

Annual Review of 2010-2013 Council Initiatives

Status Update

Recommendation:

That the July 4, 2012, Financial Services and Utilities report 2012FS7603, be received for information.

Report Summary

This report provides an update on the status of the 2010-2013 Council Initiatives.

Report

Council has approved the Terms of Reference for 14 of the 19 2010-2013 Council Initiatives. Administration is currently preparing the outstanding Terms of Reference and they will be forwarded to Council/Committee for approval.

As part of the corporate annual review of the 2010-2013 Council Initiatives, Sustainable Development is recommending that the Council Initiative for Public Involvement in the Planning and Development Process be closed. If Council agrees, it could make the following motion, "That the 2010-2013 Council Initiative Public Involvement in the Planning and Development Process be closed". If Council does not wish to close this initiative, Administration will prepare a Terms of Reference for Council/Committee approval.

Under *City Policy C518*, Council Initiatives are to be reviewed annually by City Council. Updates for each initiative were prepared by the

supporting departments, in coordination with lead Councillor(s).

Each update includes work accomplished as of June 2012, along with future steps. Updates are included alphabetically in the attachment.

Policy

City Policy C518 – Council Initiatives

Corporate Outcomes

The 2010-2013 Council Initiatives support all six 10-year goals in The Way Ahead: City of Edmonton Strategic Plan 2009-2018.

Attachments

1. Update: Agri-Food/Urban Agriculture
2. Update: Arts and Culture
3. Update: City of Learners
4. Update: Community Sustainability
5. Update: Economic Development
6. Update: Edmonton's Poverty Reduction Initiative
7. Update: Environment
8. Update: External Affairs (Government and Institutional Relationships)
9. Update: Housing
10. Update: Indigenous Peoples Strategy
11. Update: Multiculturalism
12. Update: Northern Relationships/Circumpolar
13. Update: Public Involvement in the Planning and Development Process
14. Update: Public Transit
15. Update: Recreation
16. Update: Seniors
17. Update: Transforming Edmonton
18. Update: Traffic Safety
19. Update: Youth Council/Next Gen

Others Reviewing this Report

Corporate Leadership Team

Update: Agri-Food/ Urban Agriculture

Initiative Title:	Agri-Food/ Urban Agriculture
City Council Lead(s):	Mayor Mandel and Councillor Loken
Department Lead(s):	Peter Ohm, Sustainable Development

Objective:

To create a City-Wide Food and Agriculture Strategy, as directed in The Way We Grow.

Key outcomes, projects or activities and their status as of May 2012:

- The project was launched in May 2011, with a public event held in McIntyre Park, hosted by the City Council leads. A survey was conducted on site. (Completed)
- The Terms of Reference for the Food and Agriculture Project were approved in October 2011. (Completed)
- A Food and Agriculture Advisory Committee established in November 2011 has met on 9 occasions and continues to provide leadership and direction on the development of the strategy. (On-going).
- The firm of HB Lanarc Golder was contracted in January 2012 to be the primary consultant for the project. (On-going)
- The **Food in the City Conference** will occur on May 25 and 26, 2012.
- The project team is partnering with the University of Alberta Centre for Public Involvement to conduct citizen panels. Six citizen panel sessions will be complete by June 2, 2012. A report summarizing recommendations from the citizen panels is expected in July. A research report about the process will follow. Short videos from each session are being shared via the City web site and YouTube. (Ongoing)
- Nine stakeholder focus groups were conducted in the first week of May. Sixty people from a variety of organizations were involved in the facilitated discussions. (Complete)
- The following public information documents have been written and reviewed by the Advisory Committee. They will be available on the project web site soon:
 - Discussion Primer
 - Example Practice Guide

- Social media has been used extensively to promote this project including an active blog on Transforming Edmonton web page, a regular twitter feed (#yegfoodag), a presence on the City's Face Book page, a frequently updated web page, "eblasts" to a database of 1,100 individuals and organizations. Videos of conference plenary sessions will be posted on the City web site. (On-going)

Future Steps:

- A public opinion survey is being developed and will be posted on-line by early June.
- A second round of stakeholder focus groups is planned for mid-June 2012.
- An internal Technical Advisory Committee will be formed to review the draft strategy to assess implications for City departments.
- The following reports are forthcoming:
 - Agriculture Inventory and Assessment (June 2012)
 - Local Food Economy Assessment (June 2012)
 - Stakeholder Group Summary (July 2012)
 - Citizen Panel Final Report (July 2012)
 - Food in the City Conference Report (TBA)
 - Public Opinion Survey (August 2012)
 - The Draft City-Wide Food and Agriculture Strategy (expected to be at City Council in the fall of 2012)
 - A final narrative document that describes the project history.

Update: Arts and Culture

Initiative Title:	Arts and Culture
City Council Lead(s):	Mayor Mandel and Councillor Henderson
Department Lead(s):	Lyall Brenneis, Community Services

Objective:

- Foster a vibrant and thriving arts and culture milieu as an integral part of the life of Edmontonians.
- Enhance the pride of Edmontonians in their arts and culture.
- Increase the range and scope of festivals in Edmonton.
- Enhance the attractiveness of Edmonton in all seasons.
- Grow Edmonton's presence in the national and international filming industry.

The arts support The Way Ahead goal of 'Improving Edmonton's Livability' three year priority goal of preserve, celebrate and support Edmonton's heritage, arts and culture.

- The Way We Live; Edmonton's People Plan 10 year strategic plan will improve Edmonton's livability through;
 - Objective 2.3 "The City of Edmonton is a diverse, creative city with a rich and vibrant arts and cultural community."
 - Objective 2.5 "The City of Edmonton promotes the celebration of diversity, milestones, achievements and festivals."
 - Objective 2.6 "The City of Edmonton hosts world leading arts, cultural, sports and entertainment events that attract a local, regional and global audience".
- The Way We Prosper, the corporate economic development draft plan will be presented to Council in the fall of 2012. This strategic plan will focus on goals and initiatives that will diversify Edmonton's economy. The importance of promoting and supporting Edmonton's arts and culture industry is an integral part of the comprehensive economic development strategic plan.

Key Outcomes, Projects or Activities and their Status as of May 2012:

New EAC Services Agreement

- City of Edmonton has a services agreement with the Edmonton Arts Council (2011-2016) which was completed and approved in July 2011. The agreement will develop the arts through service provision in the areas of; space, incubation, integration and arts development, investment, and recognition.

Art of Living Update- Zoning

- Art of Living Arts Recommendation #2- Consultations with the arts community and other key stakeholders has resulted in administration preparing Zoning Bylaw amendments that will address issues identified in the Arts Habitat Association's

Summary Report. These proposed amendments will be presented at a Public Hearing in the fall of 2012.

- Further review of other potential initiatives and incentives including the potential use of development incentives and overlays, will be undertaken by Administration and addressed through further work with Arts Habitat Association.

Art of Living Update - Housing

- Art of Living Arts Recommendation #1 and #5 - Arts Habitat presented at executive committee in November 2011 to provide an update on the Artists Urban Village. A project architect has been engaged to develop a concept design and a phase one feasibility study. This work is being funded through Canada Mortgage and Housing Corporation and is supported by an additional \$50,000 from Cornerstones. Work is expected to be completed by June 2012 and will result in the necessary detailed plans and estimates to confirm project viability, budget and timelines.
- Arts Habitat continues to work with Arts on the Ave in the development of the old Alberta Cycle Building on 118 Avenue into an arts centre for that part of the city.
- The EAC via Arts Habitat has purchased the McLuhan House in the Highlands with funds for a down payment from City Council and a mortgage secured through the social enterprise fund.

Art of Living Update- Heritage

- Art of Living Heritage Recommendation #1 - The Heritage Council is hosting its second annual AGM on June 6, 2012.
- Art of Living Heritage Recommendation #4 – City Council approved a service package of \$220,000 for the Artifacts Centre during the 2010 budget deliberations to assess the building collection and determine program requirements. This report is going to Community Services Committee on May 22, 2012.
- Art of Living Heritage Recommendation #9 and #10 - Edmonton Heritage Council has been contracted to develop a city museum strategy. Once the city museum study is completed this fall, Administration will work with the Heritage Council to actively pursue opportunities for a partnership with aligned organizations and repurposing of existing buildings for artifacts and archives storage.

Increased Funding through the Ways

- Art of Living Recommendation #6, #7, #8 - Increase grant support for established arts and festival organizations, individual artists, and community arts projects. In 2011 and 2012 all grants were increased due to an additional \$3.5 million allocated to the Edmonton Arts Council through Advancing the Ways.

Mayors Task Force on the Arts

- In November 2011 the Mayor's Arts Visioning Committee released 12 recommendations on how to raise the profile of arts in Edmonton through partnerships between the arts and business communities, and position arts as a point of pride for our city through to 2040 and beyond. The recommendations are being reviewed and worked upon individually. In some cases, the recommendations

supported the ongoing work of the city. In other cases, the recommendations are being pursued by members of the arts and business communities.

Grant MacEwan West

- The purchase and use of the Grant MacEwan university west campus was the first recommendation of the Mayor's Arts Visioning Committee. The City has an opportunity to attain the Grant MacEwan West campus and establish a community and cultural space with the transformation of the facility into a vibrant and significant arts, multicultural and Aboriginal destination. Presently, Infrastructure Services is assessing the Grant MacEwan west campus. At the same time, Community Services is developing a preliminary business case to explore the various operational models options to the City, developing a funding strategy for the capital costs and operational costs and confirm best fit programming options for the building considering the interests of the immediate and larger communities. This report will be complete in September 2012.

Rossdale Re-Purposing

- The development of the former power plant site into a landmark cultural and commercial complex was the second recommendation of the Mayor's Arts Visioning Committee. In November 2011 Sustainable Development reported to Executive Committee on the preliminary programme statement and summary of consultation for the re-purposing of the EPCOR power plant site. City Council approved an amended list of proposed priority river valley infrastructure projects for joint funding to support the City's efforts to create a river valley destination in the vicinity of the planned new Waltherdale Bridge, a repurposed former EPCOR power plant and revitalized West Rossdale area. The projects would extend the promenade experience and create better opportunities for direct water access while meeting connectivity goals.

Enterprise Square

- The Mayor's Arts Visioning Committee noted the strong need in the community for arts exhibition space for Edmonton artist and supported the establishment of an arts space like that available at Enterprise Square. The Enterprise Square Galleries and Programs is a proposed collaboration between the City of Edmonton and the University of Alberta. It is proposed to use the existing downtown gallery space at Enterprise Square to build programs to raise the profile of local artists, assist with showcasing the University of Alberta's Museum and Collections and engage students and the community in the arts, culture and science. Report outlining potential partners, evaluate options, and develop a preliminary business case is due September 2012 to Community Services Committee.

