton's natural environment or walking down a neighbourhood street, residents look to connect with each other. They appreciate that it's the quality of their connections that adds to their sense of safety and belonging. They look to the City to promote accessible, well-used libraries. They know the value of community hubs for neighbourhood gatherings and activities. They want City programs and services that connect people and meet the diverse needs of communities.

Edmontonians want to provide their views and have input and influence into the decisions that affect their lives and their future. They want to connect with a strong local government.

It is through their connections with each other that Edmontonians create a welcoming community for visitors and quickly engage new arrivals into the vibrant urban life that is Edmonton.

## Objective:

- 1.1 The City of Edmonton provides opportunities in neighbourhood, community and public spaces to connect people and build vibrant communities.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton:

- 1.1.1 **Builds**, revitalizes and sustains *Great Neighbourhoods*.
- 1.1.2 **Provides** Edmontonians with a public library system that meets diverse needs in all communities.
- 1.1.3 **Partners and provides** opportunities for local and city-wide social, recreational, cultural and spiritual interaction.
- 1.1.4 **Partners and provides** recreation, leisure and social programs and facilities as focal points for community, neighbourhood and city-wide connections.
- 1.1.5 **Partners** with community leagues, school boards and other organizations to build *community*.
- 1.1.6 **Promotes** Edmonton's *Downtown* as a focal point for people to connect.

## Objective:

- 1.2 The City of Edmonton uses its social and physical infrastructure at the neighbourhood, city, regional and global level to create connections.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 1.2.1 **Builds, partners and promotes** the use of an integrated, accessible pedestrian and bicycle network.
- 1.2.2 **Provides, partners and advocates** for *accessible public transit* and *active transportation* to increase mobility and interaction within the city and across the region.
- 1.2.3 **Provides and encourages** people to explore and enjoy their connection to the natural environment.
- 1.2.4 **Provides** infrastructure to enhance interaction among Edmontonians.
- 1.2.5 **Uses** innovative methods to increase connections among citizens.
- 1.2.6 **Advocates** for integrated road, air and rail connections to the city, region and world.



## Objective:

- 1.3 The City of Edmonton integrates public transit with economic, social, residential and recreational hubs.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 1.3.1 **Plans, designs and provides** its recreational and social programs and services in areas served by public transit.
- 1.3.2 **Provides** more than single use facilities in areas well served by public transit.
- 1.3.3 **Encourages** businesses to locate near LRT stations and transit centres.
- 1.3.4 **Promotes** a range of housing options located in close proximity to LRT stations and major transit centres.

## Objective:

- 1.4 The City of Edmonton connects individuals, families, groups, cultures and communities to the services they need to thrive and realize their potential.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 1.4.1 **Provides** information, **partners** with other organizations **and advocates** so as to increase residents' awareness and knowledge of city programs and services.
- 1.4.2 **Provides** opportunities for new residents to connect and feel welcome and be engaged in their new city.
- 1.4.3 **Builds** community and individual *capacity* by connecting them to the programs, services and resources they require to thrive.
- 1.4.4 **Partners** with the not-for-profit sector, the private sector and *regional municipalities* to collaborate on the delivery of services.
- 1.4.5 **Engages and advocates** other orders of government for programs and services that build community and individual capacity, including the ability of Edmontonians to age in place.

## Objective:

- 1.5 The City of Edmonton connects Edmontonians and Albertans to their history, heritage and unique role as Alberta's capital city.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 1.5.1 **Partners** with other orders of government to leverage its role as Alberta's capital city.
- 1.5.2 **Maintains** and preserves Edmonton's historic resources.
- 1.5.3 **Promotes** the history and contributions of all Edmontonians.
- 1.5.4 **Promotes** its role as Alberta's link to the *North* and its global and social connections.
- 1.5.5 **Promotes** its rich history and diverse cultural heritage.
- 1.5.6 **Promotes** its role as Alberta's capital city.

## Objective:

- 1.6 The City of Edmonton builds strong local government by connecting Edmontonians to their local leadership.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 1.6.1 **Provides** access to its municipal political leaders and the civic administration.
- 1.6.2 **Provides** opportunities for citizens to participate on boards and agencies that advise City Council and Administration.
- 1.6.3 **Provides and promotes** innovative methods to reduce barriers to participation and engage citizens in local government.

**GOAL TWO:**  
**EDMONTON CELEBRATES LIFE!**





### *Edmontonians love to celebrate!*

Edmonton is a fun city, bustling with arts, theatre, retail and entertainment districts and sporting events. Whether participant or spectator, amateur or professional, Edmontonians celebrate the full spectrum of choices when it comes to enjoying life to the fullest!

