

CITY OF EDMONTON STRATEGIC PLAN

# THE WAY AHEAD

2009-2018 (Updated in 2011)



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## MESSAGE FROM THE MAYOR

On behalf of my colleagues on City Council, I am pleased to share a 2011 update to the City of Edmonton Strategic Plan 2009-2018.

This plan embodies the long-term vision and goals of Edmontonians. Over the past two years, we have strengthened the plan as a way to maintain our long-term course, while adjusting to short-term opportunities and issues.

At its core is a citizen-built Vision that steers us toward our dream of what Edmonton will be in 2040. We have defined the 10-year goals that will transform Edmonton and bring our city's Vision to life.

We have also defined what success will look like – the Corporate Outcomes – to make sure we work towards tangible priorities in our community. And the plan's measures make sure we keep on track with our promise to live up to those goals.

We are developing six core plans that correspond to Council's 10-year goals. Four of those plans are complete and have been approved by Council, the remaining two will be approved in 2012.

Each of the six core plans have been and are being created with further public engagement, amounting to an unparalleled level of citizen participation.

This unity of vision brings unity of purpose to all of the City's activities, and sets measurable objectives to ensure we deliver.



I encourage all residents to maintain their interest in this process and continue their involvement in advancing our common goals for an even greater Edmonton.

A handwritten signature in black ink that reads "Stephen Mandel". The signature is written in a cursive, flowing style.

**Mayor Stephen Mandel**  
City of Edmonton

## MESSAGE FROM THE CITY MANAGER

The Way Ahead is the collective wisdom of thousands of citizens who came together to imagine a common vision for the future.

The 10-year goals fuel our Administration's ambition for excellence in serving the people of Edmonton.

This document has inspired us to take a new look at our organization's culture. We are finding new ways to become even more collaborative, open, responsive and innovative. We can better capitalize on new opportunities and adapt to sudden challenges because we have a clear road map to our long-term destination. This gives us more freedom to choose our route as long as we make progress toward enhancing our day-to-day effectiveness.

The plan helps us prioritize and adjust resources to make sure programs and projects serve our citizens and balance affordability with long-term sustainability.

The goals reflect what citizens want in their city, not our organization's structure. We in turn see shared responsibilities where we may once have seen individual department duties.

The six Ways keep us accountable as leaders to our citizens and our staff who will be able to clearly see how we measure up to our promises.

The Way Ahead is a bold plan and unique among municipalities. I am confident it will help us create the city envisioned by the citizens we serve.



A handwritten signature in black ink, appearing to read 'Simon Farbrother'. The signature is stylized and fluid, with a long horizontal stroke at the end.

**Simon Farbrother**  
City Manager





# INTRODUCTION

The Way Ahead – the City’s Strategic Plan – was established by City Council in 2008. It provides the City’s vision for Edmonton in 2040 and establishes six 10-year strategic goals to provide a clear focus for the future. The plan forms the foundation for the work of the City and guides us in our continued commitment to enhance the quality of life for residents.

Since the establishment of The Way Ahead, Council and Administration developed additional detail and direction to focus City actions toward achieving the vision and goals. This has been through the development of directional plans for each of the goals as well as identifying specific outcomes which are linked to performance measures and targets. This updated document captures those changes.

## PROCESS

The Way Ahead is a Council-initiated plan based on a foundation of extensive public input. Council began the strategic planning process in the fall of 2007 by calling on citizens to share their vision of Edmonton in 2040. With this input Council created a long-term vision for the City and identified six 10-year strategic goals that direct long-term planning for the City.

Directional plans, outcomes and their associated performance measures and targets were created using the following process.



Through extensive public consultation the directional plans were developed to guide the City's work to achieve each of the 10-year goals. These plans provide long-term strategic direction on how The Way Ahead 10-year goals will be pursued by the City.

Directional plans are:

- *The Way We Grow: Municipal Development Plan*
- *The Way We Move: Transportation Master Plan*
- *The Way We Live: Edmonton's People Plan*
- *The Way We Green: Edmonton's Environmental Strategic Plan*
- *The Way We Finance* (underway for 2012)
- *The Way We Prosper* (underway for 2012).

Two of these plans - *The Way We Grow* and *The Way We Move* - not only support the 10-year goals but are also statutory requirements under the *Municipal*

*Government Act*. The remaining four plans were developed specifically to identify actions that advance achievement of the strategic goals.

