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INTRODUCTION

Guided by ConnectEdmonton and The City Plan, the Performance Report provides a snapshot of the City's progress towards the Corporate Business Plan objectives outlined for 2019-2022. The first section of the report is focused on advancing the business plan objective of "Making Transformational Impacts". Many of the initiatives outlined in the first section are complex, have a long horizon to completion and involve many community partnerships. Because of this, this section focuses on the high-level progress of these initiatives; further information on specific initiatives will be presented by way of specific reports to Council by the subject matter experts of each department. In this section, arrows next to each measure or indicator show the result difference from the previous year (up, down or same) and the year over year change by colour (positive (green), negative (red) or stable (black)). Performance results throughout the report reflect an annual frequency unless otherwise noted. The most recent result is provided where possible, though some are not more recent than 2019 or 2020.

Additionally, the second and third sections highlight the progress and notable achievements by Administration in advancing the business plan objectives of "Serving Edmontonians" and "Managing the Corporation".

This information can be used to understand the City's progress towards achieving its goals. The insights can also be used to help plan for what the City does tomorrow, based on where its measures are today. The information in this report will transition into the Citizen Dashboard at the end of 2022 and the data sets will be expanded in subsequent reporting cycles.

The last couple of years have created challenging conditions for Edmontonians, the City and municipalities across the world. The overarching guidance provided by the Strategic Planning Framework and further insights gathered from public surveys will help position the City to balance short and long-term priorities, and ensure the long-term resilience of the organization, communities and city.



Transforming for the Future

Inspired by ConnectEdmonton: Edmonton's Strategic Plan (2019-2028), the City is working towards transforming Edmonton into a healthier, increasingly urban and more climate-resilient city that continues to support a prosperous region. The Corporate Business Plan outlines the strategic actions for achieving the community's vision; the work continues to be realized through action, partnerships and collaboration.

Healthy City

Edmonton is a neighbourly city with community and personal wellness, and embodies and promotes equity for all Edmontonians. A healthy city encompasses both Edmontonians' personal well-being and the wellness of communities.

HEALTHY CITY INDICATORS			
Indicator with description	Previous Value	Most recent value	Trend
% of Edmontonians who have personally experienced or witnessed discrimination or racism	50% (2020)	57% (2022)	↑ (negative)
% of Edmontonians who attended any arts and cultural activities in the past 12 months	61% (2020)	56% (2022)	↓ (negative)
% of Edmontonians who feel a sense of connection and belonging to Edmonton	73% (2020)	69% (2022)	↓ (negative)
% of Edmontonians that perceive the city to be safe overall	63% (2020)	52% (2022)	↓ (negative)
Crime Severity Index (Edmonton) - includes all Criminal Code violations (including traffic, drug violations and all Federal Statutes)	115.55 (2020)	106.18 (2021)	↓ (positive)
% of Edmontonians who do not have enough money to meet basic needs	12.9% (2019)	10.8% (2020)	↓ (positive)

Related Big City Move

Inclusive and Compassionate is about City-making that supports human-centred design where people of all ages, backgrounds and abilities can survive and thrive. The City's strategic actions towards achieving a healthy city, and being inclusive and compassionate include: affordable housing and homelessness; poverty elimination; the ride transit program; and inclusive Edmonton.

Committed affordable housing **1,839 units**

(2021) ↑ (positive)

Affordable Housing and Homelessness

Several actions work towards achieving the City's long-term goal of affordable housing options in each neighbourhood. The goal is to decrease homelessness by collaborating with City partners to build on existing strategies, services and programs, and by advocating for support from other orders of government by:

- Increasing the supply and the spectrum of affordable housing by delivering grant funding programs
- Establishing innovative partnerships
- Facilitating the development of City-owned land for affordable housing
- Facilitating the design and construction of permanent supportive housing
- Policy development

Committed permanent supportive housing **644 units**

(2021) ↑ (positive)

The Affordable Housing Investment Plan supports the implementation of the Affordable Housing Strategy (2016-2025). The Plan enables an additional 2,500 units of housing by the end of 2022 to the current supply, through grants, surplus school site redevelopment and supportive housing development. As of the end of 2021, the City was more than halfway to meeting this goal, with support approved for more than 1,839 units, including 644 units of supportive housing.

For the 2019 to 2022 business planning cycle, six key investment areas were prioritized, including supportive housing, surplus school site redevelopment, secondary suite grants, affordable housing grants, social housing regeneration and developer-sponsored affordable housing. City Council's goal of increasing the geographic distribution of affordable housing across Edmonton continues to be supported. In addition, when provincial Municipal Stimulus Program funding was made available, Administration and its partners, HomeEd, Greater Edmonton Foundation and Civida, took advantage of that funding to support more than 1,500 City-owned affordable and social housing units.

Poverty Elimination

This initiative works to advance the social, community and economic well-being of those who are experiencing poverty and towards achieving the goal of ending poverty within a generation. Efforts were led by EndPoverty Edmonton and the City through the five-year EndPovertyEdmonton Road Map. The City and its partners have specific actions to lead related to the game changers: eliminating racism, livable incomes, affordable housing, accessible and affordable transit, affordable and quality child care, and access to mental health services. The City's response over the years was an integrated and cross-corporate approach to reducing barriers that impact Edmontonians who are experiencing poverty. Examples of recent work include:

- Providing City funding and participating in the All In For Youth Initiative
- The Community Mental Health Action Plan
- The Edmonton Community Development Corporation
- A continued focus on internal training opportunities for better awareness and understanding of stigmatization in the community

The Financial Empowerment Program launched in January 2021, where Financial Empowerment Social Workers engaged with Edmontonians living on no income to low income to assist with the completion of forms to facilitate tax filing, create spending plans and provide referrals to other resources that support individuals and families toward financial stability.

Providing Accessible Transit Here (PATH) gives vulnerable Edmontonians experiencing homelessness or at-risk of homelessness a monthly transit pass. This helps them to attend school, and seek work and housing, as well as access medical and other social services. Last year, the PATH Program provided 18 agencies and the Edmonton Convention Centre emergency shelter (operational on a temporary basis during COVID-19 in 2020/21) with 16,899 Edmonton Transit bus passes. The demand for passes, as well as the number of agencies distributing passes has increased steadily since March 2021.

Ride Transit Program

Since 2017, the Ride Transit Program, jointly funded by the Government of Alberta and the City of Edmonton, has provided discounted monthly transit fares to approved program participants, reducing financial barriers for these individuals and families in Edmonton. Reducing barriers for low income individuals to travel around the city to access jobs, education, healthcare,

recreation, community resources and government services is a critical step toward eliminating poverty. The Ride Transit Program typically sells more than 13,000 passes to participants each month.

Ride Transit pass holders who agree that the Ride Transit pass is affordable
86%

(2021) ⇨ (neutral)

During the COVID-19 pandemic, many Edmontonians continued to rely on public transit to meet their daily needs, whether for work, grocery shopping or medical care. Ride Transit monthly pass sales continued to grow steadily last year, averaging more than 12,000 passes sold per month and nearly 162,000 passes annually. Growth in passes peaked at 12% in September 2021, demonstrating the important role that the program played in providing affordable transportation options for families as COVID-19 restrictions were easing and in-person school classes returned.

