



CONNECT(ED)MONTON

EDMONTON'S STRATEGIC PLAN 2019-2028

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MAYOR'S MESSAGE



Welcome to CONNECTEDMONTON!

This inspiring plan shares our collective vision for a future Edmonton and provides focus as we grow and build our city together.

The Edmonton we enjoy today was shaped by the generations of people before us. Now we must work together to connect our city so that future Edmontonians can thrive.

The foundation of CONNECTEDMONTON is the people who live, work and play here. This plan was built by individuals, groups, and organizations through participation in a process called *Vision 2050*. The process helped to understand what matters most to Edmontonians and this information has become our future destination. Being built by Edmontonians for Edmonton makes this plan much more meaningful.

CONNECTEDMONTON is our guide to what we aim to achieve and it directs where change is needed today. Along with these shared aspirations, CONNECTEDMONTON invites everyone to

embrace and participate in transforming our city. The plan will guide how we work together, make decisions, and take action to shape Edmonton for our people, neighbourhoods, groups, businesses and institutions.

On behalf of City Council, we recognize that it takes a collaborative effort to successfully build and shape our city. We want to thank the thousands of people who contributed to creating CONNECTEDMONTON, and the thousands more who will work together to make our future happen. It's time to get to work; let's connect, Edmonton.



Mayor Don Iveson
City of Edmonton

ABOUT

CONNECTEDMONTON is Edmonton's Strategic Plan for 2019 – 2028. It sets the **direction for our future** and outlines where we need to change today to realize our vision for Edmonton in 2050.

CONNECTEDMONTON IS ABOUT TRANSFORMATIONAL CHANGE THAT PROVIDES:

a **vision** of what Edmonton can become by 2050

one unifying **principle** to guide decision-making over the next ten years

four **goals** that require our action and change to achieve our vision

an **invitation** for all Edmontonians to work together to make our vision come alive

indicators that monitor the collective impact of our efforts to achieve the strategic goals

BUILDING AND IMPLEMENTING CONNECTEDMONTON

CONNECTEDMONTON is inspired by a simple idea: to achieve what we set out to do, Edmontonians are better together than we are alone. The unifying principle of the plan, Connected, captures this idea.

Collectively, thousands of Edmontonians provided input and shared what's important to them as they imagined the Edmonton of their future and the people who come after them.

The vision, goals, and principle of this plan are based directly on the feedback gathered by talking to Edmontonians in person and online, through workshops, small group discussions, public engagement sessions, social media and surveys.

The invitation to implement the plan together, and the indicators that will allow us to focus on change and progress, were formed through feedback acknowledging that many partners and groups in the public and private sectors, non-profit organizations and Edmontonians alike have a role to play in building Edmonton's future.

The four strategic goals of CONNECTEDMONTON are the focus areas that require transformational change in the next ten years: Healthy City, Urban Places, Regional Prosperity and Climate Resilience. They show us where collaboration, strategic actions and partnerships will set transformational changes in motion and make a collective impact on our future. These actions, partnerships and roles we all have in co-building our future are the starting point for implementation of the plan.

EDMONTON'S VISION

Our vision is our **aspiration** for Edmonton in the year 2050.

It's 2050 and Edmonton's creativity and community spirit are lights to the world. The city's heart is our people. They make everything possible.

We work together to create liveability for all, where everyone has what they need to succeed. We are inspired by and grateful for our collective ancestors who continue to guide our way. They inspire us to learn, steward this shared place and build the meaning of our lives.

We plant ideas. We grow business. We get stuff done here. Edmontonians see their efforts and ideals reflected back to them in a city that was built to connect. This commitment turns new ideas into solutions for our communities, which we take to the world.

Edmonton has come to mean a community where it makes sense to plan our future together. We spark an energy seen worldwide: a light in the northern sky.



GUIDING PRINCIPLE

The guiding principle unifies our work. It **ensures that we make strategically consistent choices** as we work to achieve our goals.

CONNECTED

We create as a community to connect people to what matters to them.

We care about the impact of our actions on our social, economic, cultural, spiritual and environmental systems.

We serve those here today and those who come after us.