Initiatives necessary to implement the Ways plans will be summarized in implementation plans. Implementation plans will outline corporate and department actions to be undertaken to achieve the Ways plans. Implementation plans for three of the six directional plans will be finalized early in 2012.

To align City operations to the strategic goals, Council set outcomes in July 2010 for each of the 10-year goals. Outcomes describe what the successful accomplishment of the 10-year goals would look like. Capital and operational plans will include actions and, where required, related resources necessary to achieve the outcomes approved by Council.

The relationship between planning and outcome achievement is focused through the performance measurement process and setting targets for short-term (3 years) and long-term (10 years) performance. Performance measures indicate how well the City is progressing towards the outcomes. Performance measures are being developed in two phases. In the first phase, Council set measures for outcomes for five of the six 10-year goals. Measures for the remaining goal will be finalized in the near future. The second phase will establish targets for these measures. Council has set performance measure targets for outcomes for three of the six 10-year goals. The remaining targets will be finalized in 2012. The targets identify how far and how fast the City will proceed to deliver on each of the goals.

Performance targets will facilitate decision-making by Council related to the prioritization of resource allocation for programs, services and infrastructure renewal, replacement and development.

Performance measurement, with reporting starting in 2012, will be used to adjust planning and budgeting.



## CONDITIONS OF SUCCESS

Because much of the success of this strategy depends on the City's operational environment, the City will work to enhance the following areas:

- Organizational capacity (e.g. fiscal and human)
- Sound management practices and process
- Enabling infrastructure (e.g. information technology); and
- Effective communication.

Transforming Edmonton Through Organizational Excellence is the framework for enhancing the City's operational environment that will deliver on the achievement of the vision and goals. Corporate outcomes and progress measures are established for this framework.

## TERM OF THE STRATEGIC PLAN

The strategic plan is intended to guide and inform planning for a 10-year planning horizon. New issues, challenges, trends and opportunities will emerge throughout the 10-year life of the strategy. In addition to Council's annual review of the progress of implementation, an extensive review and update of the plan will occur every three years to reflect changes in the operating environment and to ensure Council priorities are addressed.



# VISION

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

Take a river boat from one shore of the world's largest urban park to the other, from the university to the legislature. From the water, look up and consider the skyline, the bustling core and the towers and urban villages to the east and west.

The people on the sidewalks and trails, from First Nations to new Canadians, linked by a common purpose — to learn, to prosper, to celebrate. Take the LRT in any direction from here and you'll be in the heart of somewhere special. Welcome to Edmonton, the capital of Alberta, a northern city of art and ideas, research and energy.

- Edmonton is an energy city. Energy drawn from the ground and from above; from the sun and wind. But the true power of Edmonton is the democratic spark in its people.
- Edmonton is a city of design — urban design, architectural design, and environmental design. Walk its safe, leafy neighbourhoods, ride its efficient and accessible transportation system. The city has grown up; now we're building smarter.
- Edmonton links the continent with the north and with Asia. This cooperative regional economy is powerful and diverse, oriented toward the future. Visit the universities and colleges, the humming research parks, the downtown office towers: Edmonton is a destination for advanced technologies, health care, and green energy.
- Edmonton is a recreation city, an arts city. It is a city that embraces all seasons. Run, ride or ski on its trails and fields, cheer in its arenas and stadiums. Enjoy the museums, galleries, clubs, and theatres. Read its novels, watch its films. Spend an hour or a week in the glorious North Saskatchewan River Valley, the world's largest preserved park.
- Edmonton is a city of many cultures, educational opportunities, and all political and social orientations; yet its citizens are inspired by a shared vision and the certainty that this city on a river is one of the most special places on earth.

# PRINCIPLES

Four principles underpin the development and implementation of this strategic plan.

## INTEGRATION

*A holistic view of strategic planning that acknowledges the inter-related and interdependent reality of complex urban environments.*

Goals and priorities for different elements in urban planning reflect interrelated ecosystems and are considered in terms of how they impact, support and drive each other.

## SUSTAINABILITY

*A way of living that meets the needs of the present and does not compromise the ability of future generations to meet their own needs.*

Urban planning takes an integrated, holistic view of urban environments and defines sustainability in the context of interrelated ecosystems encompassing economic, social, environmental and cultural sustainability.