The Ride Transit Program is subject to changes in Government of Alberta funding levels, which could impact the sustainability of the program.

Inclusive Edmonton

Policy, funding, relationships, partnerships, data and leadership are levers the City uses to address issues affecting the inclusion of all Edmontonians. Working towards the goal of a more inclusive Edmonton has included actions such as:

- The City's response to Missing and Murdered Indigenous Women and Girls National Inquiry, which aligns with the municipal-specific Calls for Justice
- The commitment to develop a Truth and Reconciliation (TRC) Municipal Response Plan, with specific actions the City will take to address the 94 Calls to Action

After years of meaningful relationship-building, engagement, discussions and meetings, the City adopted the Indigenous Framework. The co-created Framework was guided by Indigenous Peoples' recommendations on how the City can better serve Indigenous populations. It is a living document that will continue to evolve over time, as relationships with Indigenous Peoples continue to change and grow. The [Indigenous Framework](#) was launched in February 2021 and had an impactful first year of implementation focusing on connection, action, education and awareness. Despite the barriers presented by the COVID-19 pandemic, the Indigenous Framework corporate and department teams were able to successfully complete several of the department actions. This work has included creating educational materials and experiential opportunities, as well as governance work to assemble the department

committees and assisting them in the development of their action plans. During this time, the City has also continued to build and deepen relationships with Elders and Knowledge Keepers.

In 2020 City Council created the Community Safety and Well-being Task Force following the Non-statutory Public Hearing on the Edmonton Police Commission, to create recommendations for the future of community safety and well-being in Edmonton. The creation of the task force was one of a number of motions passed to direct Administration and the Edmonton Police Commission in response to what they learned from Edmontonians during the public hearing. In April 2021, the Community Safety and Well-Being Task Force presented 14 recommendations to Council for the Edmonton Police Commission, Edmonton Police Service and the City of Edmonton to improve safety, wellness and a holistic approach to community safety. In response, the City developed the [Safer for All Work Plan](#) identifying in-progress and quickly actionable items to support community safety and well-being outcomes. Based on feedback from the community, emerging needs, direction from City Council and a desired future state, the City developed a [Community Safety and Well-Being Strategy](#), presented to City Council in May of 2022. At this time City Council approved additional immediate investments in programs and actions presented as part of the strategy including:

- Establishing the Community Outreach Transit Team (COTT)
- Continuing the Nîkâniw Indigenous Youth Leadership Program
- Implementing mandatory anti-racism training for enforcement officers;
- Developing new diversity and inclusion recruitment processes and;
- Approving additional funding for REACH Edmonton and End Poverty Edmonton.

Through ongoing implementation of this City-led and community-driven strategy, Edmonton will be positioned to become Canada's safest city by 2030 with the overall intent of:

"Each person making Edmonton home feels a sense of purpose, safety and stability, curated through connectedness to self, land, culture and each other, and rooted in reconciliation, anti-racism, removal of systemic barriers and transformation of thinking, interacting and being."

The City collaborated with the [Anti-Racism Advisory Committee](#) to develop an Anti-Racism Strategy. Actions that were committed to include:

- The development of an independent anti-racism body;

- The establishment of a high level anti-racism office within the City of Edmonton; and
- Ongoing core operational and capacity-building funding, including the continuation of the Anti-Racism Advisory Committee community grant program.

Urban Places

Edmonton is creating neighbourhoods that are becoming more vibrant as density increases, where people and businesses thrive, and where housing and mobility options are plentiful.

URBAN PLACES INDICATORS			
Indicator with description	Previous Value	Most recent value	Trend
% of Edmontonians who feel that they have access to local amenities, facilities and infrastructure that improve their quality of life	79% (2020)	74% (2022)	↓ (negative)
Number of small and medium-sized businesses (1-49 employees)	34,894 (2020)	35,219 (2021)	↑ (positive)
Density - the number of Edmontonians living within the boundaries of the city	1,310 population per square kilometre (2019)	1,339 population per square kilometre (2020)	↑ (positive)
Housing diversity	0.64 Index (2020)	0.64 Index (2021)	⇔ (stable)
Ratio of the number of jobs to the number of housing units in Edmonton	1.3 (2018)	1.3 (2019)	⇔ (stable)

Related Big City Moves:



Rebuildable City is about working with what we have today, and continuously adapting and re-imagining our built environment to meet the needs of the future.



A Community of Communities is about building connections to welcome new residents and developing housing, recreation and employment centres that are within reach. The City's strategic actions towards achieving urban places, a rebuildable city and a community of communities include continued redevelopment of Blatchford and the Exhibition Lands area, Light Rail Transit (LRT) expansion, Zoning Bylaw renewal, development of a Growth Management Framework, district planning and the implementation of the Safe Mobility Strategy.

Blatchford Redevelopment

With multiple residential stages being planned or under construction, Blatchford is on its way to becoming an amenity-rich, custom-designed community that is walkable and bikeable, transit-oriented and environmentally sustainable. When complete, the entire community will be home to 30,000 Edmontonians living, working and learning in the heart of the city.

As the land developer, the Blatchford Redevelopment Office is uniquely positioned to keep the long-term vision in mind, recognizing that it takes time to do things differently. The City's role includes planning and design of streets and parks, creation of building guidelines and installation of necessary infrastructure like sewers and utilities. Parcels of land are then sold to home builders, who work within the City's customized architectural and green building codes. Residents buy their homes from builders, like anywhere else in the city.

It is an exciting time in the community with land development work across the site progressing, home builders continuing to construct homes and new residents joining the neighbourhood.

Exhibition Lands Area Redevelopment

At 200 acres, Exhibition Lands is the City's second-largest urban infill site, harnessing the area's history and creating new and exciting opportunities for sustainable, transit-oriented city building. The project encompasses several major projects, including Borden Park expansion, a new LRT Station and transit plaza, Coliseum LRT and transit station replacement, and Wayne Gretzky Drive urban boulevard. Edmonton EXPO Centre also continues to be an essential stakeholder as the City moves forward with the project. The Planning Framework and Implementation Strategy documents were formally approved by Council in March and April of 2021 respectively, allowing Administration to begin working on redevelopment planning, phasing and costing exercises for the future neighbourhood. The City developed a 30-year development and sale

timeline budget to estimate cash flow requirements alongside proposed phasing strategies that are reliant upon the current utilities servicing capacities and conditions onsite. Brokerage partners will assist the team with transactions on redevelopment parcels with private industry partners to expedite development at the Exhibition Lands.

Light Rail Transit (LRT) Expansion

By developing and actively promoting an urban development strategy focused along the LRT Network, the City of Edmonton can provide improved mobility choices for Edmontonians and visitors, links to a larger number of destinations, integrate with active modes of transportation and promote density increases while simultaneously accommodating growth.