STRATEGIC GOALS

The four **strategic goals** are the focus areas that require transformational change in the next ten years to achieve our vision. The goals will be achieved through strategic actions, partnerships and collaboration.



HEALTHY CITY



URBAN PLACES



REGIONAL PROSPERITY



CLIMATE RESILIENCE



HEALTHY CITY



Goal: Edmonton is a **neighbourly** city with **community** and **personal wellness** that embodies and promotes **equity** for all Edmontonians.

ABOUT HEALTHY CITY

Our healthy city encompasses both Edmontonians' well-being and the wellness of our communities. It requires that all people have the means to access and maintain a good standard of living. When they feel safe, empowered and supported as individuals, they are better able to connect with and enrich the community. It is about harmony, happiness and health as a whole.

WHY A HEALTHY CITY IS IMPORTANT FOR EDMONTON'S FUTURE

Working together to advance the equity and conditions for all Edmontonians to live their best lives is imperative to achieving liveability for all. The health and wellness of Edmontonians is core to our quality of life. It is why we want to build urban places, have regional prosperity and become climate resilient.

INDICATOR CATEGORIES FOR MONITORING CHANGE AND IMPACT TO HEALTHY CITY

- Community Wellness
- Equity
- Neighbourly
- Personal Wellness

URBAN PLACES



Goal: Edmonton neighbourhoods are more **vibrant** as **density** increases, where people and businesses **thrive** and where **housing** and **mobility** options are plentiful.

ABOUT URBAN PLACES

Urban places are well designed and developed areas for Edmontonians. They are characterized by higher population density, feature attractive destinations and amenities, supported by housing variety and nearby businesses in which to shop and work. They have interesting and diverse activities and events, distinctive and lively culture and transportation options that create a vibrant urban experience in a city that is built to connect people and places.

WHY URBAN PLACES ARE IMPORTANT FOR EDMONTON'S FUTURE

Developing integrated and attractive urban places throughout the city creates and enhances the experiences that make people choose to live, shop, work and play in Edmonton. Urban places are where people come together. Planned and built well, they will ensure that Edmonton's future growth is sustainable and attractive.

**INDICATOR CATEGORIES
FOR MONITORING CHANGE
AND IMPACT TO URBAN PLACES**

- Growth Patterns
- Housing Options
- Neighbourhood Vibrancy

- Transportation System
- Urban Business





REGIONAL PROSPERITY



Goal: Edmonton grows **prosperity** for our **Metro Region** by driving **innovation**, **competitiveness** and **relevance** for our businesses at the local and global level.

ABOUT REGIONAL PROSPERITY

The Edmonton Metro Region is officially bounded by the four counties that surround Edmonton and the 13 municipalities within these counties. We're a region where great homegrown ideas, talent and businesses gain the attention of markets and investors around the world. This collective effort can build regional assets and advance the region's well-being and connection to the world.

WHY REGIONAL PROSPERITY IS IMPORTANT FOR EDMONTON'S FUTURE

Edmonton is an active participant in regional innovation to build national and international opportunities that promote economic diversity, competitiveness, and increase our capacity for growth. With focused collaboration, regional businesses and entrepreneurs will thrive and Edmontonians will enjoy the prosperity achieved as the region becomes a dominant hub.

INDICATOR CATEGORIES FOR MONITORING CHANGE AND IMPACT TO REGIONAL PROSPERITY

- Business Innovation
- Prosperity
- Competitiveness
- Relevance

CLIMATE RESILIENCE



Goal: Edmonton is a city transitioning to a **low-carbon** future, has **clean air** and **water** and is **adapting to a changing climate**.

ABOUT CLIMATE RESILIENCE

Climate resilience is about Edmonton's capacity to respond to the impacts of climate change and protect people, businesses and infrastructure from those impacts. On our path to becoming a resilient city, we will work together to address climate challenges and risks, and pursue the opportunities that arise from a changing climate.

WHY CLIMATE RESILIENCE IS IMPORTANT FOR EDMONTON'S FUTURE

Action is required by all Edmontonians, businesses and industries to reduce greenhouse gas emissions and preserve and protect a clean environment. Generating and expanding renewable energy and reducing and mitigating climate change is imperative to improve Edmonton's environment now, and for future generations.

