



Plan
Edmonton

EDMONTON'S MUNICIPAL DEVELOPMENT PLAN

Monitoring Our Progress, 2001

THE CITY OF
Edmonton

May 2002

Plan Edmonton: Monitoring Our Progress, 2001 is the annual update on the actions taken and the progress made to implement *Plan Edmonton, Edmonton's Municipal Development Plan*.

The report is based on a comprehensive monitoring system that tracks actions that implement *Plan Edmonton's* priorities and strategies using input from all city departments and agencies.

Plan Edmonton is City Council's strategic policy framework providing direction for Edmonton's physical, economic and social development. The plan commits the City to pursue new initiatives and continue the services, facilities and policies that our citizens value and expect.

Monitoring Our Progress is structured to reflect the five municipal responsibility areas identified by Council as essential to support Edmonton's quality of life:

- Planned Growth
- Economic Development
- Services to People
- Infrastructure Development and Maintenance
- Leadership and Regional Cooperation

and to reflect the intermunicipal planning requirements of the Municipal Government Act.

Inside this report, statements of Council's priorities for each municipal responsibility area and for intermunicipal planning are accompanied by:

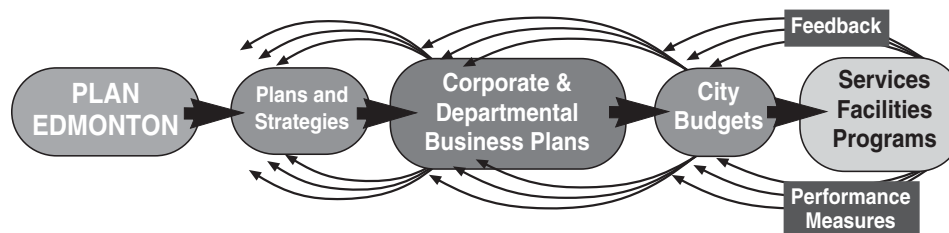
- a summary of ongoing Council, departmental and agency activities that support *Plan Edmonton's* priorities;
- identification of new initiatives that support the plan's priorities;
- highlights of projects completed in 2001; and
- a look ahead at actions scheduled in the 2002-2004 Corporate Business Plan.

The back page of this report identifies new challenges and opportunities, along with gaps in *Plan Edmonton* policy with respect to emerging city priorities.

Measuring progress and identifying gaps will ensure that Council has the necessary information to amend *Plan Edmonton* and to maintain it as an up-to-date strategic plan and a vital aid to civic governance.



A Guide to Municipal Decision Making





Planned Growth addresses the municipal mandate to manage land use and development. A physical growth strategy and land development philosophy will meet long-term development needs. Investment in mature neighbourhoods and business areas will be promoted. New growth in suburban areas will be accommodated in a fiscally responsible manner. Priorities include making effective use of investments in infrastructure and providing for access to natural areas and open spaces. The City will work with its private and public sector partners to maintain the quality of the urban environment.

***Plan Edmonton* priorities for Planned Growth are:**

- Balanced land development
- An attractive, dynamic downtown
- Utilization of existing infrastructure
- Development of economic activity centres within Edmonton
- Reinvestment in mature neighbourhoods
- Preservation and enhancement of the natural environment and open spaces
- Managing suburban growth
- Plan for population growth

Ongoing Performance (supporting *Plan Edmonton's* priorities)

Land Development Philosophy	<p>Council presides over Edmonton's land development processes. In 2001, Council dealt with 263 planning bylaws and resolutions, up from 187 the previous year. Planning & Development issued development and building permits valued at \$905 million in 2001, the largest total since 1981, up from \$787 million in 2000.</p> <p>Edmonton's current challenge is to finance and build infrastructure ahead of industrial, commercial and residential development.</p> <p>City departments consider infrastructure costs and capacities, urban design, compatibility of uses, transportation, access to parks, natural areas, pipelines, utility corridors and conserving resources in making planning recommendations to Council.</p>
Downtown Development	<p>The Downtown Advisory Committee, administered by Planning & Development, advises Council on the implementation of the <i>Capital City Downtown Plan</i>. The Mayor's Downtown Working Group was formed in 2001 to generate new ideas.</p> <p>With the success of the Downtown Housing Reinvestment grant program, focus has shifted to reinvestment in commercial properties and public spaces. The downtown office vacancy rate dipped to 10% in 2001, the lowest since the early 1980s.</p>