**294.54 km of
public transport
system per
100,000 people**

(2020) ⇨ (stable)

The direction of LRT expansion is to design, build, maintain and operate public infrastructure to facilitate movement and universal accessibility in all seasons. The City's direction to design and deliver mass transit will enable energy-efficient mobility.

The strategic risks for LRT expansion are related to rapid changes to the capital program due to funding from other orders of government. Mitigation strategies involve new ways of planning and responding to upcoming challenges.

Zoning Bylaw Renewal

A comprehensive overhaul of Edmonton's Zoning Bylaw will provide the necessary framework to advance the strategic goals of ConnectEdmonton, implement The City Plan, transform the way the City delivers land development services and help advance equity. Renewing the Zoning Bylaw ensures all Edmontonians and city builders have the tools necessary to build the city envisioned in The City Plan.

With this initiative, Edmonton has an opportunity to rethink how, what and why the City regulates zoning and land development through these four key projects:

1. Creating a new Zoning Bylaw
2. Rezoning land city-wide to align with the new Zoning Bylaw
3. Providing technology to manage the new Zoning Bylaw and improve the online customer experience for planning and development services

4. Ensuring a smooth transition to the new Zoning Bylaw and technology through thoughtful implementation

The first half of 2021 focused on solidifying a regulatory approach to enable The City Plan's vision while streamlining services and advancing equity.

Stakeholders, industry, youth, Indigenous peoples and underrepresented groups were engaged at various parts throughout the year, contributing to the [June and July What We Are Hearing Report](#), [GBA+ and Equity Toolkit](#) and [The Builders comic book](#).

A new Zoning Bylaw is planned to be brought forward for a Public Hearing in fall 2023.

Growth Management Framework

The Growth Management Framework is a policy framework designed to drive decision-making around growth of greenfield and infill areas. The Framework will support the development of recommendations to Council for policy and financial resources that promote efficient and compact growth, and investment in a fiscally sound manner. Recommendations will be designed to advance the anticipated growth and activation activities identified in The City Plan's Managing Growth system.

*Infill growth
within
redeveloping
areas*

29% ⇨ (stable)

(3-yr average: 2019-21)

Alongside the approval of The City Plan, the Urban Planning and Economy department undertook a scoping project focused on identifying the tangible steps the City can take to effectively implement the Growth Management Framework. The project identified six areas of focus for implementation:

1. Growth management policy;
2. Tools to incentivize redevelopment and intensification;
3. Capital project prioritization strategies;
4. Identification and tracking of risks and opportunities;
5. Ongoing monitoring and measuring; and
6. External stakeholder engagement.

A work plan will advance these focus areas with activities to take place over the next five years. Recent specific activities underway include:

- Establishing a capital investment program to address infrastructure gaps and support redevelopment in priority growth areas
- Designing financial and non-financial incentives and tools to incentivize

growth

- Refining the policy on substantial completion of the developing area to provide direction on planning for the future growth area
- Applying a growth management lens to the priority-based budget process for the 2023-2026 budget cycle

Upcoming stakeholder engagement will inform the development of these actions and includes ongoing conversations with EPCOR that will be focused on coordination of infrastructure investments.

District Planning

District Planning will provide land use planning, design, open space, mobility and growth management information for all parts of the city as it grows to accommodate two million people. With the strategic direction set in The City Plan, district plans will not introduce new guidance but will communicate how each district is intended to evolve according to The City Plan. This will be a shift from previous planning processes.

District plans will serve a collection of neighbourhoods that together provide a range of destinations, services and amenities Edmontonians desire and rely on. The first iteration of these plans will focus on extracting and utilizing existing priorities and policies from approved plans rather than creating this work in new, more detailed neighbourhood plans. Once established, district plans will help to simplify Edmonton's planning system and provide a more consistent application of city-wide land use policies; these plans will be updated, maintained and adapted over time.

The district planning project began in late 2020 with Administration presenting its approach to create 15 district plans to the Urban Planning Committee. This included the purpose and role of district plans, technical requirements, relationship to other types of land use plans and implementation. A series of prototype district plans and general policies were shared with community, industry, business and civic key stakeholders through two different circulations to test their overall structure, content and function. Results were used to begin drafting general policy and individual district plans. Eight public information sessions were held during summer 2021 to raise awareness and answer questions about the project. On August 24, 2021, the Urban Planning

Committee provided additional direction to broaden communications and engagement plans for district planning in 2022.

Safe Mobility Strategy

The Safe Mobility Strategy 2021-2025 is a guiding document that has been adopted to help achieve the Council-mandated goal of Vision Zero: zero traffic-related fatalities and serious injuries by 2032, through safe and livable streets in Edmonton. The City asked Edmontonians about their experience on City streets, learned from traffic safety strategies from around the world, and looked at five years of crash data in order to create four themes and 16 actions. These themes and actions will be focused on over the next two years to make streets safer and more livable.

Traffic-related fatalities **16**

(2021)  (positive)

Serious injuries **259**

(2021)  (positive)

[Vision Zero Annual Report](#)

In the past year, the focus was on implementing the Safe Mobility Strategy through new and evolved programs, including: Vision Zero Street Labs, 40 km/h default speed limit, the Safe Speeds Toolkit, Vision Zero School Kits and the Safe Crossing Program. New programs, such as Vision Zero Street Labs, the Safe Speeds Toolkit, and Vision Zero School Kits, resulted in 3,541 community signs delivered, 315 requests for portable driver feedback signs fulfilled and 31 schools participating in activities to creatively learn and talk about safe streets.

Given public interest in the work, the City continues to manage strategic risks of meeting public demand, operational impacts from new programs and material availability, as well as fiscal impacts of declining funds available from the Traffic Safety Automated Enforcement Reserve. Edmonton established itself as a leader in these initiatives, and other municipalities, public groups and organizations are closely following and learning from the progress being made.

Regional Prosperity

The prosperity of the Edmonton Metro Region is growing through the pursuit of innovation and increasing competitiveness and relevance for Edmonton's businesses at the local and global level.

REGIONAL PROSPERITY INDICATORS			
Indicator with description	Previous Value	Most Recent Value	Trend
Global Ranking (ranking of world's best 100 cities)	#76 (2020)	#86 (2021)	↓ (negative)
Patents per 100,000 Edmontonians	26.25 (2020)	26.0 (2021)	⇔ (stable)
Startup Value (software startups - current and exiting)	\$435M (US) (2018-2020)	\$641M (US) (2019-2021)	↑ (positive)
Employment (number of Edmontonians that are working and earning labour income, and those who did unpaid family work)	707.7 (000's) (2020)	771.4 (000's) (2021)	↑ (positive)
Gross Domestic Product	\$89,215 (2012 \$, basic prices) (2020)	\$93,599 (2012 \$, basic prices) (2021)	↑ (positive)
Education levels of the Edmonton workforce (% of Edmontonians with postsecondary certificate or diploma and university degree)	67.7% (2019)	67.8% (2020)	⇔ (stable)
Household income (median gross income)	\$105,080 (2019)	\$107,450 (2020)	↑ (positive)

Related Big City Move:



Catalyze and Converge is about developing new physical and economic opportunities for ideas, talent and investment to come together. Strategic actions towards achieving regional prosperity, catalyzing and converging include regional partnerships, regional transit, the Yellowhead freeway expansion, the Economic Action Plan and the hydrogen node initiative.