INDICATOR CATEGORIES FOR MONITORING CHANGE AND IMPACT TO CLIMATE RESILIENCE

- Air & Water Quality
- Climate Mitigation
- Climate Change Adaptation
- Energy Generation & Use



AN INVITATION

Edmonton's heart is our people. We are a community planning a future together. CONNECTEDMONTON harnesses this uniquely Edmonton quality and calls together Edmontonians, the community, partners and the City. When we bring together these groups and their passion and talents, we can collaboratively build a healthy, urban and climate resilient city that supports a prosperous region.

CONNECTEDMONTON provides the strategic direction, purpose and focus for Edmontonians, public and private sectors and non-profit organizations. It outlines the investment we must make to ensure greater benefit for all Edmontonians today—and tomorrow. This plan was built by Edmontonians and it will require ongoing relationships and partnerships to collaboratively build a connected city.

Working together means acknowledging we have different roles to play and unique strengths and resources to contribute to achieving the strategic goals. Sharing accountability for our strategic goals requires all of Edmonton to work together to tackle challenges and opportunities.

CONNECTEDMONTON invites all individuals, groups, teams, associations, organizations, companies and institutions throughout the city to take leadership and supporting roles at various times to make these big changes happen. Sharing collaborative, aligned and purposeful actions is the foundation of successful implementation of CONNECTEDMONTON.

MONITORING IMPACT

The indicators tell us how we are doing. They are how our collective impact is monitored, and show how our efforts are getting us to our strategic goals.

Indicators reflect observable changes from the collaboration of many, rather than the results of any single organization. Indicators are a nimble and adjustable system of monitoring trends to signal change and progress.

Each strategic goal has priority areas to monitor collective impact. The indicators represent a way of holistically understanding the current state of each of the goals by understanding the status of the priority areas.

Edmonton is a smart city where we use data and technology to connect people, enable partnerships and ultimately increase the quality of life for our residents. Our city, community and environment are constantly transforming and we need to be adaptable and adjust to the changes and trends. As different information becomes available, we will continually monitor our collective impact.

Annual reporting led by City of Edmonton Administration will use the most current and relevant indicators to demonstrate the success and opportunities of CONNECTEDMONTON.

INDICATOR SUMMARY



HEALTHY CITY

COMMUNITY WELLNESS

Discrimination and Racism

Percentage of Edmontonians who indicate they witnessed or personally experienced any discrimination and racism in Edmonton

City of Edmonton – Community Perception Survey

Personal Safety

Percentage of Edmontonians who feel they live in a safe city

City of Edmonton – Community Perception Survey

EQUITY

Affordable Housing Demand

Percentage of Edmonton households spending 30 percent or more pre-tax household income on housing

Statistics Canada

Crime

Crime severity rate in Edmonton

Statistics Canada

Income Inequality

Income growth difference between Edmonton's top and bottom 10 per cent of the population.

Statistics Canada through Edmonton Social Planning Council

Poverty

Percentage of Edmontonians in low income status in Edmonton

Statistics Canada

NEIGHBOURLY

Sense of Community

Sense of community score averaged for Edmonton's neighbourhoods

City of Edmonton – Sense of Community in Neighbourhoods Survey

Volunteerism

Percentage of Edmontonians who indicate they volunteered formally and/or informally

City of Edmonton – Community Perception Survey

PERSONAL WELLNESS

Arts and Culture

Percentage of Edmontonians who indicate they attended arts or cultural activities

City of Edmonton – Community Perception Survey

Personal Wellness

Personal wellness of Edmontonians in seven areas: standard of living, health, achievement in life, personal relationships, safety, feeling a part of the community, and future securities.

Alberta Community Health Survey



URBAN PLACES

GROWTH PATTERNS

Housing Growth Pattern

Number of new residential units in selected areas of the city as a percentage of new residential units city-wide

City of Edmonton

Population Growth Pattern

Edmonton's population growth in selected areas of the city as a percentage of growth city-wide

City of Edmonton

HOUSING OPTIONS

Housing Diversity

Edmonton's residential housing diversity index

City of Edmonton

NEIGHBOURHOOD VIBRANCY

Access to Amenities

Percentage of Edmontonians with access to infrastructure and amenities that improve their quality of life.