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

## LIVABILITY

*A set of interrelated factors that influence people in choosing where they live and reinforce their sense of well-being.*

The concept of livability is based on the knowledge that the economic and social life of the community is intimately linked to its natural and built environment, and together these elements impact social and cultural goals. Livability is the culmination of many components and experiences. All of these contribute to creating the highest quality of life that all citizens aspire to. Livability factors include:

- *Welcoming place:* Residents are active and engaged in urban life. People feel safe, connected and alive in a vibrant urban centre that values its people, places and activities.
- *Public spaces:* Public spaces are generous, magnetic, transformative and alive with activity.
- *Diversity:* Parks, recreation, arts and cultural events meet the rich diversity of citizens, the result of productive partnerships between residents and the city in creating projects and programs.
- *Amenities:* A clean and well-designed community that supports a range of lifestyle choice, includes open and green spaces, respect for historic elements and fosters a sense of pride in place.

- *Economic prosperity:* Sustainable economic employment and lifelong learning opportunities that build on the skills and contributions of its diverse local and global workforce.
- *Access & Affordability:* The ability of people of all incomes to have access to affordable housing, food, transit and core social services. The recognition as well that the affordability of amenities affects the overall competitiveness of the city in attracting and retaining residents.
- *Safety:* A sense of personal and community safety and overall social order.
- *Caring:* Communities that reach out to include all of their citizens in community life to help each individual have the optimum opportunity to reach their potential.
- *Community capacity:* Needs of low income, vulnerable, and at-risk residents are met by building individual and community capacity so that all residents are better able to address current and future issues and chart their own future course.
- *Environment:* An environment that is sustainable for current and future generations through responsible social, fiscal and environmental practices. Clean air and water, access to local food supply and the healthy co-existence of natural and urban environments.
- *Participation:* Political and democratic processes that provide for public participation in the decisions that affect residents and ongoing transparency of local government.

## INNOVATION

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



# GOALS

Six 10-year strategic goals were established to provide a clear focus for the future. For each goal, a set of corporate outcomes, along with performance measures for each outcome are described. For each measure, three-year and 10-year targets are identified.





**10-YEAR STRATEGIC GOAL**

# TRANSFORM EDMONTON'S URBAN FORM

**Edmonton has increased its density and optimized existing infrastructure while maintaining and revitalizing strong, vibrant neighbourhoods; ensuring high standards of urban design; adopting best land use practices and preserving natural areas and public spaces.**

**ELABORATION**

In setting the goal to transform Edmonton's urban form, the City recognizes the realities of the changing economics of urban service delivery. A more balanced use of dwelling densities, mixed-use, and place making which recognizes the strategic importance of building neighbourhoods differently is envisioned. This goal implies Edmonton's role should be shifting to more of an urban centre within a thriving region and a prioritization of the placement of natural and public spaces.

**STATUS UPDATE**

The Way We Grow / **MAY 2010**

The Way We Grow Implementation Plan / **UNDER DEVELOPMENT FOR 2012**

Corporate Outcomes / **APRIL 2010**

Corporate Performance Measures / **JULY 2010**

Performance Measure Targets / **JULY 2011**

**CORPORATE OUTCOMES**

**Attractive and compact physical design with diverse neighbourhoods, amenities and public open spaces**

**CORPORATE MEASURES**

- Net residential density – dwelling units per net hectare of residential land
- Count of new inclusive housing units created annually and available for occupancy
- % of Edmonton communities within (distance/time) of a park, library, major transit centre, commercial centre, and/or recreational facility\*
- % of citizens that agree Edmonton is a well-designed, attractive city
- City area by all land use zones
- Distribution of dwelling unit types by built form

**3-YEAR TARGETS**

- Measurable increase from the 2009 base line measure of 27 dwelling units per net residential hectare
- To be developed
- To be developed
- 50%
- To be developed
- To be developed

**10-YEAR TARGETS**

- Continued measurable increase in the direction of Capital Region Growth Plan density targets
- To be developed
- To be developed
- 60%
- To be developed
- To be developed

**Edmonton has sustainable infrastructure that fosters and supports civic and community needs**

- % of infrastructure in poor/very poor physical condition in existing neighbourhoods
- Infrastructure density
- % of new net infill units
- Count of dwelling units within 400 metres of existing LRT stations and transit centres
- Commercial and institutional floor area within 400 metres of existing LRT stations and transit centres
- Count of neighbourhoods under active development
- Amount of outstanding civic/community infrastructure required to support newly developing areas