Regional Partnerships

Regional partnerships are of critical importance, as they foster a more efficient, effective, collaborative, integrated and economically diverse Edmonton Metropolitan Region that is more prosperous and attractive for investment.

In April 2021, 13 regional mayors signed a memorandum of understanding committing to work in partnership to attract investment in the Edmonton

Metropolitan Region. This model is the Collaborative Economic Development (CED) initiative, which will advance additional economic opportunities for regional partners through projects targeting new, non-residential growth and jobs beyond individual municipal boundaries. Using a collaborative approach, partners will jointly:

- Create a plan for municipalities to increase investment;
- Leverage existing resources and knowledge in new ways; and
- Apply a model to directly share in the financial benefits.

The City also builds regional partnerships through active participation in initiatives led by the:

- Edmonton Metropolitan Region Board
- Edmonton Global
- Alberta's Industrial Heartland Association

Regional Transit

Eight municipalities from across the region have come together with a shared goal of improving transit and mobility in connecting communities and serving as a key building block in the recovery of Edmonton's region. In early 2021, the Government of Alberta approved the Edmonton Metropolitan Transit Services Commission (EMTSC) with a mandate of improving regional transit and mobility. Phase one of the regional transit service plan was presented to Council on September 7, 2022, and aims to enhance transit service for Edmontonians, address equity gaps in transit service and support the achievement of climate change goals. Edmonton Transit Services (ETS) continues to be a stakeholder and supports the Commission as it develops plans for an integrated transit service.

ETS also continues to coordinate regional collaboration for the Arc fare payment system. Arc is an account-based electronic fare payment system that will make paying for transit easier and more convenient. Transit riders in Edmonton, St. Albert, Strathcona County, Fort Saskatchewan, Leduc, Spruce Grove and Beaumont will benefit from the same transit payment system. The first phase of Arc launched in fall 2021, with the provision of Arc cards to U-Pass holders. In January 2022, the adult pay-as-you-go pilot saw approximately 500 riders begin using their Arc cards and provide feedback on their experiences.

*Infrastructure
delivery (Q4 2021)*
80% on time
97% on budget ↑
(positive)

Yellowhead Trail Freeway Conversion

The Yellowhead Trail Freeway will greatly improve the safety and reliability of the corridor, improve the movement of goods and services within the City and improve the level of service for commuters. At the conclusion of the conversion program, Yellowhead Trail will consist of six free-flowing core lanes with a target operating speed of 80 km/hr. Construction began on some roadways and areas connecting to Yellowhead Trail in 2019 and the overall freeway conversion will be complete by the end of 2027.

Economic Action Plan

The Edmonton [Economic Action Plan](#) was approved by City Council on April 19, 2021, and is the City's 10-year economic development plan. It helps to advance the implementation of The City Plan, and in particular the goal of adding 121,000 net-new jobs by 2030. Implementation is being supported by the Economic Action Plan Grant which offers up to \$25,000 to businesses and organizations that have new projects or investments in the city that align with the Action Plan.

The Economic Action Plan is on track to achieve its 10-year goals. The City and its partners, including City-funded organizations, the private sector, community organizations, other orders of government and the post-secondary sector have completed a number of initiatives and investments that advance the Economic Action Plan and contribute to The City Plan, including:

- Improvements to regulatory services are estimated to have saved Edmonton's planning and development customers 260,933 days and \$4.6 million in delay costs annually.
- The City offered a new economic development grant program, the Economic Action Plan Grant.
- To support implementation of the Downtown Vibrancy Strategy, the City offered two new economic development grant programs.
 - The Downtown Vibrancy Strategy Grant provided \$5 million in funding in support of 53 projects and attracted an additional \$7.9 million of private investment.
 - The Economic Incentive Construction Grant allocated an estimated \$19.4 million in grants to support short-term job creation given the current economic conditions and longer-term City Plan goals. Grants were awarded and leveraged

approximately \$24 of private investment per \$1 allocated.

- In the 2022 Startup Genome Ecosystem Report, Edmonton is ranked fourth in North America in affordable talent, and is considered a top 25 North American emerging ecosystem in funding, stating that Edmonton's innovation ecosystem value increased by 236% since 2020 to \$641 million.
- The Government of Alberta has announced the Industrial Heartland Designated Industrial Zone pilot project aimed at increasing the competitiveness of Alberta's Industrial Heartland by addressing application backlogs, increasing efficiency and transparency, and supporting economic development, while achieving environmental outcomes. The City has been a key contributor to the development and implementation of this pilot.
- Air Products announced its intention to build a new \$1.6 billion net-zero hydrogen complex in Edmonton. This development will be operational by 2024 and will create 2,500 new jobs.

Edmonton competes internationally for capital. Recognizing that capital is mobile and investments come from many sources, the City and its partners mobilize capital by developing policies, providing support and services to businesses and organizations, streamlining regulatory requirements and making strategic investments in the community. Successful implementation of the plan requires a commitment to equity, partnerships and adapting to changing economic conditions. The City continues to focus on building a vibrant, inclusive and sustainable economy while making Edmonton the most attractive place to own a business in Canada.

Hydrogen Node

The City is a member of the Edmonton Region Hydrogen HUB, an alliance of government, Indigenous, academic and economic development leaders committed to positioning the region, Alberta and Canada for success as the world shifts towards a low-carbon future. The HUB's primary focus is to leverage municipal and private sector opportunities to create both demand and supply at scales to meet future needs and create an economically sustainable "hydrogen as fuel" economy.

Recently, the HUB worked on techno-economic analysis and engagement in four key sectors: Transportation, Heat, Power and Supply. The HUB has also engaged

over 100 industry and non-industry organizations and identified investment requirements until 2032.

Additionally under this initiative, a pilot project is being undertaken to bring a hydrogen fuel cell electric bus (FCEB) to the Edmonton Transit fleet. To increase familiarity and confidence in FCEB technology, transit fleet services from Edmonton, Strathcona County, Calgary and Banff-Bow Valley have partnered with Suncor, Ballard, New Flyer, Hydrogen Technology and Energy Corporation, the Transition Accelerator and Zen Clean Energy Solutions to create an Alberta Zero Emission Hydrogen Transit (AZEHT) project. The AZEHT project will trial two FCEBs with the four transit agencies under real world conditions in Alberta, and compare their "fit for purpose" with other low-carbon alternatives.