City of Edmonton – Community Perception Survey

TRANSPORTATION SYSTEM

Transportation Mode

Breakdown of Edmontonians' modes of transportation for daily needs

City of Edmonton – Community Perception Survey

URBAN BUSINESS

Employment Growth Pattern

Edmonton's employment growth in selected areas of the city as a percentage of growth city-wide

Business Info Canada

Small and Medium-Sized Businesses

Percentage growth in the number of small and medium-sized businesses in Edmonton

Statistics Canada



REGIONAL PROSPERITY

BUSINESS INNOVATION

Patents

Total number of patents assigned in Edmonton region

Edmonton Global and Conference Board of Canada

Startups

Estimated number of startups in Edmonton region

Startup Genome

COMPETITIVENESS

Education Levels

Percentage of Edmonton region's labour force who have attained a certificate or degree as highest level of education

Statistics Canada

Productivity

Value created from resources: Edmonton region's Gross Domestic Product per worker

Edmonton Global and Conference Board of Canada

PROSPERITY

Disposable Income

Disposable income per household in the Edmonton region

Statistics Canada

Employment Growth

Percentage growth of total employment in the Edmonton region

Statistics Canada

Gross Domestic Product

Gross Domestic Product per capita in the Edmonton region

Conference Board of Canada

RELEVANCE

Global Awareness

Edmonton's position against other cities in a number of selected national and international rankings as a place to live, visit and invest in

City of Edmonton and Edmonton Economic Development Corporation

National Awareness

Percentage of respondents across Canada that identify Edmonton as a place to live, visit and invest in

City of Edmonton



CLIMATE RESILIENCE

AIR AND WATER QUALITY

Air Quality

Edmonton region's air quality level

Government of Alberta

Water Quality

Water quality in Edmonton region's major rivers, including the North Saskatchewan River

Government of Alberta

CLIMATE CHANGE ADAPTATION

Climate Change Adaptation

Percentage of Edmonton neighbourhoods that are resilient to climate change impacts from flooding, temperature, extreme weather and changes to sensitive ecosystems

City of Edmonton

CLIMATE MITIGATION

Community Greenhouse Gases

Tonnes of greenhouse gas emissions from Edmonton community sources

Stantec Consulting LTD.

ENERGY GENERATION AND USE

Energy Use

Amount of energy used in Edmonton per capita, including energy for transportation, stationary heat, industrial processes, and electricity

Epcor, ATCO, the federal government's National Inventory Report, the international airport, and the provincial government.

Renewable Electricity Generation

Percentage of electricity consumed by Edmontonians that is generated from renewable sources in Edmonton

EPCOR

PRINCIPLE: CONNECTED

Connected to Community

Percentage of Edmontonians who indicate they feel connected to their communities

City of Edmonton – Community Perception Survey

CITY MANAGER'S MESSAGE



CONNECTEDMONTON sets our destination – the future Edmonton we want to build. And that requires an ongoing collaboration with Edmontonians, community partners and the City to ensure that we stay on course. All individuals, groups, teams, associations, businesses and institutions are invited to participate in the building of our connected city.