From the everyday enjoyment of Edmonton's outstanding parks, natural, green and public spaces, to our local arts, cultural, sports and local celebrations, Edmontonians live large. They value active, healthy lifestyles and want their municipal government to work with them to create invigorating leisure, social and recreational opportunities accessible to the widest range of abilities, ages and incomes.

Edmontonians love to play! On the sports field or the stage, the ice rink or the swimming pool, the dance floor or the games table, the residents of this city have a healthy appreciation for physical movement and fun.

They welcome the opportunity to celebrate and make opportunities to host celebrations. Edmontonians are proud of their internationally renowned facilities and keep them full with local, national and international events that draw the applause of a global audience.

This is a city that honours its natural and civic history and the histories of its diverse populations. Edmontonians come together often to celebrate community and individual milestones and accomplishments.

Community organizations partner with the City of Edmonton to enliven public spaces with events and activities that appeal to, and attract, people of all ages and abilities.

Edmontonians see their city as one renowned for its rich and diverse arts and cultural community; respected for its athletic accomplishments at all levels of endeavour and appreciated for how it honours and preserves its multi-faceted heritage.

They look to their municipal government to join them in promoting healthy lifestyles and to continue to create a culture of fun, play and celebration!

## Objective:

2.1 The City of Edmonton celebrates and promotes healthy living.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 2.1.1 **Provides, partners and advocates** for leisure, social and recreational opportunities.
- 2.1.2 **Provides** recreation, leisure and social programs to meet the diverse needs of Edmontonians.
- 2.1.3 **Provides** infrastructure and public spaces to promote and encourage healthy and *active living*.
- 2.1.4 **Promotes** the importance of recreation, play, walking, cycling and other forms of active living in all of its *people services*.

## Objective:

2.2 The City of Edmonton provides for the well-being of its citizens through outstanding parks, natural, green and public spaces.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 2.2.1 **Provides** access to its parks, *natural areas* and green spaces for the enjoyment of Edmontonians.
- 2.2.2 **Provides, maintains and promotes** public spaces for the enjoyment of Edmontonians.
- 2.2.3 **Builds and maintains** a connected system of shared use trails, green and natural spaces.
- 2.2.4 **Promotes, protects and maintains** the North Saskatchewan River Valley as the centerpiece of an integrated regional parks system.
- 2.2.5 **Partners** with community organizations to enliven, enhance, maintain and protect parks and green spaces.
- 2.2.6 **Promotes** the use of its parks, green spaces and natural areas.



## Objective:

2.3 The City of Edmonton is a diverse, creative city with a rich and vibrant arts and cultural community.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 2.3.1 **Provides** resources to, **and partners** with, organizations to nurture a flourishing arts community.
- 2.3.2 **Encourages** the creative expressions of Edmontonians in all aspects of community life.
- 2.3.3 **Advocates** for innovative and sustainable investment in the cultural sector.
- 2.3.4 **Advocates** for a *creative city*.

## Objective:

2.4 The City of Edmonton has a vibrant, diverse sports sector for all Edmontonians.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 2.4.1 **Partners** with the sport community, post-secondary education institutions and other stakeholders to develop a sports strategy.
- 2.4.2 **Partners** with community leagues, school boards and organizations to build neighbourhood and community based sports.
- 2.4.3 **Partners** with sports organizations and individuals to provide opportunities for all Edmontonians.
- 2.4.4 **Encourages** sports development through play.
- 2.4.5 **Encourages** best practices in sports development.

## Objective:

2.5 The City of Edmonton promotes the celebration of diversity, milestones, achievements and festivals.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 2.5.1 **Builds** upon its tradition of festivals and events for all seasons and ages.
- 2.5.2 **Creates** opportunities for celebrations.
- 2.5.3 **Partners** with businesses, community organizations and other orders of government to celebrate milestones and achievements.
- 2.5.4 **Promotes** and preserves its history at city-owned attractions and facilities.

## Objective:

2.6 The City of Edmonton hosts world leading arts, cultural, sports and entertainment events at venues that attract a local, regional and global audience.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 2.6.1 **Uses** its infrastructure and public spaces to host events and performances.
- 2.6.2 **Partners** to build and maintain venues that serve as a legacy for Edmontonians.
- 2.6.3 **Partners** with other organizations to host events and performances.
- 2.6.4 **Engages and partners** with stakeholders and other orders of government to host national and international events.