The project team has worked with Emission Reductions Alberta to procure grant funding for the FCEBs, and applied for federal project funding through National Resource Canada's Zero-Emission Vehicle Infrastructure Program (ZEVIP) to procure mobile hydrogen fueling infrastructure. If the results of the pilot are positive, it will lead to more FCEBs being added to transit fleets during the renewal process, an increased demand for hydrogen as a transportation fuel, and support for the deployment of economically viable H2 fueling stations and H2 distributions systems in the province. This is necessary in a transition to a hydrogen economy that will achieve emission reductions, economic growth and job creation.

Climate Resilience

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

CLIMATE RESILIENCE INDICATORS			
Indicator with description	Previous Value	Most Recent Value	Trend
Community Greenhouse Gas emissions (tonnes of carbon dioxide equivalent)	15.7 million TCO ₂ e in total (2020)	15.0 million TCO ₂ e in total (2021)	↓ (positive)
Community Greenhouse Gas emissions per capita (tonnes of carbon dioxide equivalent per capita)	15.0 TCO ₂ e per capita (2020)	14.2 TCO ₂ e per capita (2021)	↓ (positive)

Energy use (gigajoules per person)	149 (2021)	144 (2021)	↓ (positive)
Air Quality Ozone (concentration; parts per billion for O3)	45.7 ug/m ³ (2020)	52.5 ug/m ³ (2021)	↑ (negative)
Air Quality PM2 (concentration of fine particulate matter; micrograms per cubic metres for PM2)	6.3 µg/m ³ (2020)	9.0 µg/m ³ (2021)	↑ (negative)
% of energy from renewable sources	4.0% (2020)	4.16% (2021)	↑ (positive)

Related Big City Move:



Greener as we Grow is about creating a city that is dedicated to preserving and protecting the environment through good design and conscious development decisions. Strategic actions towards achieving climate resilience and being greener as we grow include various initiatives under the 25-year Waste Strategy, Renewable District Energy Systems, and Climate Change Adaptation and Energy Transition Strategies.

25-year Waste Strategy

The [25-year Waste Strategy](#) aligns programs and activities that promote waste prevention, waste reduction, reuse of materials and circular economic innovation. Program development and changes to the City's waste processing facilities will fundamentally transform service delivery and impact how waste is sorted in households as the City moves towards source separation of organics across all sectors.

*Single
unit residential
waste diverted*

32%

(2021) ↑(positive)

In May 2021, the City's first Waste Reduction Roadmap (Roadmap '24) was approved by City Council, identifying programs, services and regulations that will result in less waste being produced by both the residential and non-residential sectors. This Waste Reduction Roadmap was developed in the context of the broad changes being implemented as part of Edmonton's 25-year Waste Strategy. Ten waste reduction actions were identified to further advance:

- Removing barriers to zero waste innovation and circular economy initiatives
- Supporting Edmontonians in making the behavioural and operational shifts necessary to reduce waste
- Increasing awareness of and participation in waste reduction programs

Actions will be measured for effectiveness and a summary report will be prepared at the end of 2024 as part of the City's next Waste Reduction Roadmap.

Between March and September 2021, approximately 250,000 single unit homes received a garbage cart and a food scraps/organics cart. Sorting waste into four streams (food scraps, yard waste, recycling and garbage) is designed to increase the residential diversion rate to 65% by 2023. The introduction of volume limits (through fixed cart sizes) and variable rates (based on the size of garbage cart selected) will prompt residents to be more aware of the waste they generate and is expected to nudge residents toward overall waste reduction. As well, the Waste Education and Outreach team facilitated 133 workshops for 3,348 residents teaching them how to sort their waste and set out their new carts.

Other Waste Strategy highlights include:

- A business case for three-stream waste collection from approximately 180,000 properties receiving communal waste collection was unanimously approved by City Council, with implementation beginning in 2023.
- Three-stream waste separation program was introduced at over 220 City-owned and operated facilities and sites, generating lessons for future changes across the industrial, institutional and commercial sectors.
- Council approved a business case for a Landfill Gas to Renewable Natural Gas project to be jointly delivered with Capital Power.
- Procurement is underway to upgrade the Clover Bar Landfill gas collection system as well as the construction of a landfill gas upgrader facility that will allow the City to convert landfill gas to renewable natural gas with expected operation beginning in 2023.
- The Reduction Bylaw to regulate single-use items was unanimously approved by City Council on October 4, and will go into effect on July 1,

2023. The bylaw aims to reduce approximately 450 million single-use items currently disposed of in Edmonton each year.

Renewable District Energy Systems

Significant work has recently advanced on two initiatives supporting the Renewable District Energy Systems portfolio: Blatchford Renewable Energy and Downtown District Energy. Both projects support City Council's 10-year climate resilience goal and the Edmonton Community Energy Strategy that aims to limit greenhouse gas emissions and increase energy resilience.

Since September 2020, Blatchford Renewable Energy has been connecting Edmontonians to a more sustainable future by delivering shared, renewable thermal energy through the use of a community District Energy Sharing System. Blatchford's renewable energy system at final buildout is projected to meet 97% of all heating, cooling and hot water needs in the community, dramatically reducing greenhouse gas emissions.

For the Downtown District Energy Initiative, the City is partnering with EPCOR to develop the first phase by delivering sustainable thermal energy in the downtown core. The first phase will see the operation of a central district energy plant at Winspear providing energy to Winspear, Century Place and Chancery Hall. This initiative shall further provide the opportunity to grow across the downtown core with the goals of even deeper carbon reductions and increased energy resilience.

Climate Change Adaptation Strategy and Community Energy Transition Strategy

The City's two climate change strategies: Climate Resilient Edmonton: Adaptation Strategy and Action Plan, and the Community Energy Transition Strategy provide a policy framework and pathways for achieving ConnectEdmonton's goal of Climate Resilience and support The City Plan's Big City Move, Greener As We Grow. The strategies call for transformational and accelerated change to transition to a low carbon city that is adapting to a changing climate. As Edmonton transitions to meet net zero goals, Edmontonians will have a healthier environment, live in closer proximity to others within their communities and benefit from a vibrant, prosperous economy.

Urban canopy coverage

14%

(2019) ⇨ (neutral)

Total corporate Greenhouse Gas emissions (GHGs)

**0.404
megatonnes**

(2021) ↓ (positive)

There are several actions and initiatives outlined in the Energy Transition and Climate Change Adaptation strategies. Multiple levers of change are needed to advance their outcomes, including community activation, partnership and advocacy, infrastructure investment, incentives, and policy and regulation development.

The Energy Transition Strategy's 10-year action plan has 105 actions with varying degrees of complexity, greenhouse gas reduction possibility and funding requirements. There are 60 actions that were identified to begin in the 2021-2022 timeframe. Approximately 90% of these actions have commenced, including activating climate action in the community through programs and grants, such as the launch of the Commercial Energy Improvement Program (CEIP), improving building energy efficiency and solar PV installations on City facilities, exploring zero emission vehicles and charging infrastructure needs, and expanding public and active transportation.