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Utilization of Existing Infrastructure	<p>Asset Management & Public Works developed 44 single-family lots and 1.2 acres for multifamily housing in existing neighbourhoods in 2001.</p> <p><i>Planning and Subdivision of Agricultural Land in Edmonton in 1997-2000</i> indicates that agricultural land is being protected until required for development.</p>
Economic Activity Centres Within the City	<p>City departments undertake planning and infrastructure activities to enhance Edmonton's economic activity centres. In 2001, the City and Province made major investments in roads serving these areas.</p>
Reinvestment in Mature Neighbourhoods	<p>In 2001, Planning & Development issued permits for new homes in mature neighbourhoods valued at \$74 million for 1,008 multifamily units and 193 single family units. Redevelopment in mature neighbourhoods is regulated by the Mature Neighbourhood Overlay to maintain neighbourhood character.</p> <p>City departments work with community organizations on neighbourhood planning and with local business and property owners on Business Revitalization Zone programs. On-going monitoring ensures adequate street and drainage infrastructure. Community Services is upgrading playgrounds to meet Canadian Standards Association safety standards.</p>
Preservation and Enhancement of the Natural Environment and Open Spaces	<p>Planning & Development administers the North Saskatchewan River Valley Bylaw and applies development guidelines for contaminated sites, natural site assessments and environmental impact reviews.</p> <p>Community Services acquires and manages land for park use, natural areas and works with Transportation & Streets on trail and open space linkages.</p>
Managing Suburban Growth	<p>Council manages suburban growth through a hierarchy of planning instruments: <i>Plan Edmonton</i>, area structure plans, neighbourhood structure plans and servicing concept design briefs.</p> <p>Developers pay most neighbourhood level infrastructure costs.</p>
Population Growth	<p>The City's Forecasting Committee oversees ongoing monitoring and forecasting activities to keep development expectations on target.</p>
Municipal Reserves	<p>The Subdivision Authority allocates municipal reserve for schools and park sites through the subdivision process. In 2001, 173 subdivision applications were approved.</p>
Sour Gas Facilities	<p>Planning & Development reviews development proposals abutting sour gas facilities.</p>



New Developments (projects initiated in 2001 to support Plan Edmonton priorities)

Council approved the terms of reference and budget for three planning studies: Industrial Land Strategy, Urban Land Intensification Strategy and the Future School Sites Study.

Council approved Edmonton Public Library's plans to move the Southgate Branch to larger quarters at Whitemud Crossing.

Updated forecasts project a City of Edmonton population of 828,000 people by 2025.

Planning & Development initiated redevelopment planning in the Fort Road area while Community Services began work on a Facilities Master Plan, an Urban Parks Master Plan, and the establishment of a Land Trust. Asset Management & Public Works began participating in the Alberta Environmental Flood Risk Management Study and started work on securing landfill options for future needs.

Corporate Services is developing capital financing policies for large-scale capital projects.



2001's Milestones (projects completed in 2001)

- Council adopted the *Edmonton Zoning Bylaw* and the *Heritage Valley Servicing Concept Design Brief*.
- Council adopted recommendations from *Conserving Edmonton's Natural Areas: The Framework for Conservation Planning in an Urban Landscape*, providing a budget for the acquisition and preservation of natural areas and the appointment of a Conservation Coordinator.
- Planning & Development completed streetscape improvements in Cloverdale, Rosedale and the French Quarter section of Bonnie Doon and inaugurated Gateway Boulevard (formerly Calgary Trail North).
- City Council designated 10 buildings as Municipal Historic Resources and 9 buildings were added to the Register of Historic Resources. City grants for restoration of historic buildings totalled \$1.5 million in 2001.
- Planning & Development issued 3,179 single-family housing permits, a 42 percent increase over 2000. Asset Management & Public Works experienced a corresponding 45 percent growth in new sewer construction over 2000.
- The Downtown Housing Reinvestment Grant Program concluded, having touched off a downtown residential development boom of 1,022 new units and counting.



Looking Ahead (the next three years, a summary of approved 2002-2004 Corporate Business Plan initiatives)

Prepare an urban land intensification strategy.

Undertake the Future School Sites study.



Economic Development focuses on the City’s leadership role in creating a positive and dynamic business climate within Edmonton and the Edmonton Capital Region. The goal of expanding the economic base will be achieved through effective economic development programs and by providing a “best value” business environment. Edmonton will build on its economic advantages through active partnerships with businesses, institutions and other governments to develop a strong city economy with a global orientation.