- <20% of neighbourhood infrastructure in poor or very poor condition
- <5% of neighbourhood infrastructure in very poor condition
- A decrease in infrastructure density over the previous three-year period
- 20% of new units
- To be determined
- To be determined
- The same as or less than the 3 prior three-year running average
- No increase over the previous three-year period

- <10% of neighbourhood infrastructure in poor or very poor condition
- <5% of neighbourhood infrastructure in very poor condition
- A decrease in infrastructure density over the previous 10-year period
- 25% of new units
- To be determined
- To be determined
- Within the range of 30 to 35 neighbourhoods under active development
- Decrease over the previous three-year period

\* Changes to measure may be implemented based on additional study

**10-YEAR STRATEGIC GOAL**

# SHIFT EDMONTON'S TRANSPORTATION MODE

**Modes of transportation shift to “fit” Edmonton’s urban form and enhanced density while supporting the City’s planning, financial and environmental sustainability goals.**

**ELABORATION**

In shifting Edmonton’s transportation modes the City recognizes the importance of mobility shifts to contribute to the achievement of other related goals. To do so suggests the need to transform the mix of transport modes, with emphasis on road use for goods movement and transiting people and transit use for moving people. This goal reflects the need for a more integrated transportation network comprising of heavy rail, light rail, air and ground transport, and recognizes the important contribution that transportation makes to environmental goals.

**STATUS UPDATE**

The Way We Move / **FALL 2009**

The Way We Move Implementation Plan / **UNDER DEVELOPMENT FOR 2012**

Corporate Outcomes / **APRIL 2010**

Corporate Performance Measures / **JULY 2010**

Performance Measure Targets / **JULY 2011**



CORPORATE OUTCOMES	CORPORATE MEASURES	3-YEAR TARGETS	10-YEAR TARGETS
Citizens use public transit and active modes of transportation	<ul style="list-style-type: none"> <li>Transit ridership per capita</li> <li>Overall transportation mode split</li> </ul>	<ul style="list-style-type: none"> <li>Increase to 100 rides per capita</li> <li>Overall mode split is typically measured once a decade (no 3-year target)</li> </ul>	<ul style="list-style-type: none"> <li>Increase to 107 rides per capita</li> <li>Auto driver: -2%</li> <li>Auto passenger: +0.5%</li> <li>Transit: +1%</li> <li>Walk: +0.3%</li> <li>Cycle: +0.2%</li> </ul>
Goods and Services move efficiently through the city	<ul style="list-style-type: none"> <li>Business satisfaction survey on the transportation system</li> <li>Travel time and reliability for goods and services movements on select corridors</li> </ul>	<ul style="list-style-type: none"> <li>To be developed once survey conducted</li> <li>Maintain a weighted average trip time below 75+/-7 seconds per kilometre</li> </ul>	<ul style="list-style-type: none"> <li>To be developed once survey conducted</li> <li>Maintain a weighted average trip time below 75+/-7 seconds per kilometre</li> </ul>
The transportation system is integrated, safe and gives citizen choice to their mode of movement	<ul style="list-style-type: none"> <li>Rate of collisions at intersections per 1,000 population</li> <li>Rate of transportation-related injuries per 1,000 population</li> <li>Rate of criminal code incidents on transit per 100,000 rides</li> <li>Proportion of missing links of sidewalk and shared-use paths constructed in existing areas of the City</li> <li>Proportion of total planned kms of on-street cycling facilities implemented</li> </ul>	<ul style="list-style-type: none"> <li>15.8 vehicle collisions at intersections per 1,000 population</li> <li>6.6 or fewer transportation related injures per 1,000 population</li> <li>1.02 incidents per 100,000 ridership</li> <li>150 km of sidewalks and shared use paths to be constructed*</li> <li>120 km of the on-street cycling network constructed</li> </ul>	<ul style="list-style-type: none"> <li>13.5 vehicle collisions at intersections per 1,000 population</li> <li>6.6 or fewer transportation related injures per 1,000 population</li> <li>0.87 incidents per 100,000 ridership</li> <li>500 km of sidewalks and shared use paths to be constructed*</li> <li>400 km of the on-street cycling network constructed</li> </ul>

\* The targets for this measure represent the anticipated length of missing links of sidewalk and shared use paths which is one aspect of the infrastructure plan of the Sidewalk Strategy. The measure indicates the percentage of progress towards the 10-year target. Meeting the three-year target represents 30% of the 10-year target.