**GOAL THREE:**

EDMONTON IS A CARING,  
INCLUSIVE AND AFFORDABLE  
COMMUNITY



### *Edmontonians care for each other.*

They want a city where all people have opportunities to achieve their aspirations.

Residents appreciate a caring community is one that extends itself to all residents including vulnerable populations. From the simplicity of smiling at a neighbour to encouraging others to get involved in community activities, Edmontonians expect their municipal government to join them in creating a caring, inclusive and affordable community.

They want people services that are affordable and inclusive so that all residents feel a sense of belonging. Although education, housing, health and income security are the mandates of other orders of government, Edmontonians encourage their municipal government to advocate for supports and preventive services to allow full participation in community life for all residents.

Edmontonians understand their city is changing and evolving.

They look to their local government to create opportunities to promote intercultural awareness and eliminate racism.

Edmontonians expect their local government to help create a diverse and inclusive society. The Edmonton Urban Aboriginal Accord is an example of this. The Accord is the first in Canada to respond to the needs and aspirations of urban Aboriginal Peoples.

Through this Accord, Edmontonians express a desire to work with Aboriginal organizations to recognize and support Aboriginal participation in all aspects of urban life.

From people services and programs that enrich the lives of families and individuals, to those that provide critical support at times of individual or collective crisis, Edmontonians value the people services that demonstrate and contribute to a caring society. Edmontonians expect their city government to embody this sense of caring and inclusiveness in delivering its programs and services.

## Objective:

3.1 The City of Edmonton nurtures a caring and inclusive society.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 3.1.1 **Provides and partners** to deliver services and programs to vulnerable populations.
- 3.1.2 **Provides** its people services so that they are accessible and available to Edmontonians.
- 3.1.3 **Provides** information to Edmontonians to encourage participation in City programs and encourage Edmontonians to access City services.
- 3.1.4 **Delivers** programs and services in response to changing needs and best practices.
- 3.1.5 **Uses** civic declarations and celebrations to promote inclusion and respect for citizens.
- 3.1.6 **Partners** with individuals and organizations to eliminate racism.
- 3.1.7 **Partners** with Aboriginal organizations to recognize and support Aboriginal participation in all aspects of urban life.
- 3.1.8 **Promotes** intercultural awareness and understanding.
- 3.1.9 **Promotes** volunteerism as a means of enhancing a caring community.
- 3.1.10 **Advocates** for barrier free infrastructure.

## Objective:

3.2 The City of Edmonton increases opportunities to improve the lives of its vulnerable population.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 3.2.1 **Provides, partners and advocates** for resources for preventive social services.
- 3.2.2 **Partners** with community organizations to increase access to *preventive services*.
- 3.2.3 **Partners** with organizations to prevent further victimization of *vulnerable populations*.
- 3.2.4 **Promotes** innovative community initiatives to strengthen the capacities of vulnerable populations.
- 3.2.5 **Engages** stakeholders, other orders of government and community organizations to reduce poverty.
- 3.2.6 **Advocates** to reduce poverty and its effects.



## Objective:

- 3.3 The City of Edmonton reduces physical and financial barriers to housing, transportation, libraries, recreation, social and leisure opportunities for residents.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 3.3.1 **Provides, partners and advocates** for a variety of housing programs to meet the diverse needs of Edmontonians.
- 3.3.2 **Provides, partners and advocates** to prevent and eliminate homelessness.
- 3.3.3 **Provides** a variety of fare products to encourage use of public transit.
- 3.3.4 **Provides** affordable access to its public libraries, recreation, parks, leisure and social programs.

## Objective:

- 3.4 The City of Edmonton lives its commitment to create a caring community.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 3.4.1 **Provides** programs and services to the highest standards of citizen satisfaction.
- 3.4.2 **Provides** professional, caring and respectful services and programs.
- 3.4.3 **Provides** trained and supported staff prepared to meet the diverse needs of Edmontonians.
- 3.4.4 **Promotes** and recognizes exemplary citizen services.

**GOAL FOUR:**  
EDMONTON IS A SAFE CITY





*Edmontonians view their personal and collective safety as fundamental to the livability of their city.*

They appreciate safety is multi-faceted. It begins with the basic public health elements of safe drinking water, waste management and disease control and culminates with Edmontonians confidently living their lives, free from fear.

Residents expect people services that assure their public health and look to their municipal government to enforce bylaws and legislation that contribute to safe communities.

Safety extends to well maintained, accessible streets, sidewalks and public buildings and the maintenance of physical order. Edmontonians want their municipal government to work with them to provide infrastructure, emergency services and leadership in proactive urban and transportation design that adds to public safety and to the livability of their city.