***Plan Edmonton* priorities for Economic Development are:**

- Expanded business base
- Positive City profile
- Key ambassador role for the Mayor and Council
- Positive business environment
- Cost-effective municipal services
- Strong regional economic ties
- Active partnerships throughout the community
- Supportive relationships with the provincial and federal governments
- Global perspective
- Safe and secure community

Ongoing Performance (supporting *Plan Edmonton’s* priorities)

Expanded Business Base	<p>Led by City Council’s <i>Vision for Economic Prosperity</i>, Economic Development Edmonton (EDE) and City departments implement Edmonton’s economic development program. Progress on EDE strategies and responsibilities is described in EDE’s <i>Annual Report 2001</i>.</p> <p>Edmonton has the fastest growing regional economy in Canada, at 4.2% in 2001. EDE’s Greater Edmonton Competitiveness Strategy targets and pursues economic activities that offer the greatest potential for Edmonton and the Region.</p> <p>Council supports events that raise Edmonton’s profile, and expands future tourism potential. City facilities like Commonwealth Stadium, the LRT and Wm. Hawrelak Park are essential to the success of world level events.</p>
Positive City Profile	<p>Council recognizes and supports the promotion of learning and innovation through the <i>Edmonton: a Smart City Initiative</i>. Edmonton has been recognized among one of the top 8 cities in the world for continuing education.</p> <p>New developments in biotechnology/health sciences and nanotechnology are enhancing Edmonton’s smart city reputation.</p>
Key Ambassador Role for Mayor and Council	<p>The Mayor and Council host visitors from around the world.</p> <p>Members of Council represented the City at 665 events in 2001, in addition to regular appearances at town hall meetings and community events.</p>

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<p>Positive Business Environment</p>	<p>Council supports business revitalization zones and infrastructure investment in business areas throughout the City by providing administrative and political support and partnership funding.</p> <p>Asset Management & Public Works engages in land development and partnerships to ensure land is available for industrial, residential and commercial development.</p>
<p>Cost-Effective Municipal Services</p>	<p>In 2001, Edmonton’s combined utility and property tax charges ranked 9th out of 18 Canadian cities based on Planning & Development’s annual <i>Property Tax and Utility Charges Survey</i>.</p>
<p>Regional Economic Ties</p>	<p>EDE and its partners are pursuing the Competitiveness Strategy. EDE continues to provide services through its intergovernmental Business Link office.</p>
<p>Active Partnerships</p>	<p>An Edmonton - Calgary information technology partnership allows builders to obtain permits over the Internet using City of Edmonton POSSE software developed in Edmonton and adopted by the City of Calgary.</p> <p>Transportation & Streets works with developers to provide transit service in new communities. Edmonton Public Library partners with mall owners, developers and community leagues to enhance library developments. Asset Management & Public Works partners with the University of Alberta to enhance the engineering management program. Community Services partners with outside organizations to enhance the Zoo, Fort Edmonton Park and YMCA recreation centres.</p>
<p>Supportive Relationships</p>	<p>The Intergovernmental Affairs Office represents the positions of the City to other levels of government.</p>
<p>Global Perspective</p>	<p>Through its promotional activities, EDE showcases local businesses and industry to the global marketplace and assists local businesses with international opportunities.</p> <p>Edmonton Public Library supports the business community with Smart Search and the Investor Information Centre.</p>
<p>Safe Community</p>	<p>Edmonton Police Service balances community needs with investigative, preventative and victim services. Revitalized community policing and ongoing requirements for increased recruitment remains a priority.</p> <p>The Emergency Response Department implements strategies to reduce response times.</p> <p>Principles encouraging security, safety and universal access are in place and used by City departments in the design of new facilities, improvements to existing facilities and in the development review process.</p>



New Developments (projects initiated in 2001 to support Plan Edmonton priorities)

City Council approved the “Closing the Gap Program” as a broad approach to dealing with financial shortfalls facing Edmonton. Shortfalls will make it difficult to meet citizen and business expectations and will undermine global competitiveness over time.

EDE launched the “Competitiveness Strategy” in 2001. EDE with public and private partners from the City of Edmonton and 22 neighbouring communities will work to achieve 36 goals with the aim of expanding regional business strengths and opportunities.

Asset Management & Public Works established a business partnership with landowners in Pylypow to develop industrial land and initiated a study to identify opportunities for other organizations to use City-owned vehicles.