**10-YEAR STRATEGIC GOAL****IMPROVE EDMONTON'S  
LIVABILITY**

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

**ELABORATION**

To improve Edmonton's livability, the City intends to focus on the people concerns associated with improved livability by concentrating efforts on prevention and getting to the root causes or barriers that are in the way of achieving a more livable city. This goal is focused specifically on the strategic areas of welcoming, safety perception, cleanliness and aspects important to the notion of urban village creation.

**STATUS UPDATE**

The Way We Live / **JULY 2010**

The Way We Live Implementation Plan / **UNDER DEVELOPMENT FOR 2012**

Corporate Outcomes / **APRIL 2010**

Corporate Performance Measures / **JULY 2010**

Performance Measure Targets / **JULY 2011**



CORPORATE OUTCOMES	CORPORATE MEASURES	3-YEAR TARGETS	10-YEAR TARGETS
Citizens are connected to their diverse communities and have pride in their city	<ul style="list-style-type: none"> <li>• % of citizens who volunteer in their community</li> <li>• % of Edmontonians who recommend Edmonton as a great city to live, work, play</li> <li>• % of Edmontonians who report feeling connected to their community</li> </ul>	<ul style="list-style-type: none"> <li>• 58%; baseline data under review</li> <li>• Improve upon current level of 76%</li> <li>• Improve upon current level of 51%</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline data under review</li> <li>• 80%</li> <li>• 56%</li> </ul>
Citizens use city infrastructure and participate in services and programs that provide enjoyment and personal health benefits	<ul style="list-style-type: none"> <li>• % of citizens that participate in City of Edmonton offered recreation and social programs and activities that report the activity or program has improved their personal health &amp; wellness</li> <li>• Per capita the number of attendances at City of Edmonton sponsored programs and events</li> </ul>	<ul style="list-style-type: none"> <li>• 90%</li> <li>• Baseline to be developed</li> </ul>	<ul style="list-style-type: none"> <li>• 93%</li> <li>• Baseline to be developed</li> </ul>
Complete collaborative communities that are accessible, strong, and inclusive with access to a full range of services	<ul style="list-style-type: none"> <li>• % of citizens who feel that they are able to access amenities and services that will improve their quality of life</li> <li>• Amount that community investment is leveraged through partnership with non-profit organizations (% of total program/project costs paid by the City of Edmonton (COE))</li> <li>• Disabled Adult Transit Service (DATS) Ride Accommodation Rate</li> <li>• % of admissions/tickets of City of Edmonton services that are subsidized or offered at low cost</li> <li>• Households that are in complete communities</li> </ul>	<ul style="list-style-type: none"> <li>• Improve upon current level of 62%</li> <li>• Baseline data under development</li> <li>• Maintain the accommodation rate above 98%</li> <li>• 6.5%</li> <li>• Baseline to be developed</li> </ul>	<ul style="list-style-type: none"> <li>• 70%</li> <li>• Baseline data under development</li> <li>• Maintain the accommodation rate above 98%</li> <li>• 10%</li> <li>• Baseline to be developed</li> </ul>
Safe and clean city	<ul style="list-style-type: none"> <li>• % of citizens who feel Edmonton is a safe city</li> <li>• % of fire calls that meet first full alarm targets</li> <li>• % of City employees identified to staff the Emergency Operations Centre (EOC) who have participated in emergency preparedness training and exercises</li> <li>• % of citizens who feel Edmonton is a clean city</li> <li>• % change in litter at various city sites</li> <li>• % reduction within eight major crime indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Improve upon current level of 51%</li> <li>• 90%</li> <li>• 95%</li> <li>• Improve upon current level of 57%</li> <li>• 45% reduction from current state (2010). (15% reduction per year)</li> <li>• To be determined</li> </ul>	<ul style="list-style-type: none"> <li>• 58%</li> <li>• 90%</li> <li>• 95%</li> <li>• 70%</li> <li>• 60% reduction from current state (2010)</li> <li>• To be determined</li> </ul>

**10-YEAR STRATEGIC GOAL**

# PRESERVE AND SUSTAIN EDMONTON'S ENVIRONMENT

**In partnership with its citizens, businesses and institutions, Edmonton is the nation's leader in setting and achieving the highest standards of environmental preservation and sustainability both in its own practices, and by encouraging and enabling the practices of its partners.**

**ELABORATION**

With the goal to preserve and sustain Edmonton's environment, the City intends to leverage existing strengths and new innovations to improve the environment in a sustainable way and minimize the ecological footprint of the City. Striving to preserve natural resources as City building partners and the municipal corporation deliver services to citizens, emphasis will be placed on both preservation and sustainability.

