

# City Plan Implementation

## Moving Forward With Focus

### Recommendation

That the February 2, 2021, Urban Form and Corporate Strategic Development report UFCSD00140, be received for information.

### Executive Summary

This report provides the overarching implementation approach for advancing The City Plan, consisting of Planning Policy and Regulation, Process and Service Delivery, Data and Measurement, and People, Partnerships and Change Management in alignment with budget planning and development. Completed implementation will see The City Plan embedded within the City of Edmonton's Strategic Planning Framework to ensure that strategic actions, programs and services provided by the corporation are aligned with The City Plan's aspirations, and supports decision making for resource allocation through the budget process.

This report complements work currently underway across the corporation to advance The City Plan. Throughout Q1 2021 there will be a variety of reports presented on aspects of advancing The City Plan. To support Edmonton's growth, change and competitiveness, the City's policies and regulatory tools need to evolve.

While this report provides the corporate implementation approach, details of implementation initiatives will be provided in reports throughout 2021 and 2022. Reports have been cross-referenced where appropriate.

### Report

The City Plan, approved on December 7, 2020, translates the vision and strategic goals of ConnectEdmonton into a comprehensive public policy document and physical growth strategy for Edmonton's future. This requires a shift in how Edmonton plans and prioritizes Administration's work to achieve a healthy, urban and climate resilient city that supports a prosperous region.

As Administration reimagines actions to recover from the COVID-19 pandemic and the economic recession, Reimagined City Building is one of the ways which will focus the City's recovery from the COVID-19 pandemic and the economic recession in accordance with the Big City Moves, implementing The City Plan, integrating the Corporate Business Plan and establishing targets with City Council.

The City Plan sets strategic direction for the way Edmonton grows, its mobility systems, open spaces, employment and social networks. It does this by striking a balance between making something new or transformative while also stewarding and preserving the attributes most valued by Edmontonians to make for a safe and liveable city.

### Strategic Planning Framework

The Strategic Planning Framework (Attachment 1) is the City's approach to achieve the Corporate Promise: *"Working together, aligned with City Council, we enable a better life for all Edmontonians."* It is also the way The City Plan will be implemented across the Corporation over time. The components of the Strategic Planning Framework are described in more detail as follows:

- *ConnectEdmonton* sets the direction. It is about Edmontonians' community vision, aspiration, and inspiration. This is Edmonton's highest level plan and it is about making transformational change.
- *The City Plan* identifies the choices. It articulates the choices we will make to become a healthy, urban and climate resilient city of two million people that supports a prosperous region.
- The *Corporate Business Plan* describes the actions. It is about the actions Administration will take within three streams (Making Transformational Impacts, Delivering Excellent Services and Managing our Corporation) and presents an integrated overview of the City of Edmonton's work over a four-year period.
- The *Capital and Operating Budgets* allocate the resources. It is about how Administration will deliver on the direction, choices and actions in order to create and be the city Edmontonians want.
- *Enterprise Performance Management* (EPM) monitors the performance. It is about continuously measuring and monitoring Administration's progress toward achieving the results Edmontonians care about.
- *Enterprise Risk Management* (ERM) is the assurance. It is Administration's plan to achieve the objectives by preparing for uncertainty and obstacles by seizing emerging opportunities.

By planning and prioritizing work in this way, efforts across the corporation will be coordinated to achieve the targets in The City Plan.

### Implementation Approach

Administration prepared The City Plan Implementation Approach (Attachment 2) in tandem with final approval of The City Plan to support its roll-out and delivery over time. While there are many significant actions and changes that will take place in the coming years to achieve the desired transformational change, the overall

implementation approach provides structure and sequencing to support and coordinate efforts across Administration. This report outlines key initiatives and strategic actions occurring in the short term (2020-2022) and the medium term (2023-2026) with the intent to align with budget planning, and acknowledges that continuous evaluation, examination and adjustment will need to take place over the long term.