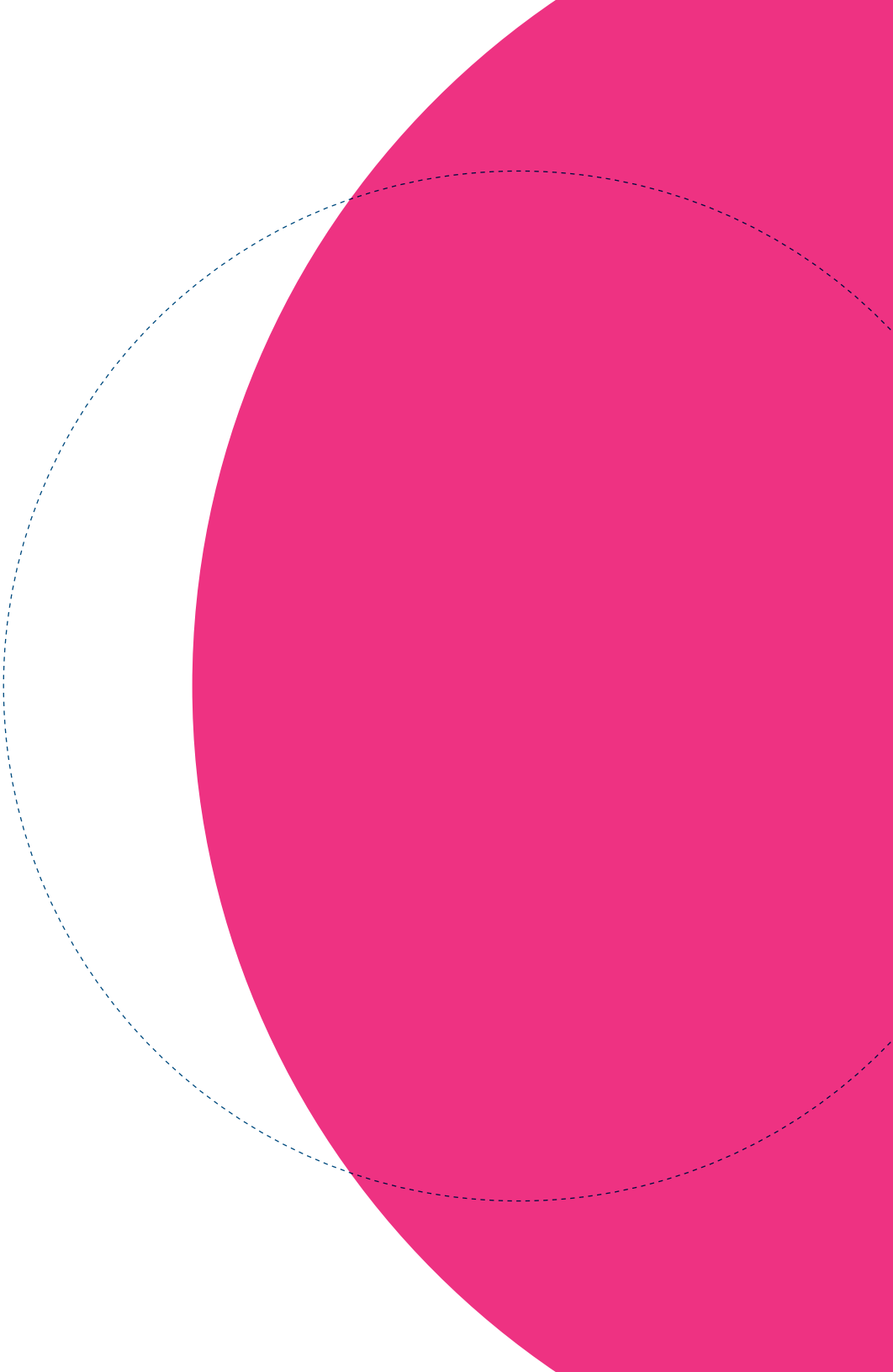
In conjunction with CONNECTEDMONTON, The City Plan is the offshoot of the strategic plan, outlining the choices we will make to reach that destination. The work to build The City Plan is underway, and will be completed in 2020. The City Plan will bring the vision to life. It describes the choices we will make when imagining, designing, building and animating the city. It clarifies how we move, gather and enjoy the amenities in our enviable surroundings. It is a plan that demonstrates how continuous improvement will guide our growth, evolution and success as a small big city.

The City's Corporate Business Plan provides the next level of detail for bringing our municipal vision to life. The Corporate Business Plan is about building programs and services for people and communities to thrive, now and in the future. It outlines the details behind the projects, service operations

and performance measurements for the programs and services that support the needs of Edmontonians. The Corporate Business Plan puts city building into practical perspective: it is focused on efficient and effective delivery of the services that are relevant to the residents, businesses and stakeholders we serve. The Corporate Business Plan will be updated annually and will address emerging issues and opportunities for continuous improvement. We are pleased and excited to bring depth and dimension to our future from CONNECTEDMONTON through The City Plan and the Corporate Business Plan.

A handwritten signature in blue ink that reads "Linda D.M. Cochrane".

City Manager Linda D.M. Cochrane
City of Edmonton



CONTACT

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