**STATUS UPDATE**

The Way We Green / JULY 2011  
 The Way We Green Implementation Plan / UNDER DEVELOPMENT  
 Corporate Outcomes / APRIL 2010  
 Corporate Performance Measures / JULY 2010  
 Performance Measure Targets / UNDER DEVELOPMENT



**CORPORATE OUTCOMES**

**CORPORATE MEASURES**

**3-YEAR TARGETS**

**10-YEAR TARGETS**

Partnerships with citizens, communities and organizations are leveraged to improve Edmonton's environmental health

- Number of tonnes of greenhouse gas emissions reduced as a direct result of CO2RE rebate and incentive initiatives for citizens and businesses
- % growth of partnerships the city has entered into in support of environmental sustainability practices

The impact of City operations on air, land and water systems is minimized

- The amount of water (in litres) recycled, reused, reclaimed from city operations
- Tonnes of greenhouse gas emissions from City operations
- Diversion of waste to city landfills by City of Edmonton operations
- Reduction in City's energy consumption
- Total priority natural areas secured

Edmonton strives to be a leader in environmental advocacy, stewardship, preservation, and conservation

- Ambient Air Quality Index (AQI)
- River Water Quality Index
- Edmonton Watershed Contaminant Reduction Index
- Proportion of waste diverted from landfill
- Tonnes of greenhouse gas emission from the broader Edmonton community

UNDER DEVELOPMENT

UNDER DEVELOPMENT

**10-YEAR STRATEGIC GOAL**

# ENSURE EDMONTON'S FINANCIAL SUSTAINABILITY

**Edmonton is financially sustainable, with the revenue resources required to support its plans and provide the infrastructure performance and services citizens need.**

**ELABORATION**

In ensuring Edmonton's financial sustainability, the City recognizes the tie between demands on the City and the limited means to address these demands. The City will work to diversify revenue sources while maintaining the obligations the City has to its citizens. This goal relies on the revenue benefits that could be realized from the other goals, such as Economic Diversity and Urban Form transformation.

**STATUS UPDATE**

The Way We Finance / **UNDER DEVELOPMENT FOR 2012**  
The Way We Finance Implementation Plan / **TO BE DEVELOPED IN 2012**  
Corporate Outcomes / **APRIL 2010**  
Corporate Performance Measures / **JULY 2010**  
Performance Measure Targets / **UNDER DEVELOPMENT**

**CORPORATE OUTCOMES**

**CORPORATE MEASURES**

**3-YEAR TARGETS**

**10-YEAR TARGETS**

The City has well managed and sustainable assets and services

- Fiscal Sustainability Index
- Asset Sustainability Ratio

The City has a resilient financial position

- City of Edmonton credit rating
- Rate of return of investment portfolio compared to benchmark
- Net financial assets
- Ratio of tax-supported debt servicing to tax-supported revenues
- % ratio of operating government transfers to overall revenue for operations
- % ratio of capital government transfers to total capital budgeted expenditures

The City has balanced revenue streams that are sustainable

- Homeowner Municipal Tax Affordability Index
- Citizen perception regarding overall value from taxes paid
- Municipal property tax (excluding education tax) and utilities charges for a single-detached house
- Municipal property tax (excluding education tax) and utilities charges (City-controlled) for a single-detached house
- Non-residential tax contribution
- % of total revenue from non-tax sources
- Stability of non-tax source revenue

UNDER DEVELOPMENT

UNDER DEVELOPMENT



**10-YEAR STRATEGIC GOAL**

# DIVERSIFY EDMONTON'S ECONOMY

**Edmonton is recognized as an economic powerhouse, maximizing the diversity of its economic advantages, including its location as Port Alberta and as a portal to the north; as the urban centre of regional industrial development; as a knowledge and innovation centre for value-added and green technologies and products, and as a place that attracts and supports entrepreneurs.**

**ELABORATION**

To diversify Edmonton's economy, the City recognizes its economic advantages are its existing strengths. Leverage points include Edmonton's physical locale, centres of excellence and industrial/entrepreneurial comparative advantage with local, northern and Asian opportunities. Specific target areas are logistics, eco-industry and environmental technology. In establishing this goal, the City recognizes the separate roles of Edmonton Economic Development Corporation and the Municipal Corporation and envisions the City's role to be that of an enabler.