The Climate Adaptation Strategy and Action Plan includes 18 strategic actions to help Edmonton prepare for the impacts of a changing climate, including changing temperatures, changing precipitation, changing weather extremes and changing ecosystems. Progress has been made throughout the last couple of years on various climate adaptation actions, including the development of climate adaptation resources and tools for the community and businesses, disclosing City of Edmonton climate related financial risks in the Annual Financial Reports and improving climate risk understanding and tools, including assessing climate risks at a neighbourhood scale.

In addition to these two climate strategies, last year Council approved Council Policy C627 Climate Resilience, which further embeds the goals and targets in the two strategies into Council Policy.



Serving Edmontonians

The City of Edmonton serves the people of Edmonton. Administration's work allows people to live their best lives here by responding to their current needs, while looking ahead to ensure the City is planning for the future. The City delivers the essential services that Edmontonians need everyday. This work is defined by nine outcomes, and rooted in stewardship and preserving the

attributes most valued by Edmontonians today that were handed down from previous generations.

Recreation and Culture

Outcome: Edmontonians are physically and emotionally healthy.

Notable accomplishments:

- Opened the new, first-of-its-kind, Indigenous Peoples Experience at Fort Edmonton Park
- Attracted major events, including:
 - FIFA Qualifiers
 - IIHF World Juniors
 - HSBC Canada Sevens Rugby
 - ITU World Championships
- Approved funding for:
 - Coronation Park Sports and Recreation Centre
 - Lewis Farms Community Recreation Centre and Library
 - Peter Hemingway Fitness and Leisure Centre Rehabilitation (Phase 1)
 - Nature's Wild Backyard (Phase II)
 - A1 Soccer Facility (partner owned)
- Reopened City of Edmonton Attractions, including:
 - Muttart Conservatory in June of 2021 following rehabilitation
 - Edmonton Valley Zoo in March of 2021 in time for a spring animal baby boom.
 - John Janzen Nature Centre in December of 2021 following a facility refresh with support from the Edmonton Nature Centres Foundation
- Introduced school and community group virtual education programs that increased accessibility.
- Opened the Jumpstart Accessible Playground at Clareview Community Recreation Centre with funding from Jumpstart and City of Edmonton.

Social Support

Outcome: Edmontonians have what they need to succeed.

Notable accomplishments:

- Approved grant funding of \$10.37 million in the spring of 2021, for four

1.7 million lives touched by recreation centres and attractions (2021)

31,000 hours
dedicated to
supporting
communities by
community social
workers

(2021)

affordable housing developments, resulting in 124 new units of affordable housing.

- Two sites were acquired for housing in 2021:
 - Holyrood (\$2.5 million)
 - Jasper Place (\$1.6 million)
- Activated extreme weather response through:
 - Fire Hydrant pilot project during extreme heat
 - ETS Extreme Weather Buses
 - Temporary shelters and warming spaces
- Advanced 49 of 52 Edmonton Suicide Prevention Strategy activities and observed short-term movement in all outcomes as part of The Living Hope community plan and Community Mental Health Action Plan.
- Established a RECOVER Urban [wellbeing framework](#) designed to help people feel more connected to themselves, the land, and others, to build healthier communities and safe, vibrant public spaces.

Civic Services

Outcome: Edmontonians contribute to civic society and are engaged in promoting the quality of the community

74 seconds
average response
time for 311 calls

(2021)

Notable accomplishments:

- Eighty six per cent (86%) of residents are satisfied with the 311 application (app). Improvements were made to the app that gave users more detailed information about the status of their 311 notifications, resulting in fewer calls to 311 for updates.
- Adjusted engagement services to a digital first approach during the COVID-19 pandemic — as restrictions eased, the City re-introduced in-person engagement to incorporate the perspectives of hard-to-reach Edmontonians in municipal decision making.
- Strengthened and expanded the City's ability to reach, engage and provide more meaning to Edmontonians, through a variety of multimedia types and channels.
- Pivoted from exclusive in-person to virtual and hybrid City Council and Committee meetings during the pandemic which provided continuity for City governance and also increased civic participation in local decision making.

90% of emergency communication time completed within 90 seconds by Fire Rescue Services

(2021)

Over \$900,000 in community grants provided by Community Standards and Neighbourhoods; \$29.7 million in community grants awarded by Social Development

(2021)

Public Safety

Outcome: Edmontonians are safe and secure in our community.

Notable accomplishments:

- Funded the healthy streets operations centre
- Increased funding for peace officers
- Amended conduct of transit passengers bylaw
- Increased response to encampments and problem properties
- Completed safety audits
- Increased cleaning in parks, roads and alleys
- Increased communications and coordination with businesses and social agencies
- Received St. John's Ambulance Gold Life Saving Award for narcan use.
- Redeployment and integration for COVID-19 responses
- Implemented mandatory trauma-informed and inclusive courses for leadership and enforcement teams.
- Installed temporary public washrooms
- Continued Downtown Vibrancy and Safe City Programs via the Downtown Vibrancy Fund
 - Funded business security
 - Funded community recovery
 - Funded opioid prevention and response
- Funded additional security for Chinatown

Community Development

Outcome: Edmontonians are connected to their neighbours.

Notable accomplishments:

- Provided a snow grant to support seniors and people with mobility issues who cannot shovel their walks.
- Renewed the Tripartite Land Use Agreement between the City, EFCL and community leagues for 2022 - 2031.
- Partnered with Winter City to fund 82 ice surface projects.
- Awarded 48 microgrants to support local, safe recreation and wellness initiatives.
- Contributed key elements of the Indigenous Framework.

Movement of People and Goods

Outcome: Edmonton has an accessible and varied transportation system moving people, goods and services efficiently.

Notable accomplishments:

- Launched the new Bus Network Redesign
- Opened Mill Woods Transit Centre
- Installed public water bottle fill stations at major facilities
- Installed Metro Line alternate signalling system
- Street Sign Manufacturing and Installation (Bus Network Redesign Support)
- Council directed service enhancements to Snow and Ice Control in the form of a budget increase and seasonal employees converted to permanent
- Installed inclusive and Indigenous commemorative crosswalks

**82% of ETS users
satisfied**
(2021)

**28,000+
development
and building
permits issued
resulting in over
\$3.2 billion in
construction**

Land Development

Outcome: Edmonton is developed to support growth and social, cultural, economic and environmental well being.

Notable accomplishments:

- Engaged with Edmontonians and stakeholder groups on a draft of the new Zoning Bylaw that will shape Edmonton's built form for future generations and is foundational to achieving The City Plan.
- Closed out the Infill Roadmap, the City of Edmonton's work plan to support more and better infill development: 22 of 25 roadmap projects have been completed, including three that represent ongoing commitments to affordable housing and service delivery. The remaining three actions will be completed through the Zoning Bylaw Renewal Initiative and the City Planning Framework project.

Economic Development

Outcome: Edmonton has a diverse and prosperous economy that thrives locally and globally.

Notable accomplishments:

- The City of Edmonton's Permit and Licensing Improvement (PLI) Initiative won the Red Tape Reduction category in the Government of

\$69 million in economic impact to the regional economy from attracted events
(2021)

Alberta's 2022 Municipal Excellence Awards. The work supports key goals of The City Plan and Edmonton's Economic Action Plan. PLI is implementing improvements to provide customers with a more transparent, consistent and reliable experience, saving applicants \$5.3 million and 67,600 days collectively each year.