Central Arts District- Performing Arts Center

- The Mayor's Arts Visioning Committee noted the need for a signature piece for a world-leading arts district in downtown Edmonton to complement existing facilities. On February 22, 2012 Executive committee motioned that Administration work with the Arts Visioning Committee, and affected stakeholders, and provide a report to

Executive Committee outlining a business case, and that the Sustainable Development 2012 Operating Budget be increased by \$100,000 on a one time basis, with funding from 2012 Council Contingency, to assist in the creation of a business case.

Arts Central

- The Mayor's Arts Visioning Committee recommended researching and supporting a Sports Central model for the arts. Administration has begun preliminary research on modifying the Sports Central model into an Arts Central program in the city. Research and discussions will continue over the coming few months.

Multicultural Outreach

- The Edmonton Arts Council has started a process to review all of its programs with respect to ensuring Edmontonians of all cultural backgrounds are recognized and supported by the Arts Council. This work was identified as a community need in the Mayor's Arts Visioning report and the recommendation in the report supports the work with the EAC is pursuing.

Winter City

- In February 2011, Councillor Henderson was joined by John Mahon of EAC and two city administrators on a trip to Norway and Finland to learn about best practices in internationally recognized winter cities. In December 2011, a Winter City Think Tank was created, made up of key business and community leaders in Edmonton. January 19, 2012 was the Winter City kick off with John Furlong as the keynote speaker. Since January there has been many consultation processes. The Think Tank has acted as advisors to this project, and developed the draft recommendations. Working towards a final Winter City strategy to present to Council in the fall 2012.

Future Steps:

- The Art of Living implementation plan contains 17 arts recommendations (11 heritage recommendations) to be implemented over 10 years (2008- 2018). The City of Edmonton will continue to support the work in the implementation plan.
- Edmonton Arts Council and the City of Edmonton entered into a new five year Services Agreement (2011- 2016) reflecting the significant change in role of the Edmonton Arts Council. This partnership with the Edmonton Arts Council has been successful and will continue.

Update: City of Learners

Initiative Title:	City of Learners
City Council Lead(s):	Councillor Iveson
Department Lead(s):	Lyall Brenneis, Community Services

Objective:

- We are already a Learning City, blessed with many fantastic formal and informal learning opportunities provided by excellent institutions of all shapes and sizes, from innovative not-for-profits to world-leading Public Schools and Post Secondary.
- A network of Edmonton organizations and representatives invested in lifelong learning formed an informal committee in 2008, under the leadership of Councillor Iveson, to explore approaches necessary to cultivate Edmonton as a Learning Community. There is a strong belief that by bringing together many representatives and organizations across the city and by working together more effectively in this diverse urban setting, we can make substantial gains to improve lifelong learning for all and contribute to the development of sustainable and inclusive communities.
- Canadian Council on Learning (CCL) has worked closely with a number of Canadian municipalities to help enable them to assess their development in realizing their goals and objectives as a learning community, and provided considerable resources and knowledge to the informal work in 2009. CCL has also been working to measure learning trends through an annual measure called the Composite Learning Index (CLI). The CLI is designed as an independent and consistent tool that may assist communities in measuring aspects of the impact of their learning community strategies and policies. Measurement, supplemented by local evaluation and assessment already occurring here in Edmonton, is an important component of this initiative.
- Both the CCL and the Edmonton Learning City Initiative have used the UNESCO Four Pillars of Learning framework, which is an internationally recognized model, to conceptualize a broad understanding of learning. The Four Pillars are:

Learning to Know involves the development of skills and knowledge needed to function in the world. These skills include literacy, numeracy, critical thinking and general knowledge.

Learning to Do refers to the acquisition of applied skills that are often linked to occupational success, such as computer training, managerial training and apprenticeships.

Learning to Live Together involves developing values of respect and concern for others, fostering social and inter-personal skills, and an appreciation of the diversity of Canadians.

Learning to Be refers to learning that contributes to the development of a person's body, mind and spirit. Skills in this area include personal discovery

and creativity, and can be acquired through reading, use of the internet and activities such as sports and the arts.

Key Outcomes, Projects or Activities and their Status as of May 2012:

Phase One (2010): [Completed]

- To develop a vision and definition of a 'Learning Community' and establish some preliminary directions for the initiative.
- To prepare a Civic Declaration with respect to the importance of Learning to our community.
- To develop an Asset Inventory of potential partner agencies operating in Edmonton that deliver learning opportunities in our community.
- To hold a Dialogue Event with public and partner agency representation and generate discussion about opportunities for collaboration.
- To identify priorities for action based on the Asset Inventory and Public Dialogue Event.

Proposed Phase Two Activities: [In progress]

- To discuss, clarify, align, and design effective strategies for each one of the priorities and prepare a community learning plan.
- Through partnerships, to develop, implement and monitor an inclusive Learning Community Plan including ongoing measurement of success.
- To develop a transition plan for the initiative to become self-sustaining.

Future Steps:

- Continue development and implementation of Community Learning Plan based on the feedback received during the Public Dialogue Events.
- Establish a governance model to help advance a go-forward strategy amongst the partner organizations.

Update: Community Sustainability

Initiative Title:	Community Sustainability
City Council Lead(s):	Councillor Batty
Department Lead(s):	Heather McRae, Community Services

Objective:

The city recognizes that communities are the building blocks for a quality of life for its citizens and is aware that a key building block in healthy communities is local schools and life long learning. In collaboration with the province, school boards, parents, and community groups, the Community Sustainability Task Force was formed in 2011 to bring together a group of citizens to look for and recommend a course of action to support and enhance the viability of mature neighbourhoods and neighbourhood institutions that are community based, break down boundaries, share resources and build effective community partnerships.

The Elevate report is the result of a year-long consultative process by the Task Force with the mandate of recommending short and long-term courses of action to support and enhance the viability of neighbourhoods. Nine recommendations are identified within the Elevate report, each with a number of associated action items to be implemented. Action plans will be further developed for key activities within the report.

The primary objective of the Elevate implementation plan is to develop a partnership approach to achieving recommendations and action items identified by the Community Sustainability Task Force. This will include policy directions for collaborative approaches to decision making that are in the best interests of community.

Key Outcomes, Projects or Activities and their Status as of May 2012:

The best outcomes of this strategy will be aligned with the sustained participation of Edmontonians. In order to achieve the goals set out in the Elevate implementation plan, it will be necessary to engage School Boards, Provincial Government, Federal Government, residents, the business community, and urban planners in discussion and feedback to develop the fullest and most accurate understanding of:

- 1) How to work with our partners in creating new solution and strategies to achieve sustainability in Edmonton's mature neighbourhoods, including new neighbourhoods which will be our mature neighbourhoods in the future.
- 2) Issues affecting Edmonton's potential to sustain neighbourhoods
- 3) How to create stronger processes that will serve the city in the long term

Future Steps:

- The implementation of the Elevate recommendations is only the beginning of a journey that will require ongoing leadership from all three orders of government – the City, School Boards, the Province and Federal Government to work together to develop and formalize a new urban agenda that will empower communities to make their neighbourhoods the best they can be.
- At the June 11, 2012 Community Services Committee, the following motion was made:
 - That Community Services Committee recommend to City Council:
 1. That Attachment 1 of the June 11, 2012 Community Services Report 2012CSN004 be endorsed.
 2. That Administration work collaboratively with key partners and stakeholders to implement the framework.
 3. That Administration, along with partners identified in the report, work with the most challenged communities in a collaborative way (much like the Africa Centre experience) to build upon the work already done and develop a plan that would include, but not be limited to:
 - Landscaping (including access, community gardens)
 - Security (including policing)
 - Housing diversity
 - Business support opportunities
 - Life-long learning through school boards
 - Other relevant factors
 and return to Committee with a report outlining the growth plan.
 4. That prior to moving ahead with developing or implementing the plan, Administration provides a report to City Council, through Committee, with a budget and possible list of participants and partners.

In addition to the actions required by this motion, additional future steps of the Elevate implementation plan include:

- Workshop with Superintendents of School Divisions and senior administration of City of Edmonton – June, 2012.
- Meet with School board chairs to agree upon Elevate implementation plan.
- Recommend and establish a new governance model to oversee the implementation of Elevate action items and to monitor progress.
- Meet with Provincial and Federal government representatives to partner on short, medium, and long term strategies identified within the plan.

Update: Economic Development

Initiative Title:	Economic Development
City Council Lead(s):	Mayor Mandel and Councillor Diotte
Department Lead(s):	Walter Trocenko, Sustainable Development

Objective:

The primary objective is to develop a strategic economic development plan, *The Way We Prosper*, which aligns with *The Way Ahead* and the other *Ways Plans*. This plan will assist the City in creating a more diverse economy, providing the fiscal stability that supports a vibrant community and lifestyle.

Key Outcomes, Projects or Activities and their Status as of May 2012:

- 1) Business Environment and Economic Development Scan
 - A technical paper has been completed, providing information on the economic advantages of the Edmonton Region and the Province. Also included in the Technical Report was an E-scan of recent economic development plans completed across the Province, including the Premier's Council for Economic Strategy and The Capital Region Board's Economic Road Map.
- 2) Stakeholder Engagement
 - Interviewed over 150 regional business leaders for their insights on how to build and diversify Edmonton's economy.
 - Formed the Business Advisory Committee, which includes 60 of Edmonton's business and community leaders. Two events have been held: January 17 and May 2. Final event is planned for June 20, 2012.
 - Held focus groups at the end of February and the beginning of March. Over 90 members of the public registered.
 - 140 people responded to our online survey.
 - A half-day economic workshop was held in April 2012, and was open to the public. Over 80 people participated in the workshop.
 - An initial presentation about the key objectives of *The Way We Prosper* was given to the GEEDT, Chamber of Commerce Task Force on Economic Diversity, and NextGen committee. Follow-up presentations are planned.
 - The team has also conducted internal corporate engagement sessions, including forming and presenting to a Corporate Advisory Committee, working with the Transforming Edmonton Committee, and through one-on-one discussions. A presentation to Branch Managers and Directors across the corporation is planned for early June.

3) SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis

- The SWOT analysis report has been completed and a summary of the report is available for public viewing.
- The report was used to engage the public at both the economic development workshop and at one of the business advisory meetings
- The report is also being used to help form the strategic goals and objectives of the plan.