Edmontonians understand that safety and prevention are entwined. They take responsibility for social order and crime prevention. They appreciate and support public education to raise awareness of individual and community contribution to safety.

Connected communities are safer communities. Edmontonians value connected communities and places where neighbours know each other which build a sense of belonging and trust. Edmontonians look to their local government and to each other to build bonds within neighbourhoods to contribute to safer communities.

Edmontonians want timely emergency response for fire, police, disaster and crisis. It is the presence of this emergency response infrastructure that adds to a sense of daily safety and confidence that Edmonton is a safe city.

## Objective:

- 4.1 Edmontonians enjoy safety and security of person, place and community.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 4.1.1 **Enforces** City by-laws and complies with provincial and federal legislation for the safety and security of people and property.
- 4.1.2 **Creates, applies and enforces** the conditions for a safe and secure environment in which to live, work, learn and play.
- 4.1.3 **Designs, operates and maintains** a safe transportation network.
- 4.1.4 **Designs and builds** its infrastructure using *Crime Prevention through Environmental Design* principles.
- 4.1.5 **Provides** services in a planned and continually upgraded manner to educate Edmontonians and respond to public safety.
- 4.1.6 **Provides** community and family support services to prevent crime.
- 4.1.7 **Provides** a visible, proactive policing model.
- 4.1.8 **Promotes** a coordinated approach with a variety of partners at the city and regional level for *crime prevention*.
- 4.1.9 **Advocates** for best practice in safety standards.

## Objective:

4.2 The City of Edmonton and its citizens share responsibility for social order and crime prevention.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 4.2.1 **Provides** public education with a variety of partners to raise Edmontonians' awareness of their contributions to personal, community and neighbourhood safety.
- 4.2.2 **Partners** with Edmontonians to ensure their safety at public events.
- 4.2.3 **Partners** with Edmontonians to foster and maintain *social order*.
- 4.2.4 **Partners** with Edmontonians to keep Edmonton clean and attractive.
- 4.2.5 **Engages** Edmontonians in developing citizen-oriented public safety programs.

## Objective:

4.3 The City of Edmonton protects the public health of Edmontonians.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 4.3.1 **Delivers** basic public health services in the areas of: water quality, waste management, storm and sanitary drainage, housing standards, fire rescue, noise pollution and disposal of human and animal remains.
- 4.3.2 **Partners** with provincial health services to educate Edmontonians in recognizing and preventing public health risks.
- 4.3.3 **Partners** with regional municipalities to protect the basic public health needs of Edmontonians and Capital Region residents.

- 4.3.4 **Advocates** for best practice in public health standards.
- 4.3.5 **Advocates** for and develops public health policy and programs.

### Objective:

- 4.4 The City of Edmonton provides timely emergency response for fire, police, disaster and crisis supports.

#### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 4.4.1 **Plans and provides** for a coordinated response to natural disasters and civil disturbances.
- 4.4.2 **Provides** information to Edmontonians about crisis supports and how to access them.
- 4.4.3 **Provides** and coordinates emergency access to meet or exceed standards for timely emergency response.
- 4.4.4 **Provides** emergency dispatch to meet or exceed industry standards.

**GOAL FIVE:**

**EDMONTON IS AN  
ATTRACTIVE CITY**







*Edmontonians love their parks, green spaces, natural areas, river valley and landscaped boulevards.*

Residents see local parks and boulevards as essential elements of Edmonton's attractiveness. The river valley in particular is a source of pride. Edmontonians look to their municipal government to preserve the integrity of the river valley and to provide and protect access to the top of the river bank so that all residents can enjoy the vistas. Natural spaces restore residents' spirits and add to a sense of well-being.

Edmontonians confidently invite visitors to the city, proud to show it off in the splendour of all of its seasons. They embrace the importance of their vibrant arts, culture, entertainment, sports and retail districts and want their municipal government to support and promote these areas of attraction and vitality.

They also add aesthetically pleasing and innovative architecture and design to their list of what makes their city attractive. Residents encourage their municipal government to be bold and inspire innovative architecture and design in all areas of the city to further inspire civic pride. They work with government and stakeholders to develop a beautiful city.

Edmontonians live in a winter city and celebrate their season of ice and snow, animating public areas with festivals, events and activities. They value their collective histories and work with their municipal government to honour and preserve the unique character and history of neighbourhoods and buildings.

They look to the past for naming places and spaces that are culturally reflective of their diverse history.