Planning & Development worked with the business community to establish the Northwest Industrial Business Revitalization Zone to help fund a rail overpass and interchange at 184 Street and Yellowhead Trail.

Emergency Response started preparing the Disaster Services Strategic Plan.

The City Managers’s Office provided input to the Prime Minister’s Caucus Task Force on Urban Issues.



2001’s Milestones (projects completed in 2001)

- KPMG reported that Edmonton is the best value city in which to start and operate a business, compared to 86 cities in the world’s leading industrialized nations.
- EDE opened the Edmonton Film Office; secured City Council approval and \$10 million dollars in funding, subject to matching funds from each of the provincial and federal governments, for the expansion of the Shaw Conference Centre, and held the first annual “You’re Welcome” Awards recognizing excellence in the hospitality industry.
- Asset Management & Public Works reduced sewage disposal rates for qualifying industrial customers through the “Non-Residential Sewer Utility Credit”, implementing 19 applications in 2001.
- Edmonton Police Service completed a comprehensive “Core Services Review”, reviewing service priorities, activities and staffing which resulted in 34 positions being returned to patrol.



Looking Ahead (the next three years, a summary of approved 2002-2004 Corporate Business Plan initiatives)

Support City Council’s Vision for Economic Prosperity.

Continued support to Economic Development Edmonton’s implementation of the Greater Edmonton Competitiveness Strategy.



Services to People deals with the delivery of City services that contribute to the safety, security, well-being and enjoyment of Edmonton’s citizens. Services will be provided in an effective, efficient and citizen-oriented manner. The City will work in partnership with other organizations where service mandates are complementary. In planning and providing services, the City will take into account the different and changing characteristics and needs of communities. The City will support community development initiatives and volunteer activities.

***Plan Edmonton* priorities for Services to People are:**

- Regular assessment of service delivery roles
- Support for neighbourhood and community development
- Safety and security
- Opportunities for recreation, culture and arts
- Programming which contributes to well-being and quality of life
- Respond to changing demographics
- Support volunteers and volunteer services
- Good customer service to citizens and businesses

Ongoing Performance (supporting *Plan Edmonton’s* priorities)

Service Delivery Roles	<p>Council establishes priorities and sets standards for service provision and programming that meets the needs of citizens and enhances quality of life in Edmonton.</p> <p>City departments use market research to ensure service demands and current and potential customer needs are adequately met.</p>
Community Development	<p>Community Services implements <i>Towards 2010 A New Perspective: An Integrated Service Strategy</i>, the long term plan for the department. The department also administers community and social programs and the Community Based Social Service information system.</p>
Safety and Security	<p>Edmonton Police Service and Emergency Response use specially targeted programming to ensure safety and security, with an emphasis on early action, prevention, and education measures.</p>

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<p>Recreation, Culture and the Arts</p>	<p>Council supports cultural, recreation and art organizations through Community Investment Program Funding grants totalling \$4.18 million in 2001.</p> <p>Edmonton Public Library operates 16 branches, circulates 7.5 million items annually, distributes publicity materials for 82 community organizations, and provides Internet access and educational programs to citizens.</p> <p>Community Services provides community programming and events, 896 parks, 11,400 hectares of park space and over 1800 sports fields. 180 events were held at Hawrelak, Rundle and Sir Winston Churchill Square parks, with event sizes ranging from 200 to over 250,000 persons. Facilities such as Commonwealth Stadium and Fort Edmonton attract sports events and tourists from around the world.</p>
<p>Well-being</p>	<p><i>City Council's Vision for Social Well-Being and Quality of Life</i> guides City programs and services.</p> <p>Community Services delivers at risk and special needs programming, social services, poverty and family violence prevention, education and action plans, and monitors their success.</p> <p>Community Services and Emergency Response cooperate to improve the quality and safety of housing for low income, at risk and special needs populations through the Edmonton Low Income and Special Needs Housing Strategy with \$22 million in Federal and Provincial Government funding over 2001-2003. In 2001, 35 condemned houses were demolished, and funding was committed for 384 new housing units.</p>
<p>Changing Demographics</p>	<p>All City departments use demographic information to plan, develop and deliver programs and services. Departments also provide demographic, cartographic, economic and social information to the public.</p>
<p>Volunteer Services</p>	<p>Council supports volunteers through funding and facilitating partnerships, participating in programs and events and promoting the achievements and successes of volunteers.</p>
<p>Customer Service</p>	<p>Planning & Development initiated a comprehensive program to combine all services in one location and Community Services provides a community information line.</p> <p>Corporate Services used "Where-to-vote" cards in the 2001 municipal election in addition to providing Internet access to tax assessments, election information, demographic information and neighbourhood and city maps.</p>



**New Developments
(projects initiated in 2001 to support
Plan Edmonton priorities)**

Council approved funding for a Whyte Avenue Community Coordinator.