Future Steps:

- Develop a “White Paper” report with preliminary goals, strategic objectives, and action plans for feedback from various stakeholder groups, as well as members of City Council.
- Development of the Final Strategic Plan and report produced for City Council approval and public distribution.
- Preparation of an implementation plan with a target date of the second quarter of 2013.
- The Terms of Reference for the Economic Initiative will be prepared for Committee/ Council approval in July 2012.

Update: Edmonton's Poverty Reduction Initiative

Initiative Title:	Edmonton's Poverty Reduction Initiative
City Council Lead(s):	Councillor Sohi and Councillor Henderson
Department Lead(s):	Kathy Barnhart and Cheryl Gagnier, Community Services

Objective:

Passed by City Council at its May 16, 2012 Meeting:

"Community Services Committee recommends that a new Council initiative be approved in principle – 'Edmonton's Poverty Reduction Initiative'

Key Outcomes, Projects or Activities and their Status as of May 2012:

Motion passed from the May 16, 2012 Council meeting (minutes not yet approved) that Administration work with key partners and appointed City Councillors to develop Terms of Reference for development of a poverty reduction strategy for Edmonton including:

- Proposed City role
- Identification of partners and proposed partner role
- Scope of the strategy
- Timelines
- Integration with Provincial initiatives
- Integration with other City efforts such as The Way We Live, Immigration Settlement Policy, Aboriginal Accord, Ten Year Homelessness Strategy, Cornerstones Plan for Affordable Housing and REACH.

Due date: To Community Services Committee October 9; Council October 17

Future Steps:

- Department leads to convene a meeting with Branch Director, appointed Councillors and key partners to develop our approach and a work plan.
- The Terms of Reference for the Edmonton's Poverty Reduction Initiative will be prepared for Committee/Council approval.

Update: Environment

Initiative Title:	Environment
City Council Lead(s):	Councillor Iveson
Department Lead(s):	Mark Brostrom, Sustainable Development

Objective:

To transform Edmonton into a more sustainable city that will be resilient to future environmental changes by supporting transformational change in the City's processes and programs.

Key Outcomes, Projects or Activities and their Status as of May 2012:

- The Way We Green policy document was completed and approved by City Council in July 2011.
- The City of Edmonton agreed to sign the Global Cities Covenant on Climate in February 2012.
- The Way We Green Implementation Plan is being completed and will be provided to Committee by mid 2012.
- All of the key The Way We Green supporting plans will be completed by 2013. To date, the following have been completed and are ready for Committee/Council approval:
 1. Green Building Plan
 2. Renewable Energy Taskforce Report
 3. City Operation Greenhouse Gas Management Plan

Future Steps:

- The Terms of Reference for the Environment Initiative will be prepared for Committee/Council approval in July 2012.

Update: External Affairs (Government and Institutional Relationships)

Initiative Title:	External Affairs (Government and Institutional Relationships)
City Council Lead(s):	Councillor Gibbons and Councillor Batty
Department Lead(s):	B. Hlus, Office of the City Manager

Objective:

To further develop positive relationships between the City of Edmonton and different orders of government, and with stakeholders such as post-secondary institutions, school boards and the health sector.

Key Outcomes, Projects or Activities and their Status as of May 2012:

- Regular meetings between the Mayor and elected officials to advance the priorities of City Council and explore opportunities for collaboration.
- Members of Edmonton City Council and members of Strathcona County Council met in February 2012 to discuss issues of mutual interest and build relationships among elected officials.

REGION

Of particular note is the work of the Alberta Industrial Heartland Association:

- Alberta Industrial Heartland Association Government Relations Value Added Campaign
 - To work with Government and industry to adopt programs and policies that encourage value added development of Alberta's energy resources and secure markets for Alberta's energy products. The campaign will focus on the long term needs of the refining, petrochemical and natural gas industries.
 - Supporting a comprehensive value add strategy will have numerous benefits to Alberta and Canada including:
 - Providing added GDP and long term benefits to the Alberta and Canadian economies;
 - Encouraging further upgrading, refining and petrochemical development will create a diversified economy and further develop the local economy and exports;
 - Enhancing a knowledge economy and skilled workforce through technology and innovation; and
 - Allowing Alberta to show case environmental standards as a secure supplier of clean energy.

- The campaign includes the following components
 - Joint AUMA resolution (City of Edmonton, Strathcona County and City of Fort Saskatchewan) – Sustaining Alberta’s Energy Value Chain
 - Joint AAMD&C resolution (Strathcona County, Lamont County and Sturgeon County) – Sustaining Alberta’s Energy Value Chain
 - Value add campaign – **Adding Value to Alberta**
 - Meetings with local MLA’s, Ministers and Premier
 - Meetings with key industry sectors
 - Meetings with communities around Alberta

Future Steps:

- Continue to coordinate meetings for Mayor and Council leads to advance City issues with Ministers and elected officials.

Update: Housing

Initiative Title:	Housing
City Council Lead(s):	Councillor Henderson and Councillor Krushell
Department Lead(s):	Walter Trocenko, Sustainable Development

Objective:

- At the November 2, 2011, Executive Committee meeting, Sustainable Development report 2011SHE008, which included the Cornerstones II Terms of Reference, was received for information. Funding for the implementation of Cornerstones II was increased by \$3.5 million on a one time basis during the November/December 2011 City Council budget deliberations.
- The primary objective of Cornerstones II is to create 2,500 new affordable and 2,500 market housing units in Edmonton by 2016. (Final numbers impacted by investments in housing.)
- *Cornerstones I: Edmonton's Plan for Affordable Housing 2006-2010* achieved significant success. Total City funding of approximately \$37 million will result in the delivery of 3,038 long-term affordable and transitional housing units with a total capital value of \$336 million.

Key Outcomes, Projects or Activities and their Status as of May 2012:

This initiative is supported through the mandate and staff of the Housing and Economic Sustainability Branch of the Sustainable Development Department.

To May 2012, the following work has been completed since inception of this Initiative in 2011:

- In April 2012, the report '*Cornerstones II: Implementation Program and Priority Investments Update*' was brought to Executive Committee. This report outlined the strategic investments for the implementation of Cornerstones II (2012-2016), and provided an update on the Cornerstones II programs.
- A Letter from the Mayor seeking increased provincial funding of \$20 million per year over 5 years to deliver Cornerstones II was written and delivered to the Province in April.
- Consultation with six 'high threshold' communities, best practices research and data analysis on the topic of non-market housing and neighbourhood condition.

Future Steps:

- Housing Terms of Reference to be completed by July 2012 for Committee/Council approval.
- Bring forth a report to Council on June 27 2012 on discussions on with the Province on the discontinued Residential Rehabilitation Assistance Program (RRAP.)
- Bring forth a report to Council on June 27 2012 that provides options for providing incentives for additional family housing in Edmonton, with some options being linked to Cornerstones.
- Bring forth a report to Council on June 27 2012 that provides recommendations for the resolution of the 'Consultation with Stressed Communities' issue (i.e. the high threshold/non-market housing issue.)
- Bring forth a report to Council in August 2012 for Council's endorsement of the "Community Plan on Housing and Supports." The Plan was developed by the Community Plan Committee, which includes City representation and is coordinated by Homeward Trust.
- Implement Cornerstones II, including secondary suites, housing rehabilitation, seniors housing and mixed-used mixed tenure pilot projects to create 2,500 new affordable and 2,500 market housing units in Edmonton by 2016.
- Support provided to the Integrated Land Use and Affordable Housing Advisory Committee of the Capital Region Board.
- The Residential Compliance Team should be ready for launch in the first quarter of 2013. This multidisciplinary team is being designed to coordinate the efforts of various municipal agencies related to licensing, regulation and enforcement of boarding houses, group homes, and secondary suites.

Update: Indigenous Peoples Strategy

Initiative Title:	Indigenous Peoples Strategy
City Council Lead(s):	Mayor Mandel, Councillor Henderson and Councillor Caterina
Department Lead(s):	Kathy Barnhart, Community Services

Objective:

The Indigenous People of Edmonton contribute to the cultural, social and economic spirit that is felt each day in the capital city. Council's Vision 2040 speaks of all Edmontonians "linked by a common purpose – to learn, to prosper to celebrate."

"We are fortunate to share in the diverse cultural, social and economic contributions [Indigenous] Peoples bring to our city each day. The Aboriginal communities of today are re-claiming and nurturing their cultural identities and striving to achieve prosperity." (Edmonton City Council Declaration, August 30, 2005)

Key Outcomes, Projects or Activities and their Status as of May 2012:

- 1) Improved economic participation of Aboriginal businesses in the Edmonton and Capital Region economy and improved Aboriginal participation in the Edmonton job market.
 - Aboriginal Relations Office works with Materials Management staff to connect Aboriginal Businesses that may have goods and services available to sell to the city. A one page guide is being developed to be shared with Aboriginal community on the various potential contracting opportunities and the City of Edmonton's Procurement processes.
 - With the assistance of the Aboriginal Relations Office the Edmonton Economic Development Corporation have begun to engage Aboriginal Elders that could deliver welcoming addresses for the 20-30 conventions hosted each year in the Shaw Conference Centre.
 - In Fall 2011 as per the 2012 Budget Debates, the Edmonton Aboriginal Business and Professionals Association presented a business case to City Council and was approved start-up funds to begin operations. The Aboriginal Relations Office is supporting this work indirectly as the formation of the association is linked through one of the Action Circles of the Wicahitowin Circle of Shared Responsibility and Stewardship.
- 2) Increased direct City Council engagement with urban indigenous community in matters and in ways that benefit achievement of the community's economic, social and cultural goals.