Ultimately, Edmontonians view cleanliness as essential to the attractiveness of their city. They work with their communities to keep places clean and encourage the municipal government in its education programs to prevent and eliminate litter vandalism and graffiti.

## Objective:

5.1 The City of Edmonton promotes civic pride through attractive design.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 5.1.1 **Partners and engages** businesses, community organizations and other orders of government to achieve aesthetically pleasing design.
- 5.1.2 **Builds** attractive civic buildings, public gathering places and streets.
- 5.1.3 **Engages** Edmontonians in developing a unique and beautiful city.
- 5.1.4 **Promotes** innovative architecture and design in all areas of the city.

## Objective:

5.2 The City of Edmonton showcases its vibrant arts, culture, entertainment, sports and retail districts.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 5.2.1 **Provides, partners and advocates** for the downtown core and business revitalization zones as a showcase for civic pride.
- 5.2.2 **Partners** with stakeholders to incorporate arts into the daily life of Edmontonians.
- 5.2.3 **Promotes** its spaces and buildings as venues for *public art* and artists.
- 5.2.4 **Supports and promotes** Edmonton's vibrant retail, sports, and entertainment sectors.
- 5.2.5 **Promotes** and celebrates winter and Edmonton's status as a *winter city*.

## Objective:

5.3 The City of Edmonton takes pride in and showcases its green spaces and natural places.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 5.3.1 **Designs, builds and partners to protect and maintain** city boulevards and green spaces and the North Saskatchewan River Valley as an integral part of an attractive city.
- 5.3.2 **Designs, builds, provides and protects** public access to the top of bank and ravine system.
- 5.3.3 **Provides** activities and events in city green spaces throughout all seasons.
- 5.3.4 **Promotes** the river valley as the centerpiece of an integrated regional park system.
- 5.3.5 **Promotes** the beauty of our green spaces, parks, aquatic and natural areas.
- 5.3.6 **Promotes** the enhancement and protection of significant lands, trees, views and streets in its neighbourhoods.

## Objective:

5.4 The City of Edmonton honours and preserves the unique character and history of all neighbourhoods.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 5.4.1 **Creates and enforces** practices, standards and bylaws to promote community art and historical preservation.

- 5.4.2 **Provides** naming conventions and interpretive materials that are culturally reflective of Edmonton's diverse history and heritage.
- 5.4.3 **Partners to promote, protect and maintain** heritage buildings and other historical elements.
- 5.4.4 **Promotes** the historic character of its various neighbourhoods.

### Objective:

5.5 The City of Edmonton works with citizens to keep Edmonton clean.

#### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 5.5.1 **Legislates and enforces** public standards of property cleanliness, upkeep and maintenance
- 5.5.2 **Provides** a positive model of property cleanliness, upkeep, maintenance and adherence to community standards in all of its properties.
- 5.5.3 **Provides and maintains** clean *public spaces*, infrastructure and green spaces.
- 5.5.4 **Provides** education programs and positive alternatives to prevent and eliminate vandalism, graffiti and litter.
- 5.5.5 **Engages** citizens in keeping Edmonton clean and attractive.
- 5.5.6 **Promotes** the redevelopment of derelict structures.

**GOAL SIX:**

**EDMONTON IS A  
SUSTAINABLE CITY**





*Edmontonians want to live in a way that meets the needs of the present while building a strong future.*

Essential to that is their commitment to building a socially, environmentally, economically and financially sustainable society.

Social sustainability is about nurturing participation in community life and investing in the current and next generation of community leaders. It's about focusing resources on high needs communities and areas of the city that need a leg up.

Edmontonians want to create strong, resilient communities and individuals that are able to draw on their resources to readily seize opportunity or bounce back from adversity.

Edmontonians look to their local government to work with other orders of government, school boards, post secondary institutions, the business community and the volunteer sector to build a socially sustainable society.

Edmontonians value volunteerism and acknowledge the contribution volunteers make to the livability of their city. They support access to life-long learning opportunities as a means of improving employment opportunities or socializing. They invite their municipal government to advocate for integrated learning opportunities in schools, community leagues, libraries and other facilities.

When it comes to environmental sustainability, residents seek to build on their city's growing reputation as an environmental leader in such areas as waste management.

Edmontonians are proud of their parks, natural, green and public spaces and urge their municipal government to protect and restore the biodiversity of Edmonton's natural environment. They look to their municipal government to enforce municipal bylaws for environmental best practices. They appreciate the importance of local food networks and promote the importance individual contributions make to environmental sustainability.