The implementation approach comprises:

- *Planning Policy and Regulation* which shapes the built form of Edmonton.
- *Process and Service Delivery* which determines how Administration plans, allocates resources, and delivers services so that Edmontonians are able to access and enjoy their city.
- *Data and Measurement* which guides Administration to determine how far and how fast, and communicates to Edmontonians the progress that was achieved.
- *People, Partnerships and Change Management* which outlines how the City of Edmonton takes Edmontonians on the journey, including both internal and external stakeholders.

More details of each are provided below.

### Planning Policy and Regulation

The Zoning Bylaw Renewal Initiative and District Planning will shape Edmonton's built form for future generations, and are foundational to achieving The City Plan.

Zoning Bylaw Renewal is a comprehensive overhaul of our current Zoning Bylaw that includes rethinking how, what and why the City regulates in terms of zoning and land development. It will provide the necessary regulatory framework to help advance the strategic goals of ConnectEdmonton, implement The City Plan and transform the way we deliver land development services, as directed in the Corporate Business Plan. More details on this initiative and progress to date are included in Urban Form and Corporate Strategic Development report CR\_7509, Zoning Bylaw Renewal Report #2, also on the February 2, 2021, Urban Planning Committee agenda.

Districts are diverse, accessible collections of neighbourhoods that contain most of the services and amenities Edmontonians need to meet their daily needs. The District Planning initiative will provide the framework for local services, amenities, land use and infrastructure planning; and will further articulate the concept of 15-minute districts.

A review of current land use policies will occur, with the intent to revise or repeal documents which have served their purpose. A lifecycle review process will be initiated to ensure land use policies remain updated and aligned to The City Plan.

In addition to the above mentioned work, Administration continues to advance other key Land Use Planning and Mobility initiatives that will update our tools and practices for the interconnected systems that shape our city. The status of the work currently underway is provided in Urban Form and Corporate Strategic Development report CR\_8176, City Plan Implementation: Advancing Edmonton's Systems, also on the February 2, 2021, Urban Planning Committee agenda.

### Process and Service Delivery:

A large body of work is currently underway to integrate The City Plan with strategic planning and service delivery processes. This work will be complementary to the budget planning and prioritization work already underway and the prioritized 2023 - 2026 budgets will be an accurate representation of overarching city building choices and financial trade offs required to deliver on the City's strategies. This includes updates to The Corporate Business Plan and integration with the budget planning process.

Updates to the Corporate Business Plan will reflect the newly approved City Plan. A number of Strategic Actions to advance The City Plan's Big City Moves have been identified, as outlined in Attachment 3, and will be incorporated into business plan updates taking place in the first quarter of 2021. Business plan updates will also reflect The City Plan's policy directions, COVID-19 operational and financial impacts (current and future), reimagined actions to respond to the pandemic, and impacts to operations as a result of recent budget reductions. In addition to 2021 business plan updates, work is currently underway to update the planning process to further align The City Plan, business planning and budgeting for future updates and budget cycles.

The prioritized 2023-2026 budget will align the capital and operating budgets to support the actions outlined in the Corporate Business Plan and City Plan.

### Data and Measurement:

As part of the EPM framework, Administration will monitor progress on strategic measures and targets, and update The City Plan on an ongoing basis as required. ConnectEdmonton indicators and The City Plan strategic measures will be embedded within EPM so that measuring, monitoring, and reporting will take place in a consistent approach to managing the corporation. As implementation progresses, the EPM service measures will be updated to align with Policy Directions, along with an established business reporting cycle. In this way, Administration will be able to identify opportunities and develop effective strategies to achieve The City Plan Targets.

The following components will be embedded within EPM to support implementation of The City Plan:

- *Indicators:* A core aspect of ConnectEdmonton is monitoring the performance of the high level community indicators. These indicators are a reflection of the impact that Administration's actions have in the community and how much these changes are moving the dial toward each of the four transformational Strategic Goals.
- *Targets:* Outlined in The City Plan, they define bold community achievements to be reached as we grow to a city of two million people and report strategic progress.
- *Interim Targets:* To be created as part of measuring and monitoring progress of The City Plan. Interim Targets will be co-developed to support decision making in four year cycles and provide tangible progress tracking towards the longer term Targets
- *Strategic Measures:* To monitor the progress toward achieving the targets in each of the Big City Moves.