- Review of the roles and relationship of the Edmonton Aboriginal Urban Affairs Committee is currently underway. Expected date to report to Council Fall 2012.
 - City Council approved in Fall 2011 as per the 2012 Budget debates, ongoing operational funding support to the community created urban aboriginal governance body: Wicahitowin Circle of Shared Responsibility and Stewardship.
 - Administrative Directive on *Aboriginal Consultation* is currently being drafted by the Aboriginal Relations Office in collaboration with Law Branch and Sustainable Development to ensure awareness and observance of respectful protocol *when human remains* are found during the course of City operations, and to assure the Aboriginal community of the City's positive intent.
 - In 2011 Edmonton played host city to the National Aboriginal Achievement Awards in which they Mayor and Councillors T. Caterina and B. Henderson attended.
 - February 7, 2012 The City of Edmonton, led by the Community Services Department, coordinated with partners from the Province of Alberta, and the Federal Government to host the *Edmonton Aboriginal Gathering and Dialogue* at the Ramada Conference Centre. Invitations were extended to urban Aboriginal service organizations, other community stakeholders, the business community as well as representatives from Aboriginal Government. The purpose was to engage the with the Aboriginal service and business communities on ways to network, collaborate and coordinate efforts for better socio-economic outcomes for Aboriginal people in Edmonton.
- 3) Increased engagement of urban indigenous youth in skill development and experience building that result in more prominent and effective leadership roles for them within the indigenous community and within the broader Edmonton community.
- Aboriginal Relations Office in conjunction with Edmonton Chamber of Commerce has begun discussions exploring the topic of youth engagement in the Aboriginal Community for the purposes of training and employment. Topics to offer the Chamber Members are being developed such as, how member business can be more accessible to the Aboriginal Community and youth.
 - Nikanew Aquatics Leadership Program continues to be an innovative endeavour where lifeguard, leadership skills and indigenous cultural activities are taught to Aboriginal Youth. These youth in turn become role models for peers and become eligible for City jobs. At this time program demand and enrolment has exceeded funded placements and alternative options and partnerships are being explored.
- 4) City of Edmonton collaboration with other municipalities and provincial (AUMA) and national (FCM) organizations, that results in increased federal and provincial attention and resource allocations to urban indigenous issues and opportunities.

- In September 2011 Councillor B. Henderson presented a successful resolution at the Annual General meeting of the Federation of Canadian Municipalities which provides direction to the organization to lobby the Federal Government for more financial support for Urban Aboriginal people.
- 5) Continued improvement in the City's hiring and retention of indigenous employees, delivery of City-mandated services to the indigenous community, and collaborative initiatives that meet commitments in Council's Aboriginal Declaration, the Edmonton Urban Aboriginal Accord and Aboriginal Workforce Participation Initiative Agreement.
- Flying Eagles Summer Playground Programs provides Aboriginal cultural teachings and focus for all participants; discussions are underway around the expansion of this program to other geographical areas within the city and beyond the summer period to extend the educational impacts and positive profiling of Aboriginal Cultures for youth.
 - Aboriginal Protocol Training continues to be an ongoing function and request from Business Units within the City of Edmonton. *Quarterly* training workshops are held within the City by the Aboriginal Relations Office, as well as upon request.
 - Aboriginal Relations Office continues at times to be a resource in providing coaching and mentoring of Aboriginal Colleagues within the City of Edmonton Employee Umbrella, as well as staff and executive members of urban aboriginal organizations.

Future Steps:

- Engage with the Aboriginal Community in a dialogue to celebrate and refresh the Declaration and the Accord – Implementation Fall 2012 with expected completion of Spring 2013.
- Continue to work alongside the urban Aboriginal Community in their efforts to nurture the development of an Edmonton Aboriginal Business and Professionals Association – Implementation Fall 2012 into Winter 2013 with expected completion of Spring 2013.
- Continued development and work to assist the Edmonton Aboriginal Urban Affairs Committee to identify their roles and responsibilities within the current landscape of Edmonton's Urban Aboriginal Community. – Implementation ongoing with expected completion of Spring 2013.

Update: Multiculturalism

Initiative Title:	Multiculturalism
City Council Lead(s):	Mayor Mandel and Councillor Sohi
Department Lead(s):	Kathy Barnhart, Community Services

Objective:

Encourage and champion inclusive municipal activity and projects that welcome newcomers to Edmonton, recognize their contributions, increase the ethno-cultural diversity of Edmonton and the City workforce, and achieve intercultural learning and harmony.

Key Outcomes, Projects or Activities and their Status as of May 2012:

- 1) Continued development and delivery of municipal services that welcome newcomers to Edmonton and that support their settlement, social and economic inclusion and contributions, and likelihood of permanent residency – consistent with City Policy 529 Immigration and Settlement.
- The Procedure supporting the City's Immigration and Settlement Policy was developed (by the former Office of Diversity and Inclusion) and approved by the Corporate Leadership Team in 2011.

Space access and development:

- Resources to assist ethnocultural not-for-profit groups in finding and accessing existing space have been developed and launched, are available on the City website for use by City employees and ethnocultural community organizations (*Shared Space Feasibility Toolkit, Multicultural Non-Profit Space Access Resource, Edmonton SpaceFinder* online tool).
- The Summer School Space Access Pilot Project launched in 2011 to provide summer programming space to newcomer, Aboriginal and/or high needs groups at six schools; expanding to twenty schools in 2012.
- Community Services has consulted extensively with multicultural communities re the design, usage and governance model for the Clareview Multicultural Centre; the business plan proposing the governance model for the next three years is near completion with implementation to start in 2012.

Emerging Immigrant and Refugee Community Grant Program (EIRC):

- Community Services continues to provide entry level grant funding for Community Events, Cultural Heritage Projects, and Rent Subsidies.
- Funding was provided in 2011 for a Collaborative Partnership of three community organizations to develop and deliver capacity-building workshops on not-for-profit organization development and management. Due to its popularity and high success rate, it has been funded again in 2012.

- A new Program Delivery Partnership Grant has been established for 2012 to encourage collaboration between newer ethnocultural community organizations and established organizations to address gaps and barriers in existing programs and services to newcomer communities.

Organizational Development support to community organizations

- Ongoing support is provided to ethnocultural community organizations by Community Services staff around broad based capacity building: board, organization, and leadership development; funding sources, application and reporting processes; project development and implementation; networking and partnerships; and accessing space and other resources.
- Multicultural Relations staff regularly foster capacity building in terms of awareness, navigation, accessing, and using City services, programs, and facilities; as well as bridging and connecting between City of Edmonton departments and ethnocultural community groups

Developing and adapting programs and services to meet diverse cultural needs

- Community Services continues to provide support to the Africa Centre as a hub for African community organizations, programs, and events.
- Community Services staff continue to assist groups to develop and/or adapt recreational programs to meet their community and cultural needs.
 - The Female Swim Program at Eastglen Leisure Centre designed to meet the specific cultural needs of women continues to be well attended.
 - The Rising Youth Program for African Youth offers recreation, leadership, and volunteering experience and mentorship through a full time African Outreach Program Coordinator
 - A Leaders in Training program was developed specifically for multicultural youth.
- The Leisure Access Program (LAP) providing reduced entry fees to recreational facilities, programs and attractions has been expanded to include refugee claimants. Assistance is provided to community groups to complete application forms as needed.
- Commonwealth Community Recreation Centre integrated diverse cultural perspectives into programming, fee structure, and space usage

Community Engagement/Public Involvement

- The City continued to host community engagement processes and events with the aim to improving policies, programs and services that impact the multicultural community.
- The most recent Multicultural Community Gathering (December 2010), hosted in partnership with community groups focused on sharing information and receiving input into recreation facilities and programs.
- A second Youth Career Day (March 2011) that attracted close to 500 students, parents, exhibitors, and presenters from diverse multicultural communities.

- Extensive consultations were conducted in 2010-2011 with African community members and organizations to contribute to the development of a Framework for Service Delivery to African Communities, to be completed in 2012.
- The Multicultural Relations staff commonly provides input to other branches and departments regarding connecting with ethnocultural communities for service delivery and community engagement.

Information, referrals and resources

- The Citizen and New Arrival Information Centre continues to operate at City Hall, distributing information to assist new arrivals to the City, including the *Edmonton Newcomers Guide* in nine languages including Somali and German. A new Punjabi version will be completed in 2012.
 - Multicultural Relations staff distribute information to an extensive multicultural contact list promoting City of Edmonton and partner initiatives, and a wide range of capacity building opportunities
- 2) Partnership initiatives and programs that help Edmontonians establish greater intercultural and interracial understanding, respect and harmony.
- Intercultural Competency Workshops for Community Services employees. Three intercultural competency workshops were provided in partnership with NorQuest College (about 40 Community Services employees) in November 2010, one in November 2011 by the Centre for Race and Culture (30 staff); two lunch and learn sessions attended by about 50 staff in 2011
 - A new Program Delivery Partnership Grant has been established for 2012 to encourage collaboration between newer ethnocultural community organizations and established organizations to address gaps and barriers in existing programs and services to newcomer communities.
 - Recent community engagement partnerships have included Multicultural Community Gathering (December 2010), Youth Career Day (March 2011), Africa Connect (June 18, 2011), Federation of Canadian Municipalities Immigrant Settlement Dialogue (February 2012), EPS/African Liaison Committee Outreach Meeting (March 2012).
 - Ongoing support to the Council for the Advancement of African Canadians in Alberta (Africa Centre)
 - Daughter's Day event focusing on women and girls of all cultures (September 2012)
- 3) Continued implementation of Racism Free Edmonton commitments to prevent and address racism in all partner institutions, in key service sectors and in the community – consistent with the Council-approved Racism Free Edmonton Action Plan.
- In 2011, the Edmonton Chamber of Commerce and Kings University College applied (and were successful) in joining RFE. There are now 16 partner organizations committed to this initiative.
 - A CEO meeting held on March 2, 2012 was well attended by the institutional leaders of RFE partner organizations. Overall commitment from the CEO's were validated at

this meeting, and request (by the CEO's) to meet twice a year (as opposed to once a year) was requested.

- The RFE website went live November 5, 2010, and the official launch attracted over 300 participants. This launch coincided with the launch of the *I'm Committed to a Racism Free Edmonton* campaign, a public awareness initiative that challenged Edmontonians to commit (in writing) how they were going to ensure Edmonton is a welcoming and inclusive place for everyone, and where racial discrimination is not welcome.
- *I'm Committed to a Racism Free Edmonton* campaign concluded in June 2011. The campaign gathered nearly 24,000 commitments to building a racism free city. The school boards on RFE were particularly successful, as the collectively gathered 18,000 of the commitments. On June 27, 2011, a wrap event took place at City Hall where over 250 people attended. Over the span of the campaign, public displays in shopping centers, recreation facilities, branches of the library, as well as various special events, allowed the campaign to reach well over 100,000 people.
- On March 21, 2012, the RFE biennial summit was held. The summit, which took the form of a symposium, addressed how racism manifests itself within the business sector. The symposium, entitled: "The New Reality: Does Your Company Welcome Diversity?" welcomed about 100 participants and had a keynote address from Trevor Wilson (leading employment diversity expert), Ken Barry (the Chair of the Edmonton Chamber of Commerce), and Gary Bosgoed (VP of WorleyParsons). Overall evaluation of the event was very positive, and participants reported an increase in knowledge and awareness about racism in the workplace.