Residents also want an economically sustainable community and recognize that their city's people services contribute to creating a desirable investment climate. They urge their municipal government to work with regional municipalities and other orders of government to promote economic opportunities and help ensure an economically diverse and sustainable future.

Edmontonians want people services that build their city, yet need them to reflect the resources available. They look to their municipal government to provide timely, accurate information about the financial costs of the people services they may consider so they can best decide direction.

Ultimately, Edmontonians seek a balance between meeting today's needs, while building a civil society that will serve them well in the future.



## Objective:

6.1 The City of Edmonton is a socially sustainable society.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 6.1.1 **Designs and advocates** for *complete communities*.
- 6.1.2 **Designs and provides** innovative community and neighbourhood capacity building strategies.
- 6.1.3 **Designs** its people services to create complete communities.
- 6.1.4 **Provides** enhanced resources and services to *high needs communities*.
- 6.1.5 **Provides** information and education to Edmontonians about their roles and responsibilities as active citizens.
- 6.1.6 **Partners** with community organizations and community leagues to develop leaders.
- 6.1.7 **Partners** with regional municipalities to provide a coordinated social, economic and environmental strategy.
- 6.1.8 **Advocates** for the moderate and balanced concentration of social agencies, housing and businesses in all neighbourhoods.
- 6.1.9 **Promotes** a civil society and leadership in *socially sustainable* practices.
- 6.1.10 **Promotes** volunteerism and provides volunteers with formal recognition.
- 6.1.11 **Supports** Edmontonians' access to *lifelong learning* opportunities.
- 6.1.12 **Advocates** for integrated learning opportunities in city recreational programs and facilities, schools, community leagues, libraries and other facilities.
- 6.1.13 **Promotes** innovative programs and partnerships to increase access to post secondary training, trades, higher education and other learning opportunities.

## Objective:

6.2 The City of Edmonton is an environmentally sustainable society.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 6.2.1 **Provides and promotes** facilities for active transportation modes.
- 6.2.2 **Protects, maintains**, conserves and restores the biodiversity of Edmonton's natural environment.
- 6.2.3 **Protects, preserves and expands** its parks, green and natural areas.
- 6.2.4 **Builds** on the City's leadership role in environmental best practices.
- 6.2.5 **Provides** programs and education to businesses and residents about the importance of individual environmental responsibilities.
- 6.2.6 **Maintains** and conserves natural spaces and ecological connectivity in the North Saskatchewan River Valley.
- 6.2.7 **Enforces** community standards through municipal by-laws for environmental best practice.
- 6.2.8 **Partners** to educate Edmontonians about the importance of a *community food network*.
- 6.2.9 **Promotes** sustainable *urban agricultural* practices.
- 6.2.10 **Promotes** environmental best practices in urban design, construction and re-use of materials.
- 6.2.11 **Promotes** the use of the highest environmental standards through a civic culture of environmental planning, conservation, preservation and protection.

## Objective:

6.3 The City of Edmonton is an economically sustainable community.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 6.3.1 **Provides** a public transit system as a key element of economic, environmental and *social sustainability*.
- 6.3.2 **Provides** people services that contribute to a desirable investment environment.
- 6.3.3 **Partners** with other municipalities to provide an integrated and coordinated system of people services for the economic vitality of the region.
- 6.3.4 **Partners** to support the attraction and retention of a *diversity* of people to help build Edmonton's economy.
- 6.3.5 **Partners** to encourage innovation and improved productivity.
- 6.3.6 **Promotes** a diverse, vibrant local and regional economy.
- 6.3.7 **Promotes** opportunities in the downtown core to live, learn, work and play.
- 6.3.8 **Promotes** the capital region as a desirable choice for skilled Canadian and international workers.
- 6.3.9 **Promotes** opportunities for people making the school to work transition.
- 6.3.10 **Facilitates** economic development in communities and neighbourhoods.
- 6.3.11 **Advocates** for the recognition of foreign credentials and international work experience.
- 6.3.12 **Advocates** for workplaces able to accommodate persons with disabilities.

## Objective:

6.4 The City of Edmonton has fiscally sustainable people services.

### STRATEGIC POLICY DIRECTIONS:

The City of Edmonton

- 6.4.1 **Delivers** municipal services in alignment with appropriate revenue sources in a cost effective manner.
- 6.4.2 **Provides** accurate, timely information on program costs and benefits and the impact on the fiscal sustainability of people services.
- 6.4.3 **Maintains** a balance between operating expenditures, operating revenues and accessibility.
- 6.4.4 **Partners** to create innovative funding models and revenue sources.
- 6.4.5 **Engages with, and advocates to**, other orders of government for resources to meet evolving people services needs.