Corporate Services initiated a Life Cycle Succession Planning Model to develop a staffing and training strategy to deal with the impending wave of civic employee retirements.

Community Services monitored a pilot Jasper Place Food Co-Op for low-income families, and began project work on the South East Soccer Fourplex indoor soccer facility.

Edmonton Police Services initiated two programs aimed at curbing closing time related problems at West Edmonton Mall.

Emergency Response initiated the upgrading and replacement of the dispatch system.



**2001's Milestones
(projects completed in 2001)**

- The City of Edmonton hosted the 2001 World Championships in Athletics and the 2001 World Triathlon Championships. The World Championships saw nine days of competition, Royal visits and VIP events around the City.
- Council approved a donation of \$1.3 million to the Edmonton Housing Trust Fund, which committed a total of \$4.3 million for the provision of 384 residences.
- Edmonton Police Service established the Child Protection Centre in partnership with Victim Services of Alberta and the Zebra Child Protection Society, and developed guidelines for after hours clubs and rave regulations.
- Corporate Services made neighbourhood level maps and demographic information, and geographically referenced information on City services available to the public, and Planning & Development started issuing Heating/Ventilation/Air Conditioning and Plumbing and Gas permits, via the Internet.
- The Riverside Golf Course and the Muttart Conservatory, had their 50th and 25th anniversaries, respectively.



**Looking Ahead
(the next three years, a summary of
approved 2002-2004 Corporate
Business Plan initiatives)**

Set customer service targets, communicate and train staff.

Develop and implement Towards an Equitable Provincial – Municipal Relationship project, part of the Closing the Gap initiative.

Finalize and implement the Low Income and Special Needs Housing Strategy.



Infrastructure Development and Maintenance focuses on the City's responsibility for infrastructure ranging from roads, waste management systems and water systems to public buildings and park facilities. The City's fiscal objective is to meet the demand for new infrastructure while ensuring that existing infrastructure remains safe and reliable. The City's environmental strategy will maintain the quality of the natural environment for present and future generations. City priorities also address the development and use of advanced communications and information technology.

Plan Edmonton priorities for Infrastructure Development and Maintenance are:

- Affordable, safe and sustainable infrastructure
- A long term financial plan
- Safe, efficient movement of people and goods
- Protection of the natural environment
- Effective and affordable waste collection, processing and disposal infrastructure
- Communications infrastructure which uses advanced technology where appropriate

Ongoing Performance (supporting *Plan Edmonton's* priorities)

Approach to Infrastructure	<p>The City of Edmonton owns infrastructure worth \$18 billion. Building and maintaining infrastructure is an investment in Edmonton's prosperity and well-being. In 2001, Edmonton spent \$184 million on infrastructure rehabilitation and \$169 million on new growth.</p> <p>The City's <i>Infrastructure Strategy</i> promotes improved designs, new technologies, changes in operational procedures, partnerships, preventative maintenance, investment strategies, management systems, prioritization and rehabilitation programs.</p>
Financing Infrastructure	<p>The City's <i>Long Range Financial Plan and Infrastructure Strategy</i> are the framework for financing infrastructure. They show a gap of \$3.2 billion by 2012 between infrastructure requirements and available money.</p> <p>In 2001, the Mayor and Councillors urged the Provincial and Federal Governments for a more equitable sharing of costs and for more sources of municipal revenue.</p> <p>Asset Management & Public Works continues to develop new strategies for funding sewer expansion and stormwater management.</p>