Anti-Racism Education:

- Between October 2010 and March 2011, 24 full day, and 5 half day educational sessions were delivered to 424 participants from various RFE partner institutions including: the EPS / the U of A / MacEwan University / Norquest College / Public School Board / Catholic School Board
- Between April to June 2011, 13 City of Edmonton employees went through a 3 day anti racism education session. As a result of these pilot sessions, work is underway to deliver this education to the corporation on a greater scale. From January to March 2012, 15 education sessions were held with a variety of sectors, including: corporate, not for profit, and voluntary.
- A benchmark survey was developed in June 2011 by the U of A Population Research Lab. Results of the survey were analyzed in October 2011, and a draft presentation of the findings have been conducted with the RFE MAT, as well as their CEO's. A THINK TANK has come together to develop a plan of release for the data, and after consulting with the MAT at the next MAT meeting on May 17 2012, RFE will release the data in mid-2012.

Future Steps:

- Multicultural Relations will continue to engage multicultural communities and work collaboratively with City of Edmonton business units to identify and address barriers within organizational systems to support the settlement, social and economic inclusion and contributions, and likelihood of permanent residency of newcomers.
- Community and Social Development Branch will continue to outreach to newcomer communities, and liaise and connect with settlement and other community agencies, and City of Edmonton business units to promote equitable service delivery and program access for multicultural community members.
- Community Services will continue to promote and provide intercultural competency training opportunities for Community Services staff with a pilot workshop series underway for 2012/2013
- Multicultural Relations will continue to establish and promote the development of partnership initiatives and programs that help Edmontonians establish greater intercultural and interracial understanding, respect and harmony.
- Multicultural Relations will complete the Framework for Service Delivery to African Communities in 2012
- Multicultural Relations will develop a Multicultural Strategy based on *The Way We Live*, the *Immigration and Settlement Policy and Procedure*, and the *Diversity and Inclusion Policy and Implementation Framework*.
- RFE will release the benchmark data and conduct Presentations City wide on the findings.
- RFE is continuing to work on its anti-racism education sessions and are aiming for a September 2012 start date with the housing sector
- RFE is moving towards greater youth engagement and is currently in discussion with the Centre for Race and Culture to collaborate on a youth ambassador program.

Update: Northern Relationships/Circumpolar

Initiative Title:	Northern Relationships/Circumpolar
City Council Lead(s):	Councillor Gibbons, Councillor Leibovici and Councillor Batty
Department Lead(s):	B. Hlus, Office of the City Manager

Objective:

Edmonton establishes positive, effective and sustainable relationships with the North.

Key Outcomes, Projects or Activities and their Status as of May 2012:

- Identification of Key Existing or Potential Local, Northern and Circumpolar Partners - Done
 - Administration has developed an inventory of City departments, orders of government and other agencies and organizations with connections to or interests in the Northern and Circumpolar region.
 - The inventory is not exhaustive but is intended to help identify some of the key stakeholders and illustrate the complexity and diversity of interests and interactions within Canada, Alberta and the Edmonton Capital Region.
- Sponsorship of and/or participation in significant conferences with key target partners; identification of other opportunities to advance relations and advocate for Northern issues – In progress
 - Meet the North Conference, October 3 - 5, 2012
The City is working with the World Trade Centre - Edmonton to plan the City of Edmonton's involvement in *Meet the North Conference* which will take place at the Marriott Cree Resort in Edmonton. *Meet the North-Going Global* is a three-day conference that will provide an important regional staging ground for the incubation of new ideas, partnerships, and processes that may ultimately influence the future of our respective communities.
- Advancing discussions with external agencies and partners to help Edmonton make the most of its status as the largest northern urban centre in Canada and position Edmonton globally as a leader in resources, research, health and infrastructure – In progress
 - Edmonton's relationship with the North is being considered as part of the City's economic development plan: *The Way We Prosper*.
 - The Sustainable Development Department is guiding the development and coordination of the strategy, in collaboration with Edmonton Economic Development Corporation (EEDC), and with input from business and economic leaders and organizations in the city, as well as citizens. Ideas from the Council initiative discussions will be incorporated into the economic development strategy.

- Discussions are also occurring with businesses with strong linkages to the North.
- Advancing Edmonton's Cooperation Agreement with Harbin, its sister city in China, for collaboration on tourism and business initiatives – In progress
 - In October 2011, Edmonton and Harbin signed a Cooperation Agreement which will see both sides collaborate on tourism and business initiatives.
 - Planning for the first World Cities Winter Ice and Snow Congress is underway.

Future Steps:

- The initiative is ongoing and will continue to be run through the Office of the Mayor, with connections through the Office of the City Manager, City departments, such as Sustainable Development, and the Edmonton Chamber of Commerce as specific projects develop.
- Further populate inventory of key existing local stakeholders as discussions relative to this initiative advance.
- Further work to define core areas of geographic focus for this initiative to better target relationship building efforts.
- As a co-founder, work with Harbin to launch the first World Cities Winter Ice and Snow Congress in January 2013.

Update: Public Involvement in the Planning and Development Process

Initiative Title:	Public Involvement in the Planning and Development Process
City Council Lead(s):	Councillor Henderson
Department Lead(s):	Peter Ohm, Sustainable Development

Objective:

To improve the effectiveness of public involvement and stakeholder satisfaction in the planning and development process

Key Outcomes, Projects or Activities and their Status as of May 2012:

- The following Action Plan was outlined and accepted by Executive Committee in June 2010 to develop an ongoing information and awareness building program for the general public and communities:
 - Develop criteria as to which DC2 applications merit Administration-led preliminary consultation.
 - Develop a more structured response to development proposals at the pre-application stage.
 - Expand the Planning Academy curriculum for 2011.
 - Explore the development of a Terms of Reference for an independent review of Public Involvement Plans either by the Office of Public Involvement or an external evaluator.
- The above action items have been completed. The Department has developed templates for the preparation of public involvement plans for all planning activities, including development and rezoning applications and plan preparation.
- A Planner's Guide to Public Meetings has been prepared and training of staff is ongoing.
- Consultation for DC2 applications has been further refined to develop a more structured response to development proposals at the pre-application stage.
- The Department continues to prepare and monitor Public Involvement Plans for all development applications to assess the appropriate level of involvement for each application.
- A new Planning Academy Course about Transit Oriented Development was developed and first delivered in the spring of 2011. The Urban Design Course has been updated with the addition of a new heritage component.

Future Steps:

- The action items identified in June 2010 have been successfully completed.
- It is recommended that this initiative be closed.
- Explore the capacity of the Office of Public Involvement to undertake an independent review of the Public Involvement Plans.

Update: Public Transit

Initiative Title:	Public Transit
City Council Lead(s):	Councillor Sohi
Department Lead(s):	Charles Stolte, Transportation Services

Objective:

Edmonton Transit System (ETS) provides customer-focused, safe, reliable and affordable public transit services that link people and places. In order to optimally deliver public transit service, Edmonton Transit has identified a series of desired outcomes and three-year initiatives.

Key Outcomes, Projects or Activities and their Status as of May 2012:

Guided by **The Way Ahead** and **The Way We Move** (Transportation Master Plan), ETS has developed three-year initiatives to improve the quality of life for Edmonton citizens by making improvements to the public transit system. With a primary focus of *Shifting Edmonton's Transportation Mode*, ETS introduces the following 2010 – 2013 desired outcomes

- 1. A Well Maintained Transit Fleet and Facilities:** A modern, wheelchair-accessible, good state-of-repair fleet (buses, LRT vehicles and vehicles servicing persons with disabilities) enables public transit to improve service reliability, take advantage of emission improvements with newer technology, improve the management of ongoing maintenance costs and enables public transit to move people more efficiently through the city.
- 2. Expansion of Transit Service and Fleet:** To meet the growing demand for service and to support on-going municipal development, public transit continues to expand its service area and fleet (bus, LRT vehicles and vehicles servicing persons with disabilities) to provide more frequent and convenient service. Service and fleet expansion enables ETS to meet public demand and encourages citizens to use more public transit. Expanding service supports public transportation in becoming the preferred travel choice by moving more people more efficiently.
- 3. A Safe and Secure Public Transit System:** Ongoing safety and security improvements made to public transportation which improve citizen's safety and security perceptions of public transit.
- 4. Optimize Accessible Service:** Optimize citizen accessibility of public transit through the use of fully accessible buses, LRT vehicles and vehicles serving persons with disabilities while following DATS accessibility standards and eligibility process.
- 5. Citizen Satisfaction and Retention:** Focus on the citizen; understanding citizen behaviours and expectations. Ongoing citizen satisfaction improvements lead to

improved service delivery, more satisfied citizens and more frequent use of public transit.

6. *Transit Sustainability* : Further integrate public transit into City-wide plans and initiatives which optimize infrastructure use and focus on sustainable communities and quality of life for citizens.

7. *Transit Employee Recruitment and Development*: Maintain sufficient staffing levels to keep pace with service growth while developing a professional workforce that reflects community diversity and to continue to provide the “value added” citizen service that promotes public transit use.

Future Steps:

In order for public transit to achieve its desired outcomes, a series of three-year public transit initiatives have been identified;

1. Smart Bus [\$31M] - Edmonton Transit’s fleet and operations has reached a size that requires new tools and practices to manage on-road operations across the city. In addition, citizen expectations for real-time route and schedule information are increasing.

Proven “Smart Bus” systems are available in the transit industry and designed to help improve gaps in terms of managing operations, improving service reliability, providing additional information for service planning and improving the amount and quality of information available to citizens.

Automated Bus Stop Announcements have been implemented in several other Canadian jurisdictions (e.g. Winnipeg, Ottawa, and Toronto). ETS was an early adopter of low-floor buses, as well as numerous other accessibility features, including a fully accessible LRT with automated stop announcements (ASA). Disabled groups are advocating that the City adopt ASA on buses as a necessary feature to meet the City’s goal of “universal access.” Components of a complete Smart Bus solution include:

- Automated Bus Stop Announcements (ASA)
- Automated Vehicle Location (AVL)
- Computer Aided Dispatch (CAD)
- Real-Time Customer Information
- Automated Vehicle Health Monitoring (AVM)
- Automated Passenger Counters (APC) and
- Security Cameras with real-time video feed to the ETS Control Centre

Funding has been approved (\$3.4M in 2011 and 2012) for the initial installation of Smart Bus technology on 50 buses. Following an evaluation of the components, full deployment to all ETS buses would be undertaken in 2013 and 2014 (estimated \$31M is required).