Alignment of ConnectEdmonton's four Strategic Goals and indicators with The City Plan's Big City Moves and Targets is outlined in Attachment 4. Currently there are findings presented in Urban Form and Corporate Strategic Development report CR\_7810, Transit Mode Share - Increase and Impacts, also on the February 2, 2021, Urban Planning Committee agenda, on the actions required to achieve The City Plan target of 50 percent transit and active transportation mode share at a population of two million.

The Growth Management Framework sets out high level development priorities around physical, environment and social infrastructure investments and their fiscal implications. In response to the growth and the need to adapt the City's activation approach, Administration is scoping the growth management program described in detail in the February 1, 2021, Urban Form and Corporate Strategic Development report UFCSD00098, Growth Management Framework to Executive Committee. The results of the Growth Management Program will help inform the measurement model and future infrastructure investments.

### People, Partnerships and Change Management

The introduction of The City Plan as a new strategic direction requires realignment in the way Administration and City Council plan, budget and work together to enable a better life for Edmontonians. With the approval and introduction of The City Plan, and the comprehensive replacement of 'The Ways' plans, there is a need to steer the organization to our new corporate direction. Actions across the corporation are required to activate this vision and make it a reality for staff, partners, and stakeholders.

Immediate actions to support activation of The City Plan included website updates, and launch of an interactive, mobile-first digital platform. Proactive and ongoing

promotion of the new content commenced in early 2021. City Building is an open invitation to work together with many partners and groups in the public and private sectors, non-profit organizations and Edmontonians alike that all have a role to play in building Edmonton's future.

Internally, training, knowledge building and specific supports will be deployed in early 2021 to build awareness of The City Plan among staff. A robust change management strategy will be developed in 2021 to support the changes required as the corporation refocuses efforts on the new strategic direction. *Activating The City Narrative* is a communications initiative to orient the City of Edmonton to The City Plan and create awareness and understanding among Edmontonians of the aspirations and choices in The City Plan.

City Plan implementation initiatives and changes to service delivery will include targeted, coordinated engagement with community and city building partners in alignment with the Relationship Based City initiative launched in 2020.

### **Public Engagement**

Edmontonians engaged throughout the preparation of The City Plan (2018-2020) helped to shape the plan's structure, concept, policy, and approach. This included a diversity of groups, stakeholders and interests representing citizens, civil society, public institutions, regional municipalities, business and Indigenous communities.

### **Other Council Reports**

Information provided in this report is complemented by the following reports to Committees of Council in the first quarter of 2021:

#### January 19, Urban Planning Committee - Infill Reports

- *CR\_6801 Proposed Bylaw for Tree Preservation and Protection*
- *UFCSD00122 Infill Roadmap Initiative - 2021 Update*
- *CR\_8099 Infill Compliance Team Annual Report 2020*
- *UFCSD00141 LID update to the City of Edmonton drainage*
- *CR\_8162 Infill Fire Protection Cost Share Program - Update*
- *UFCSD00099 Safety codes permit bylaw (15894) - Update*

#### February 1, Executive Committee - Growth Management Reports

- *UFCSD00098 Growth Management Framework program*
- *CR\_8034 Growth Investment Strategy*

#### February 2, Urban Planning Committee - City Plan Implementation Reports

- *CR\_7509 Zoning Bylaw Renewal Report #2 - Initiative Update and Next Steps*
- *CR\_8176 - City Plan Implementation - Advancing Edmonton's Systems*

- *CR\_7810 Transit Mode Share - Increase and Impacts*
- *CR\_4887 Intermodal Hubs - Next Steps*

February 16, Urban Planning Committee - City Plan Implementation Reports (continued)