- Launched the Business Friendly Edmonton initiative to integrate and refocus the support that the City provides to businesses so that it is easier to start, grow and invest in Edmonton.
- Designated the Canada Permanent Building as a Municipal Historic Resource, supporting a vibrant, attractive downtown.
- Launched the Arts Presentation Fund for COVID Recovery program offering grants of between \$500 and \$10,000 per applicant, for compensating local artists at professional rates for performances or presentations in Edmonton.

Environmental Protection

Outcome: Edmonton protects its natural environment, minimizes its environmental impact and mitigates climate change.

Notable accomplishments:

- Waste carts - The City hit a significant milestone as over 250,000 homes started using carts to sort and separate their waste, helping to divert it from landfill. The cart rollout was the first big step in the City of Edmonton's journey to accomplish overall waste reduction and 90% waste diversion.
- Zero increase for 2021 waste utility rate.
- Installed an additional 200kW of solar on City facilities, bringing total installed capacity to 300kW.
- City Operations is purchasing and testing new hydrogen fuel-cell electric buses, through the Alberta Zero Emission Hydrogen Transit (AZEHT) initiative. The project has been awarded up to \$4.6 million in funding from Emissions Reduction Alberta. The City is also completing a Zero-Emission Bus Transition Plan to inform fleet replacement and infrastructure development.
- Finalist for Emerald Awards (Urban Forestry).



Managing the Corporation

Managing the Corporation is where Administration builds capabilities, knowledge and skills, sets expectations and targets, outlines processes and procedures, supports decision making, helps manage risk and pursues new ways of getting things done. This work ensures that Edmontonians receive excellent services by providing the support for City employees to manage the lines of business, to steward the City's assets appropriately, and to provide proper oversight of tax dollars so that they are allocated for greatest benefit.

City of Edmonton recognizes employees work hard to improve business processes, workplaces and service delivery for Edmontonians by living the cultural commitments of safe, helpful, accountable, integrated, and excellent in the work that they do each day. Administration is committed to creating the conditions that enable a positive experience at work, employees are happy, productive and engaged. This means that employees are better able to serve Edmontonians, and feel fulfilled as they do so.

People, Relationships and Partnerships

Outcome: The City of Edmonton's service delivery is informed by Edmontonians and is optimized by relationships and partnerships.

Notable accomplishments:

- Continuously improved how Edmontonians use and navigate edmonton.ca.
 - Helped visitors efficiently find the information they were seeking by tracking and measuring the effectiveness of tab landing pages as hubs for City topics.
 - Improved use of core site pages through planned featured content, a simplified design and incorporation of data-driven widgets that enhanced focus on business area content priorities and improved general usability.
- Evolved practices to focus on inclusive engagement — charging all staff and consultants to seek out and engage diverse voices that were not routinely reached through previous engagement methods. This work incorporated the new industry best practices and the RECOVER Urban Wellbeing Framework
- Supported the City of Edmonton and City Council in its advocacy

efforts with other orders of government and on external Boards of partner organizations, including meeting preparation, relationship mapping and monitoring and corporate messaging.

- Advanced the UNESCO Global Network of Learning Cities Application to designate Edmonton's world-class status as a centre for research, innovation and education on behalf of Edmonton's learning organizations (post-secondaries, technical colleges and school boards). The designation recognizes the City's world-class status as a centre for research, innovation and education.

Project and Asset Management

Outcome: The City of Edmonton's projects are well managed and assets are maintained for accountable service delivery.

Notable accomplishments:

- Continued to build spaces and infrastructure including projects that helped Edmontonians safely enjoy the river valley, open spaces, and their communities, as well as several major transportation and facility projects:
 - Completed parks and trail projects.
 - Revitalized the downtown core through the Imagine Jasper Avenue and Jasper Avenue New Vision projects.
 - Progressed all three LRT expansion projects including Valley Lines Southeast and West and Metro Line Northwest.
 - Progressed supportive housing sites.
 - Renewed more than 150 kilometres of roadways and sidewalks.
 - Leveraged funding available through other levels of government, including the Municipal Stimulus Program.
- Advanced a number of key facility and transportation projects, including:
 - Planning completed for the 142 Street Pedestrian Bridge over Whitemud Drive and the Edmonton-Strathcona County Pedestrian Bridge.
 - Planning and design was also completed for numerous missing links in support of accessibility and an integrated network of modes.

- Completed planning and design for the EXPO Centre Rehabilitation.
- Advanced planning and design of the Rollie Miles Recreation Centre (Concept Phase)
- Advanced Ambleside Integrated Site (Phase 1).
- Advanced Fire Station 8 Relocation
- Completed the first Risk-based Infrastructure Management System (RIMS) model run and updated the Arterial Renewal Strategy.
- Fleet Maintenance Partnerships with Strathcona County, Bow Valley, City of Calgary, Leduc and Spruce Grove.
- Implemented enhanced cleaning procedures on Edmonton Transit and Facilities (Electrostatic Spraying).

Strategy and Business

Outcome: The City of Edmonton's corporate processes are robust and helpful for integrated service delivery

Notable accomplishments:

- Advanced Enterprise Commons, an online workspace where staff can access their pay advice, forms, learning opportunities and everything HR, finance and supply-chain related.
- Launched new inventory of policies through Text Depot, a tool that allows for keyword searches of titles and the text of all policy documents and attachments to support departments and branches with policy and strategy development.
- Launched IdeaLab to capture and share employee ideas to improve City services and processes to the benefit of their immediate workplace, the corporation and the Edmontonians and visitors Administration serves.
- Completed integrated planning sessions for the 2023-2026 Budget cycle, resulting in an improved approach to business and budget planning.

Technology and Data

Outcome: The City of Edmonton's technology and data are leveraged to enable quality decision-making and enhance innovative service delivery.

Notable accomplishments:

- Published a [dashboard](#) to show Edmontonians the state of COVID-19

health data. First published in May 2020, the [recovery dashboard](#) was added to show the stages of the City's recovery.

- Community Safety Deployment Dashboard - The Community Safety Deployment Model is a technology solution (application) that brings together data from the Edmonton Police Service, the City of Edmonton and the 24/7 Crisis Diversion Team (REACH Edmonton). This common operating picture positions partners to deploy the right resource, at the right place, at the right time, with the right information for a safer city.
- During the COVID-19 work from home orders, the City scaled up and continues to improve virtual desktop access and remote connectivity. The Application Portal allows employees to access City applications and files from anywhere, and daily users increased from 500 to 3000 per day. Using technology anywhere and anytime enables more efficient and effective program service delivery, better decision-making through access to real-time data and increased overall customer responsiveness.

Employee Experience and Safety

Outcome: The City of Edmonton's employees are safe and supported to achieve their aspirations and deliver excellent services.