- 2. Smart Card [\$22.4M (based on current CPP)]** – Replace obsolete, costly, manual, paper-based fare distribution and collection systems with an account-based model which accepts a variety of fare products and open payments. This initiative remains unfunded.
- 3. Northeast Garage [\$14.8M]** – The 2012 approved budget assigned \$14.8M for land acquisition and design of a new 400-bus transit garage. Further funding is required for the estimated construction of the garage in 2015. The new garage is required to replace the existing Westwood Garage (constructed in 1960) and to provide for additional bus capacity to accommodate future growth in the transit system. This initiative is partially funded.
- 4. Westwood Garage Renovation [\$6M]** – The 2012 approved budget assigned \$6M for Westwood Garage rehabilitation to support operations until 2016. This initiative is fully funded.
- 5. Heritage Valley Park and Ride [\$22M (based on 2009)]** – \$22M is required to build a Park and Ride at Ellerslie. The Park and Ride would be built in anticipation of service growth requirements and expiration of Century Park lease. This initiative remains unfunded.
- 6. Northgate Transit Centre [\$5.6M]** – The demolition and re-building of a new Transit Centre at the existing Northgate Transit Centre location including the rehabilitation of existing bus platform and roadway area(s). This initiative is fully funded.
- 7. Bus Fleet and Equipment Rehab [\$20.7M]** - The Edmonton Transit bus fleet must be replaced on a regular and predictable basis, in accordance with an industry-standard 18-year design life for conventional 40-foot low-floor and articulated buses, and 7-year lifespan for community service buses. Replacement of buses also allows Edmonton Transit to take advantage of design and technology improvements (e.g. “clean” diesel engines, corrosion protection). In order to maintain the buses for the expected lifespan, a comprehensive maintenance program is needed. For the vehicles with an 18-year design life, mid-life refurbishment of key components is required (body and frame, engine, transmission, etc.). Mid-life refurbishment is a cost-effective way to ensure buses can operate for their expected lifespan. Other components, such as bus camera systems, Automated Passenger Counters, fare boxes and radios, are also replaced at the end of the component lifecycle.

On January 20, 2010, City Council approved the funding plan to replace the DATS fleet, originally purchased in 2005. These buses have a design life of 7 years. For 2012 and 2013, funding is available from the Financial Stabilization Reserve, with the remaining funding required to maintain the recommended replacement program approved in CPP Project 12-66-1281. 25 DATS Buses will be replaced in 2012, 25 in 2013, and 14 in 2014.

The wear and tear on the bus fleet is substantial and leads to the need for timely replacement of older buses to avoid service interruptions and increasing maintenance and repair costs. Upgrading of the ETS fleet with modern equipment will increase service reliability; avoid considerable maintenance costs; offer the potential to reduce greenhouse gas emissions and present a safe, clean, and modern bus fleet image that helps to improve citizen service and increase ridership.

The 40-foot low-floor buses purchased in 1993/1994 will be beyond their rated design life within the period 2012-2014. Of the 42 buses purchased in 1993/1994, which are still in service, funding is available for the replacement of 7 units. The majority of the mid-life bus refurbishment program is funded in the 2012 – 2014 period. Failure to undertake the bus replacement and refurbishment programs can result in increased maintenance cost and the risk of not providing reliable service due to equipment failure. Ultimately, this reduces ridership, increases costs and reduces the overall effectiveness of the public transit system.

8. LRT Fleet Rehab [\$45M] - 37 U2 LRVs are being retrofitted to provide an additional 15 – 20 years of operational life at a total cost of \$45M. Work includes repairing body corrosion, refinishing the interior and exterior, replacing obsolete and worn electrical and mechanical components and upgrading passenger communication and security systems. The work is underway and scheduled to be complete in 2013. The replacement of the obsolete electronic train control unit with a PLC application is planned to be completed in 2014.

9. Bus Fleet and Equipment Growth [\$68M] - Buses must be added to Edmonton Transit's fleet to meet increased demand for public transit service resulting from general growth in the city and changing travel patterns. Conventional 40-foot diesel buses are required for fixed-route/fixed-schedule service in developing areas of the city, and to provide additional capacity on existing routes "downstream" from the developing areas. Community service buses are required to accommodate the increasing needs of the aging population, and are also utilized on routes with lower passenger demand (off-peak services, initial implementation phase of new bus routes and for "developer-funded" service).

It was estimated that 54 40-foot low-floor diesel buses and 5 community buses would be required in 2012. In 2013 and 2014, a total of 72 40-foot low-floor diesel buses and 9 community buses will be required.

The buses are required to accommodate public transit needs in developing areas and to increase capacity on bus routes in developed areas, in adherence to Council approved Transit Service Standards (Policy C539).

Further, additional support vehicles are required for operations, facilities and maintenance staff, including front-end loaders, heavy duty trucks and inspector/security vehicles.

Approximately \$68M is required over 2012 – 2014, to fully accommodate transit fleet growth needs. Funding was not approved for growth buses in the 2012 – 2014 Capital Priorities Plan.

10. NLRT (LRVs and NAIT line) – The design has been completed for the NAIT LRT Extension and construction is underway. It will extend the line approximately 3.3 KM from Churchill Station north to NAIT. Three new stations will be opened in April 2014 (MacEwan, Kingsway/Royal Alex and NAIT). Service will operate from NAIT to Health Sciences using 3-car trains. The total cost of the project is \$755M. An additional 20 LRVs (SD160) are on order to provide service on the NAIT LRT line. Cars will be delivered from March 2012 – April 2013. Costs are part of the NLRT budget.

11. LRT Central Station Roof Replacement [\$44M] – In 2012 / 2013 the roof on Central Station and the Jasper Avenue road surface will be replaced. A new waterproofing membrane will be applied to the station roof and damage to the station structure will be repaired. As part of the rehabilitation work, the first phase of the Jasper Avenue New Vision plan (from 100 Street to 102 Street) will be implemented. This project is underway and scheduled for completion in 2013. This initiative is fully funded.

12. LRT Station Rehabilitation [\$14.7M] – Various projects including (1) replacement of the escalators at Churchill LRT station (\$3M); (2) Stadium LRT station platform renewal (\$3.8M); (3) addition of Variable Messaging Signs (VMS) to provide LRT train arrival times in the NE stations (\$1.1M). VMS signs are currently provided in the SLRT stations and, as part of the NLRT line scope, will be added to the underground stations and the NLRT stations. These initiatives are fully funded.

13. Transit Control Centre [\$5.5M] – The growing operational challenges presented across an ever-expanding system have created the need for additional space within the ETS Control Centre. This project involves the relocation of the Churchill Control Centre to Corona LRT Station. The new location provides the opportunity for the integration of all areas of the Control Centre that permits better communication with citizens, direct accountability, and ultimately, a strengthened and streamlined operation. The integration will include monitoring Bus and LRT service continuity; supervising and assisting on-road employees; and dispatching responses to Bus, DATS and LRT disruptions, collisions, incidents, personal injury and security issues, ensuring the system runs smoothly.

14. Optimizing DATS service using Technology [\$1.2M] - The ongoing upgrades to Trapeze software (Version 11) in 2012, and the upgrades to the on-board computers (Mobile Data Terminals) are significant enhancements being made to DATS operations. The enhancements include areas of scheduling and dispatch and vehicle/driver performance which create greater efficiencies in trip placement and service delivery.

Update: Recreation

Initiative Title:	Recreation
City Council Lead(s):	Councillor Anderson
Department Lead(s):	Rob Smyth, Community Services

Objective:

- Active recreation, sport, and leisure opportunities significantly contribute to the quality of life in Edmonton. Edmontonians value active, healthy lifestyles and want their municipal government to work with them to create invigorating recreational opportunities accessible to the widest range of abilities, ages, cultures and incomes. Recreation facilities serve as community hubs, bringing people together in welcoming and vibrant settings.
- The City of Edmonton provides significant support to recreation and sport communities in Edmonton. The City is working with partners on several projects to provide enhanced public recreation opportunities.
- The Recreation Facility Master Plan and supporting plans guide the direction of facility development. There are several plans and strategies underway that provide more detailed direction for facility and program development. Based on these plans there are numerous facilities under development and redevelopment (see Appendix).
- Specific objectives include:
 - Increase the quality and quantity of sports and recreation opportunities in Edmonton.
 - Ensure alignment of recreation and sport efforts and initiatives with strategic policy directions.
 - Facilitate partnerships with recreation and sport organizations to deliver the best possible services to citizens and visitors.

Key Outcomes, Projects or Activities and their Status as of May 2012:

Current initiatives include the implementation of the following Council or Department approved direction-setting Plans and Strategies.

- Recreation Facility Master Plan 2005-2015
- Recreation Facility Master Plan 5-year Review/Update
- Medium Term Recreation Facility and Sports Field Plan (through 2015)
- 10-Year Arena Capital Development Strategy (2009-2019)
- Outdoor Aquatic Strategy (2008-2017)
- Artificial Turf Plan (2009-2015)
- Enhancing Community Facility Services through Partnerships Policy
- Cemeteries Master Plan
- Capital Priority Plan for Golf Courses
- Seniors' Centre Plan 2011-2021
- Community Facility Services Partnership Capital Development Grant

- Urban Parks Management Plan

The following Plans and Strategies are in development.