- *CR\_7623 Developer Sponsored Affordable Housing Program Review*

**Corporate Outcomes and Performance Management**

<b>Corporate Outcome(s): Conditions of Success</b>			
<b>Outcome(s)</b>	<b>Measure(s)</b>	<b>Result(s)</b>	<b>Target(s)</b>
People of all ages, backgrounds and abilities can thrive.	<ul style="list-style-type: none"> <li>● Uptake of low-income programs</li> <li>● End Poverty Edmonton action items completed by City of Edmonton</li> <li>● Land allocated for affordable housing</li> <li>● Committed affordable housing units</li> <li>● Completed affordable housing units (Permanent Supportive Housing)</li> </ul>	TBD	<ul style="list-style-type: none"> <li>● Less than 35% of average household expenditures spent on housing &amp; transportation</li> <li>● There is no chronic or episodic homelessness in Edmonton</li> <li>● Nobody is in core housing need</li> </ul>
Connections are built to welcome new residents; housing, recreation and employment centres are within reach.	<ul style="list-style-type: none"> <li>● Population within reasonable distance to Basic Services</li> <li>● Transit Ridership per capita</li> <li>● Bicycle paths/lanes per 100,000 population</li> <li>● Population within 0.5km of public transit running at least 20 min during peak period</li> <li>● Km of Public transport system per 100,000 population</li> <li>● Daily trips using transit and active transportation by district</li> </ul>	TBD	<ul style="list-style-type: none"> <li>● 50% trips by transit &amp; active transportation</li> <li>● 15 minute districts that allow people to easily complete their daily needs</li> </ul>
Our built environment meets the needs of the future and actively enables redevelopment.	<ul style="list-style-type: none"> <li>● Infill growth in nodes and corridors relative to Growth Management Framework</li> <li>● Infill growth in districts relative to Growth Management Framework</li> <li>● Housing growth distribution</li> <li>● District population</li> <li>● Developing, redeveloping, and future growth area population</li> <li>● Capital Infrastructure Investments by District</li> </ul>	TBD	<ul style="list-style-type: none"> <li>● 50% of new units added through infill citywide</li> <li>● 600,000 additional residents will be welcomed into the redeveloping area</li> </ul>
New physical and economic opportunities are developed for ideas, talent and investment to come together.	<ul style="list-style-type: none"> <li>● Jobs in nodes and corridors</li> <li>● Jobs in Innovation Corridor</li> <li>● Citywide job relative to the Edmonton Metropolitan Region jobs</li> <li>● Reliability of goods movement across and within Edmonton Metropolitan Region</li> <li>● Industrial Land Supply</li> </ul>	TBD	<ul style="list-style-type: none"> <li>● Hold 70% of employment in Edmonton</li> <li>● Nodes and corridors support 50% of all employment in Edmonton</li> <li>● Innovation Corridor attracts 50,000 more jobs</li> </ul>

	<ul style="list-style-type: none"> <li>• Industrial, Commercial, Institutional Permits by District</li> <li>• Non Residential Tax Revenue by District</li> </ul>		
Edmonton is dedicated to preserving and protecting the environment through good design and conscious development decisions.	<ul style="list-style-type: none"> <li>• Urban Forest</li> <li>• Recycled solid waste</li> <li>• Greenhouse gas emissions generated by City assets</li> <li>• Areas designated for natural protection</li> <li>• Green area (hectares) per 100,000 population</li> </ul>	TBD	<ul style="list-style-type: none"> <li>• 2 million new urban trees planted</li> <li>• Net per person Green House Gas emissions are nearing zero</li> <li>• Total community-wide greenhouse gas emissions below 135 megatonnes carbon budget</li> </ul>

**Attachments**

1. Strategic Planning Framework
2. The City Plan Implementation Approach
3. Big City Moves: Strategic Actions
4. Strategic Measures - City Plan Alignment with Indicators

**Others Reviewing this Report**

- M. Persson, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- A. Laughlin, Deputy City Manager, Integrated Infrastructure Services
- R. Smyth, Deputy City Manager, Citizen Services
- B. Andriachuk, City Solicitor