# IMPLEMENTATION

## Budget & Implementation

Each Strategic Policy Direction will be implemented through annual corporate and departmental business plans and master plans. On an annual basis, costing for improvements to people services will be identified through annual budget submissions.

*The Way We Live: Edmonton's People Plan* will be implemented in partnership with all City departments and the City of Edmonton's Transforming Edmonton committee. An implementation plan will:

- Identify immediate and long-term actions required to implement *The Way We Live: Edmonton's People Plan*.
- Identify departmental and agency responsibility in terms of primary and supporting roles for *The Way We Live: Edmonton's People Plan* policies.
- Contain a schedule, benchmarks, and measurements of success.

## Monitoring & Performance Measures

*The Way We Live: Edmonton's People Plan* will develop an integrated monitoring and performance measurement plan in conjunction with *The Way Ahead*, the corporate business plan and other strategic city initiatives.

The performance measures will be designed so that they are:

- Meaningful and measurable
- Understandable and timely
- Sensitive to data collection costs and effort
- Responsive to departmental and corporate actions supported by Council

Monitoring will identify trends and emerging policy issues over time, show year-to-year changes that establish a pattern and provide information that will have true value for public accountability, budgeting and delivery of planned services.

Monitoring will establish if the plan needs to be revisited.

## Great Neighbourhoods

Great Neighbourhoods is a City of Edmonton corporate-wide initiative to ensure citizen-focused planning, co-ordination and delivery of City services. This initiative places emphasis on City departments working more collaboratively with each other and with community stakeholders to shape Edmonton's future. It is through this collaboration that great neighbourhoods are created.

The Great Neighbourhoods initiative is rooted in the understanding that great cities are built one great neighbourhood at a time. That takes deliberate, coordinated planning across all City departments, with residents, neighbourhoods and other stakeholders.

## Regional Perspective

As Alberta's capital city and the major urban centre within the capital region, Edmonton has become the focus of complex issues that demand a regional perspective.

The Capital Region Board was established by provincial regulation in April 2008. The board is a decision making body made up of the City of Edmonton and the 24 surrounding cities, towns, villages and counties.

The Board's mandate is to produce a plan for regional growth in operating land use, housing, transit and Geographic Information System (GIS).

The Capital Region Board has developed a Capital Region Growth Plan, endorsed by the Board and approved by the Minister of Municipal Affairs. As per the Capital Region Board's mandate from that minister, the Growth Plan contains sections on:

- Land use
- Transit
- Geographic Information System (GIS)
- Housing

The Capital Region Board will continue to work on regional planning in these four core areas, and will also undertake some work on a regional plan for economic development and potentially other policy areas. As the Capital Region Board continues to ensure planned growth in the region, the City of Edmonton will work closely with the surrounding municipalities so that Edmonton's people services continue to improve livability in the region.

**APPENDIX:****GLOSSARY****1. Accessible public transit**

A municipality that provides accessible transportation services in order to access goods, services, personal or work related activities and other destinations for all citizens, including those with mobility challenges or other disabilities that impact or limit their options for travel.

**2. Active living**

A way of life in which physical, social, mental, emotional and spiritual activities are valued and are integrated into daily living. (*World Health Organization*)

**3. Active transportation network**

Any mode of transportation by which people use their own energy to power their motion. (*City of Edmonton Transportation Master Plan*)

**4. Capacity**

The ability of an individual, group or community to organize itself to identify and solve its own problems.

**5. Community**

The human and social activity of a neighbourhood, district or city as a whole who share social interaction and some common interests. (*City of Edmonton Municipal Development Plan and Transportation Master Plan*)

**6. Community food network**

A collaborative and interaction system of sustainable food production, processing, distribution, and consumption that is integrated to enhance the economic, environmental and social health of a particular place. It can include building locally based, self-reliant food economies or one that could extend across municipalities in a region. (*City of Edmonton Municipal Development Plan*)

**7. Complete communities**

A community that is fully developed and meets the needs of the local residents through an entire lifetime. Complete communities provide certainty to residents on the provision of amenities and services and include a range of housing, commerce, recreational, institutional and public spaces. A complete community provides a physical and social environment where residents can live, learn, work and play. (*City of Edmonton Municipal Development Plan and Transportation Master Plan*)

**8. Creative city**

Creative cities are vibrant, social places:

- nurturing personal growth
- generating cultural and technological breakthroughs
- producing jobs and wealth and
- are accepting a variety of lifestyles and culture.