- 10-year Gymnasium Strategy
- Municipal Sport Policy
- Sports Field Capital Development Strategy
- Artificial Turf Strategy Update
- Kinsmen Sport Centre Master Plan

New development and redevelopment projects were completed at the following facilities:

- Grand Trunk Leisure Centre
- Callingwood Arena
- Victoria Golf Course Maintenance Building
- JP Bowl Artificial Turf Installation at Johnny Bright Sports Park
- Commonwealth Stadium Artificial Turf Installation and Field Lights
- Bill Hunter Arena
- Fred Broadstock Outdoor Pool
- Queen Elizabeth Outdoor Pool and Spray Park at Kinsmen Park
- St. Francis Xavier Sports Centre (with Edmonton Catholic Schools)
- Terwillegar Community Recreation Centre
- Victoria Golf Course Driving Range Netting Upgrade
- Peter Hemingway Fitness and Leisure Centre Rehabilitation
- O'Leary Leisure Centre Rehabilitation
- Victoria Park Ice Resurfacing Garage (with Edmonton Speed skating Association)
- Rowing Club Boat House in Buena Vista Park (with Edmonton Rowing Club)
- Dragon Boat Racing Club House in Dawson Park (with Edmonton Dragon Boat Racing Association)
- Saville Community Sports Centre (with U of A, Go Centre Society)
- Mill Woods Artificial Turf Installation
- Hardisty Pool Rehabilitation
- Confederation Arena Rehabilitation
- Terwillegar Community Recreation Centre
- Commonwealth Stadium Community Recreation Centre

New development and redevelopment projects currently in various stages of planning and construction include:

- Clareview Community Recreation Centre and District Park with Artificial Turf
- The Meadows Community Recreation Centre and District Park
- Multi-sport Tournament and Recreation Site (with various partners)
- Abbotsfield Recreation Centre
- Boyle Street Community Centre
- Mill Woods Pool Rehabilitation
- Commonwealth Stadium Seat Replacement
- Northgate Lions Senior Centre Roof Replacement

- Coronation Community Recreation Centre Feasibility Study
- Lewis Farms Community Recreation Centre Functional Program
- John Fry Amenity Building
- Mill Woods District Park Amenity Building
- Borden Park, including a natural swimming experience and Amenity Building
- Castle Downs Park Amenity Building and Sports Fields
- Callingwood District Park Washroom Building and Sports field irrigation
- Victoria Park Amenity Building
- Whitemud Equine Centre redevelopment (with Whitemud Equine and Learning Centre Association)
- Bonnie Doon Arena and Bonnie Doon Leisure Centre Rehabilitation
- North East Gymnastics Club – new facility development (with Association)
- Rollie Miles Athletic Park – Running Track Replacement

Future Steps:

- Work on these developments is ongoing and will continue through the 2012-2014 capital budget cycle

Update: Seniors

Initiative Title:	Seniors
City Council Lead(s):	Councillor Sloan
Department Lead(s):	Kathy Barnhart, Community Services

Objective:

This initiative's objective is to continue to target programs and services to specific segments and issues of the senior's community.

Key Outcomes, Projects or Activities and their Status as of May 2012:

- The current Seniors initiatives and their status are:
 - City of Edmonton' Aging in Place Pilot project proposal received \$360,000 from Alberta Health and Wellness and recently completed a 22-month pilot project on March 31, 2012. The pilot project developed community based initiatives to help support seniors to remain in their homes longer. Projects focused on enhancing informal and formal community supports, strengthening existing services and encouraging community engagement for seniors. There were two demonstration sites-one site focused on older seniors in 6 neighbourhoods in Southeast Edmonton and the second site supported immigrant seniors in the Mill Woods area. Final reports, video, toolkit and follow-up plans are being developed.
 - Support to seniors centres and seniors groups included annual approval of Seniors Centre grants and FCSS funding, approval of the Seniors Centre Plan (2011-2021), support to Southeast Edmonton Seniors Centre for their final phase of capital expansion plans, capital construction to repair the roof of Northgate Lions Seniors Centre and capital funding to develop a new Mill Woods Seniors Centre on the second floor of the new Mill Woods Public Library.
 - The Creative Age Festival was held in 2011 and plans are underway for the 2012 Creative Age Festival (June 8 – 10, 2012). The Creative Age festival is working on a future sustainability plan, year-round initiatives on arts and aging and a new governance model to become established as a non-profit organization.
 - Collaboration with the Edmonton Seniors Coordinating Council (ESCC) and seniors organizations continued. Mayor Mandel was the keynote speaker at ESCC's 2012 Annual General meeting. ESCC received enhanced city funding to support three strategic projects of the seniors sector. An interim evaluation of ESCC is underway and will be completed by fall 2012. Ongoing community development support was provided to seniors' groups by the city and ESCC.
 - Several strategic planning documents were developed and completed by the seniors sector in collaboration with the City of Edmonton. This included Seniors Assisted Transportation Project: A Coordinated Shared Services Model; Helping Seniors Age in Place: A Strategic Framework to Improve Outreach to

Edmonton's Isolated and/or At-Risk Seniors; and Core Community Support Project-Elements for Community Supports for Aging in Place in Edmonton.

- In December 2010, Edmonton was declared an official Global Age Friendly City, by the World Health Organization, and Sheila Hallett represented Edmonton at the first Global Age Friendly City Conference in Ireland, in February, 2011.
- The Vision for an Age Friendly Edmonton Action Plan was completed and launched at an event at City Hall in June 2011. This is Edmonton's five year action plan which directly supports the Edmonton Seniors Declaration and Edmonton Seniors: A Portrait.
- The first City of Edmonton Seniors Services Guide was developed in December 2010, a monthly senior's radio show began in January 2011 and enhanced seniors section was developed for the city website.
- Snow Angel and Driving Angel Programs continue to encourage and recognize volunteers and transportation providers who support seniors.
- Increased seniors focus within the City of Edmonton continued, two social workers were assigned to the seniors' area of Community Services, and Transportation established a Seniors Transportation Committee and Mayor's office established a Seniors Liaison Advisor position.

Future Steps:

- Support implementation plans for the Vision for an Age-Friendly Edmonton.
- Complete Aging in Place final report, video and toolkit and follow-up plans to share learning's and resources.
- Support end of life community initiatives such as Pilgrims Hospice Housing Project and cemetery master plan.
- Support Creative Age Festival Transitional plans and annual Creative Age Festivals.
- Promote two new community bus routes (Mill Woods and SE Edmonton), scheduled to begin in fall 2012.
- Support Mill Woods Seniors Centre Project, scheduled for completion in 2014.
- Continue to promote Edmonton Seniors Declaration and an "age friendly" focus within all civic plans and projects.
- Host a minimum of one age friendly workshop for staff and support 2012 Provincial Seniors Conference "Grey Matters".
- Support Seniors Housing Forum and Home for Life Project.
- Explore developing an Annual City of Edmonton Report on Seniors.
- Assist with business plan for Seniors Assisted Transportation.

Update: Transforming Edmonton

Initiative Title: Transforming Edmonton
City Council Lead(s): Councillor Leibovici and Councillor Caterina
Department Lead(s): Todd Burge, Financial Services

Objective:

The principle objective of this initiative is to ensure that there is an integrated/aligned approach to long-term planning. This approach would then provide a context for decision-making that is in tune with the current dynamic operating environment and is directed at a desired future state.

The project involves two phases:

- Phase 1: Conclude envisionEdmonton, the city visioning exercise
- Phase 2: Provide clarity on how the approved vision will be used to anchor the development of corporate business strategy.

Key Outcomes, Projects or Activities and their Status:

Key Outcome from Phase 1:

- Approval of *The Way Ahead: City of Edmonton Strategic Plan 2009-2018* which contains a vision and six 10-year strategic goals that support the vision. Completed in 2008.

Key Outcomes from Phase 2:

- A corporate planning framework has been developed and refined. The framework helps to ensure that the City is appropriately positioned to implement the vision. The framework identifies the hierarchy of plans and linkages between them.
- Work has concentrated on:
 - aligning directional plans to the vision;
 - aligning City operations to the vision; and,
 - setting a framework to measure progress toward achieving the vision.
- As a result, Council achieved a number of outcomes:
 - Alignment of The Ways Plans (The Way We Move, The Way We Grow, The Way We Live) to the vision and 10-year strategic goals. Each of *The Ways* plans provides corporate direction to realize one of the six 10-year strategic goals.
 - Approval of a set of corporate outcomes for each 10-year goal. These outcomes show the results the corporation is striving for and collectively serve as a roadmap demonstrating how the operations of the City align to the City's vision.
 - Approval or discussion of a set of performance measures for each corporate outcome. These measures provide indicators of how well outcomes are being achieved.

Other outcomes and activities achieved in Phase 2 are:

- Refinement of terms of reference for the Transforming Edmonton Committee, whose mandate is to promote and support the integration of long-range and strategic planning processes.
- Council has approved performance measures for 5 of the 6 corporate goals and has approved targets for 3 of the Corporate Goals.
- Work began to review the *Ways* implementation plan's initiatives/projects (*The Way We Move*, *The Way We Green*, *The Way We Live*, *The Way We Grow*), to assess alignment with the corporate goals, outcomes, performance measures, and their impact on 3-year targets. Also, work is also ongoing to identify linkages with other areas and resourcing requirements within the current 3-year planning timeframe.

Future Steps:

- Refinement of the Transforming Edmonton Committee terms of reference to include responsibility for providing direction and guidance in the development and implementation of performance measures/indicators and targets.
- Complete alignment, impact, linkage and resourcing reviews of *The Way We Move*, *The Way We Green*, *The Way We Live*, and *The Way We Grow* implementation plan's initiatives/projects.
- Continue to refine and implement the corporate planning framework.
- Continue to build a communication strategy so that results are easily understood by both internal and external stakeholders and the public.
- Continue to develop performance measures/indicators and targets to help measure progress on corporate outcomes. Performance measures support the City of Edmonton vision and strategic goals. They address environmental, social, transportation, urban form, financial and economic aspects.
- Review policy alignment to the strategic plan.
- Support completion of the 2 remaining corporate directional plans, *The Way We Prosper* and *The Way We Finance*.
- Continue alignment of operating and capital budgets to the strategic plan.

Update: Traffic Safety

Initiative Title:	Traffic Safety
City Council Lead(s):	Councillor Leibovici and Councillor Krushell
Department Lead(s):	Brice Stephenson and Gerry Shimko, Transportation Services

Objective:

Reduce the prevalence of fatal and injury collisions.

Key Outcomes, Projects or Activities and their Status as of May 2012:

- Reduce injury traffic collisions
 - 2011 Key target outcome 6.6 injuries/1000 pop – result 5.5 injuries/1000
- Reduce collisions
 - 2011 Key target outcome 15.8 collisions/1000 pop-result 15.3 coll./1000
- Support Initiatives that improve safety and reduce risk of injury for vulnerable road users and pedestrians
 - Produced video for pedestrian crossing safety
- Promote a long term, zero injury collision goal and public education efforts to change behaviour
 - Strategic objective set to establish traffic safety culture
- Support collaborative solutions involving partners (Edmonton Police Services, School Boards, Federation of Community Leagues, Capital Region Intersection Safety Partnerships).
 - Re-established the Traffic Safety Partners including EPS, EFCL, EPSB, ESSB, EPS, and Transportation Operations
- Support development of best practices in traffic safety through support of the International Urban Traffic Safety Conferences and collaborative work with the University of Alberta
 - 4th International Urban Traffic Safety Conference hosted in April, 2012
 - Dr. Karim El-Basyouny appointed to City of Edmonton Urban Traffic Safety Research chair at the University of Alberta, Faculty of Civil and Environmental Engineering.
- Adopt engineering solutions that improve road safety and implement these solutions in new and rehabilitation projects.