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<p>Movement of People and Goods</p>	<p>Transportation & Streets implements the objectives of the <i>Transportation Master Plan</i> through a wide range of transportation planning, building, maintenance programs and traffic management.</p> <p>Anthony Henday Drive remained a priority project, receiving the cooperation of City departments and Alberta Infrastructure.</p> <p>Edmonton Airports continues to enhance air service and CN Rail continued work on a new intermodal terminal.</p>
<p>Protection of the Natural Environment</p>	<p>Office of the Environment coordinates interdepartmental implementation of the <i>Environmental Strategic Plan</i>.</p> <p>Asset Management & Public Works' efforts to reduce wastewater treatment impacts include the tertiary upgrade at the Gold Bar Wastewater Treatment Plant, and new in-line stormwater storage facilities. The department also performs research, planning, monitoring, and regulation and provides public information.</p> <p>City departments address issues of contamination, landslides and flood risk through bylaws and environmental reviews.</p>
<p>Waste Collection, Processing and Disposal Infrastructure</p>	<p>The Waste Management Centre is the most comprehensive and integrated waste management system in Canada. The Edmonton Waste Management Centre is making continuous improvements to methods of processing and using waste, recyclables and compostable materials.</p>
<p>Communications Infrastructure</p>	<p>Over 350,000 distinct users accessed City services and information using the Internet in 2001. The City of Edmonton is a leading municipality in the use of advanced Geographic Information Systems, Internet and e-business technology to provide on-line access to information and services and to improve the efficiency of it's own operations.</p> <p>Planning & Development and Asset Management & Public Works are improving mobile computing applications for operations in the field.</p>



New Developments (projects initiated in 2001 to support Plan Edmonton priorities)

The Infrastructure Technical Advisory Committee (ITAC), consisting of 20 representatives from external organizations, was formed in 2001 to advise on infrastructure issues. The Office of Infrastructure introduced an innovative system to rate, rank and report on the physical condition, demand/capacity and functionality of infrastructure elements to assist in budget decision making.

Community Services initiated the expansion of the Londonderry and Confederation Pools under the Federal Infrastructure Program.

Asset Management & Public Works began preparations to expand the recycling program to multi-family housing properties.

Edmonton Police Service initiated planning for a second patrol division in south Edmonton.

Project work commenced on the South LRT extension to the Health Science Centre.



2000's Milestones (projects completed in 2001)

- City Council approved the *Multi-Use Corridor Study: A Ten Year Strategy for Development*; Edmonton's Community-Wide *Greenhouse Gas Emissions Reduction and Energy Plan*; transportation concept plans for Whitemud West and Whitemud-Terwillegar; and, a plan for LRT expansion from the Health Sciences Centre to Belgravia.
- Edmonton Transit put 66 new low floor and 4 community buses into service.

- Transportation & Streets completed the Gateway Boulevard/Ellerslie Road interchange; construction of the Kingsway, Castledowns and Clareview Transit Centres, widening and noise mitigation of 97 Street, extension of Anthony Henday Drive to 45 Avenue and the replacement of Clover Bar Bridge with a wider structure.
- Asset Management & Public Works completed the *Environmental Strategic Plan Report on Environmental Performance* and finalized sale negotiations of the ATCO gas field.
- Edmonton Airports opened a new terminal at the Edmonton International Airport.



Looking Ahead (the next three years, a summary of approved 2002-2004 Corporate Business Plan initiatives)

Continued implementation of the *Environmental Strategic Plan*.

Implementation of the *Infrastructure Strategy*.

Develop capital financing policies, especially for large scale capital projects.

Continue to implement the Enterprise Resource Planning strategy.

Develop a telecommunications strategy.

Develop and extend e-business applications on the City's Web site.



Leadership and Regional Cooperation focuses on municipal decision making and the City’s mandate to represent the interests of its citizens. Emphasis will be placed on pursuing solutions to regional issues in cooperation with neighbouring municipalities. Edmonton will promote more effective and coordinated municipal planning within the Edmonton Capital Region. The City will examine opportunities to reduce costs and improve services through regional service delivery mechanisms. More effective relationships with regional authorities and the provincial and federal governments will be developed.

Plan Edmonton priorities for Leadership and Regional Cooperation are:

- Intermunicipal cooperation
- Strong, effective regional services
- Constructive relationships with regional authorities
- Provincial and federal government relations
- Capital City promotion
- Public participation
- Develop and utilize an effective city governance model

Ongoing Performance (supporting Plan Edmonton’s priorities)

Intermunicipal Cooperation	<p>The Mayor, Councillors and senior managers address regional issues through the Alberta Capital Region Alliance.</p> <p>City departments work with neighbouring municipalities through active land use and infrastructure planning and development programs.</p>
Regional Services	<p>Asset Management & Public Works and the Alberta Capital Region Wastewater Commission worked on a plan for a new sewage transfer station for Strathcona County to serve city and county areas.</p> <p>Police and Emergency Response work with regional counterparts to provide 911 service, fire suppression/rescue, emergency medical and crime prevention services.</p> <p>Edmonton Public Library works with the Metro Library Federation on cooperative ventures with neighbouring library boards.</p>
Provincial and Federal Government Relations	<p>Edmonton’s Equitable Relationship Initiative advocates for a long term Provincial Government commitment to addressing the special roles and the needs of big cities and long term municipal funding.</p> <p>The Mayor and Council promote Edmonton’s interests to the governments of Alberta and Canada.</p> <p>Council members advance proposals for legislation and policy change at provincial and national forums.</p>