**STATUS UPDATE**

The Way We Prosper / **UNDER DEVELOPMENT FOR 2012**  
 The Way We Prosper Implementation Plan / **TO BE DEVELOPED IN 2013**  
 Corporate Outcomes / **JULY 2010**  
 Corporate Performance Measures / **PROPOSED - TO BE REVIEWED IN 2012**  
 Performance Measure Targets / **TO BE DEVELOPED**



**CORPORATE OUTCOMES    CORPORATE MEASURES\*    3-YEAR TARGETS    10-YEAR TARGETS**

The Corporation supports a competitive business climate and delivers business friendly services

The City facilitates the development of established businesses and sectors

The City supports the development of high potential sectors

The City attracts talent and investment making it nationally and internationally competitive

The City is an effective participant in regional partnerships and collaboration

UNDER DEVELOPMENT

UNDER DEVELOPMENT

UNDER DEVELOPMENT

\* The measures for the goal of "Diversify Edmonton's Economy" are currently under development and will be formally approved by Council in 2012.



## THE BRAND AND THE VISION

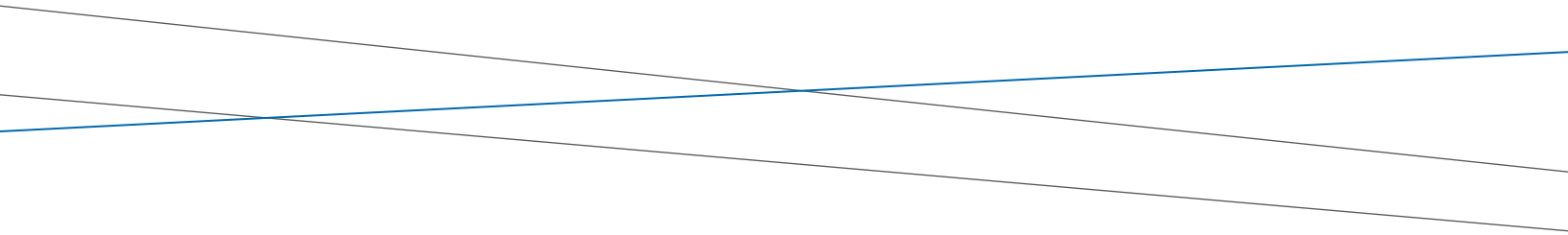
The pyramid-shaped logo mirrors the pyramid landmark at City Hall. Just as the pyramid sits atop City Hall, Transforming Edmonton sits atop the City of Edmonton's strategic planning initiatives. The pyramid represents the apex, the culmination of all of the other plans; the pyramid structure represents stability and cohesiveness, with a clear upward focus.

The spectrum of coloured streams that originate on the right side of the pyramid represent the spectrum of the City of Edmonton's planning initiatives. The blue stream at the top represents the City Vision, while the rest of the colour spectrum represents the full complement of the City's plans. The blending of colours in the right corner of the pyramid represents the integration of the plans in their development. As the colour streams move outward they take on their own identities with no end point in sight.

The grey streams that originate on the left side of the pyramid represent the public. As each grey stream intersects with each coloured stream, so does each citizen of Edmonton interact with the City's planning initiatives.

Both the grey streams and the coloured streams extend past their natural boundaries to show progression beyond the 10 year planning cycle and the ongoing and infinite outcomes that they'll produce. As strategic plans, their effects will be felt beyond any fixed period of time.

Overall, the design is meant to reflect the integration of the City of Edmonton's planning initiative, and invoke feelings of purpose and possibility.



Information on the City of Edmonton is  
available through the internet

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

[www.facebook.com/cityofedmonton](http://www.facebook.com/cityofedmonton)

[www.twitter.com/cityofedmonton](http://www.twitter.com/cityofedmonton)

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