(City of Toronto, *Creative City Planning Framework*, <http://www.toronto.ca/culture/pdf/creative-city-planning-framework-feb08.pdf>)

**9. Crime prevention**

Any initiative or policy which reduces, avoids or eliminates victimization by crime or violence. It includes government and non-government initiatives to reduce fear of crime as well as lessen the impact of crime on victims. (*Institute for the Prevention of Crime*, [www.socialsciences.uottawa.ca/ipc/eng/what\\_is\\_crime\\_prevention.asp](http://www.socialsciences.uottawa.ca/ipc/eng/what_is_crime_prevention.asp))

**10. Crime Prevention through Environmental Design (CPTED)**

CPTED is a pro-active crime prevention strategy that focuses on an analysis of how the features of the environment – and the policies that govern its management and use can constrain criminal activity. (*City of Edmonton Municipal Development Plan and Transportation Master Plan*)

**11. Diversity**

The range of human difference. Each person has layers of diversity which make his/her perspective unique. (*City of Edmonton Office of Diversity and Inclusion*)

It includes the dimensions of “race”, ethnicity, national and regional origins, sex, gender identity, sexual orientations, socioeconomic status, age, physical attributes, and abilities; as well as religious, political, cultural and intellectual ideologies and practices.

**12. Downtown**

The area within the boundaries of the current City of Edmonton Downtown Plan. (*City of Edmonton Municipal Development Plan and Transportation Master Plan*)

**13. Great Neighbourhoods**

Great neighbourhoods all have the following qualities:

- well-maintained infrastructure
- interesting and accessible amenities
- safe, clean and pedestrian-friendly environment
- residents who support each other and work with government and other organizations to make their neighbourhood the place they want it to be. (*City of Edmonton Office of Great Neighborhoods*)



**14. High needs community**

Groups and communities susceptible to adverse social conditions.

**15. Lifelong learning**

Learning is a process involving the development of knowledge, skills and values throughout a person's life, from early childhood through adulthood. Learning is not only an intellectual process, but also something that affects all areas of life, including the emotional, spiritual and physical aspects. (*Canadian Council on Learning, <http://www.ccl-cca.ca/>*)

**16. Natural areas**

Space acquired for, and dedicated to, the preservation of natural heritages.

**17. Neighbourhoods**

A residential area with an appropriate mix of housing types with convenience-type commercial facilities and where appropriate, schools or park facilities. (*City of Edmonton Municipal Development Plan and Transportation Master Plan*)

**18. North**

Refers to communities, organizations, orders of government and businesses located north of Edmonton that link to Edmonton as a northern service centre.

**19. People services**

People services refer to wide range of programs and services that Edmontonians can use to enhance their lives. They include basic amenities, affordable housing, preventive and early intervention social services, recreational and cultural services for all its citizens, and recognition of successful citizens and volunteers.

**20. Preventive services**

It refers to a range of interventions that address risk factors at the individual and community level. It includes community-based programs and services.

**21. Public art**

An artistic endeavor produced for decorative or functional purposes and displayed in public areas of public buildings and parks.

**22. Public spaces**

Lands, buildings and structures held by government organizations for use by the general public. (*City of Edmonton Urban Parks Management Plan*)

**23. Regional municipalities**

This refers to the 24 cities, towns, villages and counties surrounding the City of Edmonton participating as members of the Capital Region Board. (*Capital Region Board*)

**24. Social order**

A set of linked social structures, social institutions and social practices which conserve, maintain and enforce “normal” ways of relating and behaving. (*Dictionary of Sociology*)

**25. Social sustainability**

A socially sustainable community must have the ability to maintain and build on its own resources and have the resiliency to prevent and/or address problems in the future. (*Greater Vancouver Regional Plan*)

**26. Sustainable urban agriculture practices**

The growing, processing, and distribution of food and nonfood plant and tree crops and the raising of livestock, directly for the urban market, both within and on the fringe of an urban area within the context of environmental protection, livelihood generation and promoting food security among urban residents. (*International Development Research Centre, <http://www.idrc.ca/uploads/user-S/10530054240E1.pdf>*)

**27. Vulnerable and at risk populations**

Refer to population groups in a particular cultural, historical, political and social context that make them susceptible to adverse social conditions. (*Canadian Institutes for Health Research, <http://www.cihr-irsc.gc.ca/e/15986.html>*)

**28. Winter city**

Refers to a strategy that engages citizens and communities in active lifestyle in the winter time.





[www.edmonton.ca/TheWayWeLive](http://www.edmonton.ca/TheWayWeLive)