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<p>Public Participation</p>	<p>Council appointed 387 citizens as members of 42 City agencies, boards and commissions.</p> <p>Participating in consultation programs provides citizens with opportunities to affect policies and programs close to home and city-wide. Council heard presentations from 281 citizens at formal public hearings in 2001, up from 157 in 2000.</p>
<p>City Governance Model</p>	<p>Corporate Services communicated civic responsibilities and priorities to citizens by inviting dialogue on the Corporate Business Plan, the budget and City performance measures.</p> <p>The City governance model is based on a policy framework created to support City Council's <i>Vision for Economic Prosperity, and Vision for Social Well-being and Quality of Life. Plan Edmonton</i>, the <i>Corporate Vision Statement, the Corporate Business Plan</i>, departmental business plans, and city budgets provide policies and programs that address the vision statements.</p>



**New Developments
(projects initiated in 2001 to support Plan Edmonton priorities)**

The decision by the governments of Alberta and Canada to establish the Canadian Institute of Nanotechnology at the University of Alberta will make Edmonton a world leader in an advanced technology field with astounding potential.

Spotlight on Safety is a community driven safety initiative to provide funding for a police helicopter. The helicopter, on trial lease in 2001, assisted police and emergency crews both within Edmonton and the Edmonton region.

Transportation & Streets initiated a major regional access and goods movement survey in partnership with the Province and neighbouring municipalities.

- City Council approved Edmonton's Community-Wide Greenhouse Gas Emissions Reduction and Energy Plan, incorporating both municipal and regional consultation.
- Community Services, through Alberta TrailNet, established the Trans Canada Trail through Edmonton's North Saskatchewan River Valley.
- Edmonton has been recognized a nation-wide leader in road salt management. New Federal standards for road salt control are being developed, based on guidelines from Transportation & Streets.



**2001's Milestones
(projects completed in 2001)**

- The Alberta Capital Region Governance Review was completed in 2001, but it did not resolve significant issues or provide a suitable means to do so.



**Looking Ahead
(the next three years, a summary of approved 2002-2004 Corporate Business Plan initiatives)**

Review and respond to Alberta Capital Region Governance Review report and ongoing regional issues.

Develop public participation process based on *Plan Edmonton* directions.



Intermunicipal Planning addresses components of the City’s five municipal responsibility areas at an intermunicipal and regional level. The Municipal Government Act requires that the City’s municipal development plan provide a framework for intermunicipal land use, transportation systems and infrastructure planning and development. The City will promote effective and cooperative planning, decision-making and service delivery.

***Plan Edmonton* priorities for Intermunicipal Planning are:**

- Intermunicipal planning philosophy based on cooperation and collaboration
- Expanded intermunicipal planning activities, including all partners
- Effective, rational, coordinated approach to planning and development
- Compatible land use and growth patterns across borders
- Protection and management of regional assets
- Coordination of major infrastructure and services
- Effective administration of intermunicipal planning policies
- Issues resolution and consensus building

Ongoing Performance (supporting *Plan Edmonton’s* priorities)

Intermunicipal Planning Philosophy	<p>The Mayor, Councillors and City Manager promote intermunicipal co-operation within the region through the Alberta Capital Region Alliance (ACRA).</p> <p>Council and the City Manager represented Edmonton’s interests to the Alberta Capital Region Governance Review in 2001.</p> <p>Planning & Development participates in joint planning with neighbouring jurisdictions as negotiated in <i>Plan Edmonton</i>.</p>
Edmonton’s Intermunicipal Planning Partners	<p>Planning & Development is a member of the North Saskatchewan Watershed Alliance and is participating in the Edmonton International Airport Noise and Development Study.</p>
Objectives, Approaches and Products	<p>City departments work with neighbouring municipalities on land use planning and the planning, development and management of regional transportation and drainage systems.</p> <p>This year, staff reviewed the proposed upgrade to the Petro Canada refinery in Strathcona County.</p>
Land Use and Future Growth Patterns	<p>Planning & Development, Transportation & Streets reciprocate with other municipalities in reviewing plans and intermunicipal referrals. In 2001, 54 intermunicipal referrals were reviewed.</p>

