

Council's Strategic Plan 2019-2028

ConnectEdmonton Approval

Recommendation

That Council's Strategic Plan 2019-2028, as set out in Attachment 1 of the April 16, 2019, Urban Form and Corporate Strategic Development report CR_ 6633, be approved.

Executive Summary

The City of Edmonton works in an ever-evolving environment and is part of a multifaceted ecosystem that builds the future in a connected fashion, where different voices, skills and perspectives inform and contribute to change, growth and opportunity.

Since 2017, City Council, Administration and Edmontonians have collaborated to identify the possibilities of what Edmonton could be in the future. ConnectEdmonton: Edmonton's Strategic Plan 2019-2018 (the Plan), encapsulates the results from this extensive engagement and is the long-term, aspirational direction for Edmonton.

The Plan includes a vision statement which is the aspiration of Edmonton in the year 2050. Four 10-year strategic goals were developed to ensure progress is made towards this vision: Healthy City, Urban Places, Regional Prosperity, and Climate Resilience. Collectively, these goals along with the one principle, Connected, are foundational elements.

The Plan is a bold reflection of Edmonton's character, attitude and strengths. It is a plan inspired by and owned by all individuals, groups, teams, associations, organizations, companies, and institutions throughout the region. In addition to being inclusive, the Plan is resilient and is supported by an initial set of indicators that will monitor and measure progress and collectively signal changing conditions.

Administration's role in realizing the Plan is considerable. Administration enables and sustains partnerships and is accountable for providing efficient and effective programs and services to Edmontonians. These deliverables are further articulated within the Corporate Business Plan. The City Plan, which will be completed by 2020, will prioritize the specific actions and services to achieve the goals.

Report

Edmonton's Strategic Plan

ConnectEdmonton (Attachment 1) is Edmonton's strategic plan for 2019 - 2028. Built from extensive public engagement, it includes four 10-year strategic goals that will

facilitate/guide Edmonton's future aspiration and development: Healthy City, Urban Places, Regional Prosperity and Climate Resilience.

The Plan is informed by the aspirational vision of Edmonton in 2050 that states, in part: *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 spark an energy seen worldwide: a light in the northern sky.* The Plan sets direction for making transformational impacts to ignite that spark. Decision-making will be guided by the principle, 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.

Effective implementation of the Plan and the bold changes it supports is only possible through the collective commitment and actions of Edmontonians, the public and private sectors and a myriad of stakeholders. All stakeholders are invited to work together to affect change.

The strategic goals are described as follows:

- **Healthy City:** Edmonton is a neighbourly city with community and personal wellness that embodies and promotes equity for all Edmontonians.
- **Urban Places:** Edmonton neighbourhoods are more vibrant as density increases, where people and businesses thrive and where housing and mobility options are plentiful.
- **Regional Prosperity:** Edmonton grows prosperity for our Metro Region by driving innovation, competitiveness and relevance for our businesses at the local and global level.
- **Climate Resilience:** Edmonton is a city transitioning to a low carbon future, has clean air and water and is adapting to a changing climate.

To monitor progress toward the Plan's strategic goals, an initial set of indicators has been developed. They are intended to provide a clear understanding of the current state and are expected to evolve over time. Together, the indicators reaffirm the direction and actions to realize the city of our future.

Vision 2050 Engagement Summary

Renewal of Council's Strategic Plan began in 2017 with discussions in which Council, Edmontonians and stakeholders were asked to imagine the possibilities for the city in 2050 and speculate on the changes necessary to realize these aspirations. Three phases of *Vision 2050* engagement were conducted; they were essential steps in conceptualizing, clarifying, and refining the dreams, ideas and input of a broad cross-

section of people and interests.

Phase 1 (Q1 2017) focused on the development of a strategic, inclusive and diverse engagement plan with community and business leaders. It included people, groups and interests that may have not been captured in traditional public engagement approaches in the past. Engagement methodologies included online and phone surveys, drop-in public meetings across wards, meetings in company/organization boardrooms, meetings on Indigenous reserve land, informal pop-up sessions, high school retreats, and telephone conferences. Engagement discussion included reaction to a draft vision and potential themes that could inform the strategic goals.

In December 2017, Council endorsed the preliminary vision, principles and goals that emerged from Phase 1 and requested further refinements based on the inputs received from Phase 2.

Phase 2 (Q1-Q2 2018) included collaboration with a diverse group of people, businesses, and organizations. This engagement reflected the breadth of the city's demographics: 160 organizations participated in 76 sessions; 4,847 survey respondents provided feedback and suggestions for Plan goals and approaches. Attachment 2 presents details about the Phase 2 engagement process and results.