Notable accomplishments:

- Introduced a Hybrid Work Program offering approved employees the flexibility to work on a part-time basis from a location other than a City work location.
- Launched mandatory Anti-Racism Training across the corporation introducing key concepts relating to anti-racism, systemic racism, allyship and explores how to challenge and address systemic barriers relating to experiences of racism, microaggression, and their impact on mental health and the workplace.
- Developed an Inclusive Hiring Guide in support of the City's Anti-Racism Project that represents the City's commitment to ensuring that the workforce reflects the communities it serves.
- Adjusted how the City acquires talent for Edmonton Fire and Rescue Services to build a more inclusive and equitable recruitment process including transformational changes with recruitment, talent experience, analytics, inclusion and outreach.
- Completed an external Certificate of Recognition audit demonstrating

that the corporation has a strong health and safety management system. Audit recommendations will help the City identify meaningful actions to strengthen its Occupational Health and Safety System.

Environmental Stewardship

Outcome: The City of Edmonton's operations and service delivery sustains and conserves the environment.

Notable accomplishments

- Advanced motions at the Edmonton Metropolitan Region Board to explore developing a regional carbon budget towards the 2050 federal net zero target and align green building standards in the region.
- Developed an Edmonton-specific Climate Change Almanac webpage (edmonton.ca/climatealmanac) to showcase past and future changes to Edmonton's climate and information on how to adapt to these changing conditions.
- Finalized a Project Development Agreement with Capital Power in March 2021 to proceed with the Landfill Gas to Renewable Natural Gas Project at Clover Bar Landfill. The agreement was the final requirement for the project to receive funding of \$10 million from Emissions Reduction Alberta.
- Completed climate risk and vulnerability assessments on four asset classes (Facilities, Unpaved Roads, Active Modes of Transportation, and Roads and Bridges) as part of asset management plan development, as well as completed a vulnerability assessment in support of Urban Forest asset management plan development.
- Engaged EPCOR to assess and mitigate flood risk at Rossdale Water Treatment Plant and initiated the development of a cost capital adaptation program.

Financial Sustainability

Outcome: The City of Edmonton's resilient financial position enables both current and long-term service delivery and growth.

Notable accomplishments:

- Advanced Carbon Budgeting - Edmonton is one of the first Canadian municipalities to embed carbon budgeting in its strategic planning.

Carbon budgeting will allow the City to measure planned actions and progress towards these goals each year and adjust as needed in efforts to combat climate change.

- Developed the City's application of Priority Based Budgeting (PBB) to prepare the four-year capital and operating budgets. In addition to the PBB process, Administration considers the inputs of ConnectEdmonton and The City Plan, Council priorities, input from Edmontonians, carbon impacts and economic context in developing the recommended 2023-2026 budgets.
- Provided regulatory oversight to the five municipal public utilities, including City of Edmonton Waste Services, City of Edmonton Blatchford, EPCOR Water Services, EPCOR Wastewater Treatment Services and EPCOR Drainage.
- Ensured a robust automated procurement system through the deployment of SAP Ariba, an industry standard suite of applications to improve automation, monitoring, tracking and ease of use.

Endnotes - Measure/Indicator Data Sources

Healthy City

Indicator/Measure Name	Data Source
% of Edmontonians who have personally experienced or witnessed discrimination or racism	City of Edmonton Service Satisfaction Survey
% of Edmontonians who attended any arts and cultural activities in the past 12 months	City of Edmonton Service Satisfaction Survey
% of Edmontonians who do not have enough money to meet basic needs	Statistics Canada, table 11-10-0018-01 After-tax low income status of tax filers
% of Edmontonians who feel a sense of connection with others in their neighbourhood	City of Edmonton Service Satisfaction Survey
Crime Severity Index (Edmonton) - includes all Criminal Code violations (including traffic, drug violations and all Federal Statutes)	Statistics Canada, table 35-10-0190-01 Uniform Crime Reporting Survey
% of Edmontonians that perceive the city to be safe overall	City of Edmonton Service Satisfaction Survey
Committed affordable housing units	City of Edmonton - Community Services
Permanent supportive housing - committed	City of Edmonton - Community Services
Percentage of Ride Transit pass holders who agree that the Ride Transit pass is affordable	Edmonton Transit Services Ride Transit Customer Satisfaction Survey

Urban Places

Indicator/Measure Name	Data Source
% of Edmontonians who feel that they have access to local amenities, facilities and infrastructure that improve their quality of life	City of Edmonton Service Satisfaction Survey
Density - the number of Edmontonians living within the boundaries of the city	City of Edmonton - Urban Planning and Economy
Ratio of the number of jobs to the number of housing units in Edmonton	Statistics Canada and City of Edmonton - Municipal Census

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Performance Report

Number of small and medium-sized businesses (1-49 employees)	City of Edmonton Service Satisfaction Survey
Housing diversity	Statistics Canada and City of Edmonton Municipal Census
Kilometres of public transport system per 100,000 population	City of Edmonton - Edmonton Transit Services
Transit ridership	City of Edmonton - Edmonton Transit Services
Percentage of infill growth within redeveloping area	City of Edmonton Building Permits
Traffic-related fatalities	Traffic Safety - Motor Vehicle Collision Information System
Serious injuries	Traffic Safety - Motor Vehicle Collision Information System

Regional Prosperity

Indicator/Measure Name	Data Source
Employment (number of Edmontonians that are working and earning labour income and those who did unpaid work)	Statistics Canada, table 14-10-0385-01 Labour Force Survey
Gross Domestic Product	Conference Board of Canada
Household income (median gross income)	Statistics Canada, table 11-10-0009-01 Selected income characteristics of census families by family type
Patents per 100,000 Edmontonians	US Patent Office/ Canadian Patent Office
Startup value (software startups - current and exiting)	Startup Genome
Education levels of the Edmonton workforce	Statistics Canada, Labour Force Survey
Global Ranking (ranking of world's best 100 cities)	World's Best Cities 2021 Report
Infrastructure delivery (on time/on budget)	City of Edmonton - Integrated Infrastructure Services

Climate Resilience

Indicator/Measure Name	Data Source
Community Greenhouse Gas emissions (tonnes of carbon dioxide equivalent)	Energy Transition Key Performance Indicators
Community Greenhouse Gas emissions per capita (tonnes of carbon dioxide equivalent per capita)	Energy Transition Key Performance Indicators
Energy use (gigajoules per person)	Energy Transition Key Performance Indicators
Air Quality Ozone (concentration; parts per billion for O3)	Alberta Capital Airshed Ambient Air Quality Annual Report
Air Quality PM2 (concentration of fine particulate matter; micrograms per cubic metres for PM2)	Alberta Capital Airshed Ambient Air Quality Annual Report
% of energy from renewable sources	Renewable Energy Performance Metrics
Single unit residential waste diverted	City of Edmonton - Waste Services
Percentage of urban canopy coverage	City of Edmonton - Parks and Roads Services
Total corporate (City of Edmonton) Greenhouse Gas emissions (GHGs)	Annual Corporate GHG Inventory