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Regional Assets	<p>Council members and EDE work closely with Edmonton Airports to enhance air services for the Edmonton Region.</p> <p>Community Services plays a lead role in the Capital Region River Valley Alliance, providing administrative support and money. The department also worked with landowners and partners to implement trail development plans with the Alberta TrailNet Capital Region Guidelines.</p> <p>Planning & Development and Transportation & Streets are working with the Province and Leduc County to implement the Highway 2 Design Guidelines.</p> <p>Transportation & Streets works closely with Alberta Infrastructure and ACRA on a 5-year regional transportation priority program and the completion of Anthony Henday Drive.</p>
Infrastructure	<p>Asset Management & Public Works manages the handling and disposal of biosolids in co-operation with the Alberta Capital Region Wastewater Commission (ACRWC) and continues discussions with ACRWC Board on a master agreement for sewage services.</p> <p>Asset Management & Public Works works with Strathcona County on the Gold Bar Creek Area Management Plan to control stormwater flows entering the city, as part of an ongoing partnership.</p>
Administration of Intermunicipal Planning Policies	<p>Planning & Development uses interest-based negotiation and consensus building in its ongoing discussions, referrals, plans, studies and committee work with adjacent municipalities.</p>
Issues Resolution and Consensus Building	<p>Council members and the City Manager meet with their counterparts in other municipalities to discuss and resolve intermunicipal issues and build consensus.</p> <p>Planning & Development continues to implement <i>A Process for Intermunicipal Issue Resolution</i> with its initial partners.</p>



New Developments (projects initiated in 2001 to support Plan Edmonton priorities)

Planning & Development, Alberta Community Development, the City of St. Albert and Sturgeon and Parkland Counties started working on the development of the Big Lake Natural Area Management Plan. Planning & Development provided input to the Strathcona County Heavy Industrial Separation Study.

Asset Management & Public Works became a member of the Big Lake Task Force on Stormwater and is an active participant in the Regional Service Integrative Study conducted to increase wastewater operational efficiencies.

Emergency Response Department, working with our regional partners and major industry, has initiated an Emergency Preparedness Review to ensure adequate resources for dealing with regional emergency situations.



2001's Milestones (projects completed in 2001)

- Community Services completed a business plan for the Capital Region River Valley Alliance, an unincorporated advisory committee dedicated to parks development in the North Saskatchewan River valley system. Members include Edmonton, Devon, Fort Saskatchewan and Leduc, Strathcona, Parkland and Sturgeon Counties.



Looking Ahead (the next three years, a summary of approved 2002-2004 Corporate Business Plan initiatives)

Cooperatively pursue planning solutions with regional neighbours.



Emerging Trends or Issues

- Rapid growth will challenge Edmonton’s capacity to finance and build infrastructure and provide services. Concerns about maintaining basic safety and security service levels will become more evident while the budget forecast shows needed infrastructure development and rehabilitation costs will exceed revenues by \$3.2 billion over the next ten years.
- The failure of the Alberta Capital Region Governance Review to resolve significant issues increases the need to develop solutions based on the regional co-operation and intermunicipal policies of *Plan Edmonton*.
- Canada’s major cities will continue to build a case for financial and political power in keeping with the extent of municipal responsibilities.
- The threat of terrorism will change the practices of both business and government. Edmonton Garrison will have an increasing profile within the Edmonton community.
- Demographic change, including increasing numbers of seniors, will continue to change the face of Edmonton and require strategies to deal with labour force changes and service demands.
- Water quality, conservation of natural areas, and environmental clean-up issues will attract more political interest.
- Decisions to implement the Kyoto Accord and/or build natural gas pipelines to the north could affect Edmonton’s economy dramatically.
- Demand for advanced information technologies and e-Business strategies to meet public expectations for fast, efficient and effective service delivery will increase.

Emerging *Plan Edmonton* policy gaps

- *Plan Edmonton’s* economic development strategy is based on *City Council’s Vision for Economic Prosperity*. Realigning the vision statement and the major implementation program, the Greater Edmonton Competitiveness Strategy, may be considered.
- *Plan Edmonton* identifies the Neighbourhood Improvement Program (NIP) as a strategy for reinvesting in mature areas, however, the funding required for NIP is not being approved in capital budgets.
- EPCOR has completed the transition from a municipal utility to a multi-national corporation and is no longer considered a City department or agency.

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