Phase 3 (Q3-Q4 2018) used the input from Phase 2 to establish a set of initial indicators. The process of developing the indicators included:

- Research
 - led by third party consultants
 - informed by national and international best practices and environmental scan
 - analysis of draft indicators by Community Indicators Consortium
- Validation
 - engagement workshops with community and business leaders
- Refinement
 - City of Edmonton subject matter experts in consultation with community leaders

The indicators provide information about the current state of actions and approaches intended to affect the change needed to realize the strategic goals. As such, the indicators are expected to evolve and require refinement over time. Attachment 3 summarizes the indicators and the process for their development.

Refining Edmonton's Plan - What We Heard

Throughout the *Vision 2050* engagement, draft concepts, themes, and the Plan were adjusted to reflect the rich feedback from participants. This iterative process resulted in a plan that is a bold reflection of the character, attitude and strengths of Edmonton and Edmontonians. Community interest in contributing to the vision of Edmonton and the

ways to realize it accelerated throughout Phase 2. Through this process, it was recognized that this was more than Council's Strategic Plan, as initially envisaged. It is an example of city building at its finest, where inclusive, diverse collaborations have shaped a way to achieve the best of what Edmonton is and can be. This is Edmonton's Strategic Plan.

Attachment 4 details the modifications to The Plan - from content and concepts - resulting from engagement with Edmontonians.

Next Steps & The City of Edmonton's Role

ConnectEdmonton: Edmonton's Strategic Plan 2019-2028 provides a high level view of Edmonton's future direction. It guides the development of two affiliated plans: The City Plan and The Corporate Business Plan 2019 - 2022. Through these plans, Administration articulates the journey to achieving Edmonton's strategic goals.

The City Plan outlines the way the city will build and grow to meet the needs of two million people and provides the framework for physical growth, transportation and environment directions that will enable the realization of the four strategic goals in ConnectEdmonton (see February 12, 2019 Urban Planning Committee report CR_6408 City Plan Phase 3).

The City Plan defines:

- Where and how strategic priorities translate into physical spaces that are built
- Better options for how Edmontonians get around
- New connections to support businesses
- More choices for how Edmontonians live

Like ConnectEdmonton, The City Plan invites residents, businesses, organizations, and stakeholders to provide input on choices and concepts.

The Corporate Business Plan 2019-2022 presents the prioritized projects Administration will implement to advance ConnectEdmonton. The Corporate Business Plan includes an outline of the ongoing services delivered to Edmontonians that are aligned with the strategic goals (see April 16, 2019 City Council Report CR_6634 Corporate Business Plan 2019-2022). A series of indicators within the Enterprise Performance Management project (March 18, 2019 Executive Committee Report CR_6715 Enterprise Performance Management Update) will ensure that progress is monitored, evaluated and measured.

Corporate Outcomes and Performance Management

Corporate Outcome(s): All 12 Corporate Outcomes			
Outcome(s)	Measure(s)	Result(s)	Target(s)

Edmontonians, the public and private sectors and non-profit organizations work together to bring their vision for Edmonton in 2050 to life	See Indicators in ConnectEdmonton	TBD	TBD
Corporate Outcome(s): Conditions of Success			
Outcome(s)	Measure(s)	Result(s)	Target(s)
The City of Edmonton has stronger and more effective mutually beneficial relationships with partners (other orders of government; the business community, educational institution; arts, culture and recreation organizations; and others)	The number of partners who activate ConnectEdmonton in their institutions	TBD	TBD

Risk Assessment

Risks of Proceeding with Recommendations:

Risk Element	Risk Description	Likelihood	Impact	Risk Score (with current mitigations)	Current Mitigations	Potential Future Mitigations
Public Perception	Citizens or organizations do not agree with Edmonton's Strategic Plan and do not participate in implementation	1 - rare	2 - moderate	2 - low	Substantial public engagement shaped the plan	Ongoing periodic public engagement, reporting, and partnerships to achieve the Plan
Information - Performance measures	Performance measures do not adequately reflect partner's work towards the goals	1 - rare	2 - moderate	2 - low	Indicators are designed to be iterative and can be modified to reflect changing conditions	

Risks of Not Proceeding with Recommendations:

Risk Element	Risk Description	Likelihood	Impact	Risk Score (with current mitigations)	Current Mitigations	Potential Future Mitigations
Public Perception	Loss of reputation if a plan several years in the making is not supported	2 - unlikely	2 - moderate	4 - low	Substantial engagement ensures that stakeholders have helped to shape the plan	
Corporate Governance	The City would have to proceed	2 - unlikely	2 - moderate	4 - low	The foundational components (vision, goals and principle) were approved in June 2018	

	without a Council-approved strategic plan until another plan is approved				and will continue to set direction
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Attachments

1. ConnectEdmonton: Edmonton's Strategic Plan 2019 - 2028
2. What We Heard, Vision 2050
3. Indicator Development
4. Refining Edmonton's Plan

Others Reviewing this Report

- R. Kits Acting 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
- K. Armstrong, Deputy City Manager, Employee Services
- R. Smyth, Deputy City Manager, Citizen Services
- B. Andriachuk, City Solicitor