- New right turn matrix with metrics design now used for design standards on new or rehabilitated right turn locations. Protected – Prohibited left turn locations identified and implemented on a cost benefit basis.
- Target high intersection collision locations and high corridor collision locations for enforcement, engineering improvements and other measures to reduce collisions.
 - Six of twelve corridors reviewed from engineering safety perspective and recommendations for safety improvements included in appropriate programs for upgrade.

Future Steps:

- The OTS will continue to work towards meeting corporate traffic safety objectives and objectives identified in the Joint Traffic Safety Plan with EPS and OTS.
- In 2013 OTS will host the 5th International Urban Traffic Safety Conference in Edmonton as well as a supplementary one day conference with the American Transportation Safety Information Professionals (First time outside of the US since establishment 38 years ago)
- Submit conference bid for the International Council on Alcohol, Drugs and Traffic Safety for 2016 (Tri-annual conference)

Update: Youth Council / Next Gen

Initiative Title:	Youth Council / Next Gen
City Council Lead(s):	Councillor Iveson and Councillor Krushell
Department Lead(s):	Kathy Barnhart, Community Services

Objective:

Youth Initiatives encompasses three initiatives with the following objectives:

1. **Edmonton Youth Council:** educates youth on municipal issues, helps youth become meaningfully involved in civic processes and planning, and empowers them to raise awareness about youth issues.
2. **Child Friendly Edmonton:** in the spirit of cooperation and collaboration, works with citizens, community groups and orders of government to create the best possible results for children and their families.
3. **Next Gen:** focuses on making Edmonton a community of choice for the Next Generation and on engaging Next Gen Edmontonians in civic life and affairs. Next Gen encourages young people to be leaders and take action in shaping their city.

Key Outcomes, Projects or Activities and their Status as of May 2012:

Edmonton Youth Council:

Advise City Council and City Departments on issues that affect Youth:

- Input and support to ceyc.ca site development (ongoing)
- Youth Council collaborated with Enviro Edmonton on an environmental education project for high school students in conjunction with The Way We Green consultation process.
- Youth Council educated their General Assembly on issues including the Occupy Edmonton, Fair Trade, Municipal Elections and other leadership skills.
- Filmed 2011 'video' Annual Report to present to Community Services Committee (complete)
- Filmed 2012 video 'Project Engage' to present to Junior & Senior High schools in hopes to engage youth on civic matters and to encourage youth to volunteer at the local and civic levels. (ongoing)

Provide networking opportunities:

- Networking meeting with Occupy Edmonton, Fair Trade youth group (complete)
- Presentations about Youth Council at the Global Youth Assembly, Transit Conference, Environmental AB Conference, Go Girl YWCA junior high

conference, Youth Career Symposium, and for various high school volunteer day (complete)

- Youth Council worked in collaboration with Enviro Edmonton to facilitate training on environmental issues at AB Environmental Conference (complete)
- Youth Council worked in collaboration with Global Youth Assembly to host conference in Edmonton (complete)
- Youth Council worked in collaboration with Edmonton Transit to host youth conference in Edmonton (complete)

Oversee a General Assembly of Youth Delegates:

- Internal skill-development opportunities (complete, annual)
- Trial of accepting mid-year members through mentorship (complete)
- Recruitment and orientation of new members (complete, annual)
- Coordinated annual Mock Council educational events (complete)

Coordinate Community Events:

- Hosted Youth Week 2011 with kick-off events (complete)
- Coordinated 2011 Edmonton Youth Excellence Awards 30 youth honoured (complete)
- Coordinated first ever Dance Party on the LRT, November 2011. Proceeds donated to 'Donate A Ride program.'
- Hosted Youth activities in conjunctions with Connections 2012 (complete)
- Coordinated in conjunction with Edmonton Journal, 'My Edmonton Writing Contest' for Immigrant youth to share their experiences as a new Edmontonian. 6 Award recipients will be honored at June's 2012 meeting (complete)

Child Friendly Edmonton:

Projects:

- Updated Child Friendly website on Edmonton.ca (ongoing)
- Active Literacy project through Active Edmonton, Be Fit for Life and Family Literacy targeting newcomer moms (complete)
- In conjunction with Parks & Recreation branch, implemented 'Kids At Hope' philosophy training;
- Over 30 organizations trained in Module 1-Hopeology. From The City of Edmonton to Boys & Girls clubs to Adventure bus (private organization)
- Over 300 individuals trained in Module 1-Hopeology during monthly training sessions offered by The City of Edmonton and the week in February and November 2011 (during the two visits Rick Miller, CEO of Kids At Hope had up in Edmonton)

- West service area (CRC & SW) trained in Module 1-Hopeology
- 42 Individuals trained as Kids At Hope trainers – 6 City of Edmonton staff, small organizations, Edmonton Public and Edmonton Catholic school board teachers, Boys & Girls Club, representatives from private organization and various cultural backgrounds.
- Former NCD summer 2011 Recreation Technician 1 staff went through overview of Module 1-Hopeology and applied cultural shift to their day to day programming. (see attached sheet)
- Youth Justice adapting Kids At Hope passport for their youth so that a hopefulness state can be created, creating goal setting in a positive way.
- National Child Day – Grade 6 students from McKernan Elementary School presented on a right of a child and what it meant to them. Councilor Batty presented the declaration plaque to the gr. 6 students and brought awareness of the day to the public and media, event was mc'd by members of youth council, booths set up at City Hall with information for children and youth (reading, education, recreation, home & family); activities that focused on the theme **Re-Creation Day**

Each of the four Destination Points will be represented by an interactive game or craft. Through these activities, participants will be given the opportunity to Time Travel and begin to consider their future goals and success. Staff will be provided with resources that will allow them to intentionally discuss how current interests/skills can be linked to future aspirations. They will be given work sheets to complete with the children that will summarize their conversation.

Home and Family: Build your Ideal House - Participants will be given craft materials to construct their ideal home. Staff will encourage them to decorate the house with images to reflect their family life. Staff will also work to construct trees and roadways to create a Kids at Hope Neighbourhood

Education and Career: Imagination Play Kit/CORE offerings

Staff will offer a variety of activities that reflect different career opportunities. Staff will encourage children to think about how the skills they are demonstrating in each activity could be useful in future professions.

The West Imagination Play kit will give children the opportunity to construct their own building to represent their chosen career. Costumes and materials will be on hand so that children can role play with the staff and model their future profession.

Community and Service: LIT Program/How can you help?

Staff and children will discuss the different ways that people can involve themselves in their community. Participants will learn about the value of their skills and talents and begin to think of ways that

they could be applied in the community. Staff will promote the LIT program as an opportunity to begin volunteering.

Hobbies and Recreation

Staff will offer a variety of skill based active games and then talk with the participants about how the skills they demonstrate could be used to help them reach their future goals. Children will be given a written record of their conversation with the staff.

- Shared local stories (Tae Kwon Do) in NCD's monthly newsletter, ARPA website and Kids At Hope website.
- Ran Kids At Hope through SROI process and social rate of return is just over \$5.00 per every dollar spent.
- Youngstown/Britannia Boys & Girls club staff all trained in Module 1- Hopeology Follow up site visit to Youngstown/Britannia Boys & Girls club with Rick Miller on March 8 resulted in this site being a Kids at Hope site where all children & youth can succeed. Tweaks to the Boys & Girls club schedule allows for children & youth to time travel to 4 destination points (Home & Family, Hobbies & Recreation, Community & Service, Education & Career) creating a sense of hopefulness.
- Meeting with all Boys & Girls programmers on March 8 so that the cultural change can be intentional. Smiling, making eye contact and knowing a child's name are three easy steps towards this cultural change.
- Presentation at YDRS from Jennifer & Shelley on how to adapt this cultural change into existing systems, organizations and departments. 10 steps to cultural success!
- Presentation at YDRS from Communities of Interest staff, Niga Jalal on the Youth Career Symposium (Education & Career time travel destination point) and Youth Council member, Ella Li on the LRT dance party (Hobbies & Recreation time travel destination point) – ideas on how to create the opportunity for youth to time travel to a destination.
- Jasper Place High School implementing Kids At Hope, Module 1- Hopeology training of all staff in fall 2012.

Awareness and Events:

- Hosted National Child Day in partnership with United Way, Success by 6, Edmonton Public and Edmonton Catholic School Board and City Hall Schools (complete)
- Supported Youth Week 2011 (complete)

Corporate and Strategic:

- Co-lead with Edmonton Youth Council in developing tools for municipal staff to use to meaningfully engage young people (ongoing)

- Gathered raw data program lens on City of Edmonton children and youth program offerings (complete)

Next Gen:

Committee and working groups

After completing work proposed by the initial task force, NextGen has worked with its membership to create two strategic plans (2010-2012, 2012-2014) which have been guiding activities performed by the committee and working groups.

Working groups have been established to deliver on the goals established through the strategic plans. These working groups also allow for additional non-committee members to be involved in NextGen. The working groups are as follows:

Engage – connecting Edmontonians in the issues that they care about through conversation, dialogue and engagement. Engage hosts a variety of events that connect Edmontonians with key municipal administrative staff, elected officials, and entrepreneurs.

In 2011, Engage Working Group established two new event formats Meaet and DIYalouge.

- Meaet events foster micro-philanthropy and have funded projects including support for a Terra Centre video to help Teen Ambassadors with presentations in high school and a concrete-optic fiber art installation.
- DIYalouge events bring industry experts together to offer advice and share conversations with young people interested in launching ideas in the creative industries.

Pecha Kucha – With twelve successful events already completed, PKN has built partnerships with community and business organizations that have allowed audiences to discover the many facets that make up Edmonton. PKN 13 is taking place in early June and will share ideas with over 1100 Edmontonians.

Sustainability – Internal working group to assist with direction setting and clear course for the committee. With the goal of working to diversify NextGen's membership, the Sustainability Working Group met with trade unions to find ways to reach out to the blue collar workforce in Edmonton.

Communications – helps to maintain its brand and image and focus on communicating NexGen key messages, event promotion and media relations. In 2011 the Communications Working Group substantially increased NextGen's outreach through support on NextGen events and participation at several community events including Royal Bison and Connections. We now have over 2,500 active members who receive our weekly newsletter, 455 Facebook like and

4,272 Twitter followers. Also completed in 2011 by the Communications working group was the redevelopment of NextGen's brand, website and communications materials. Our website has become an effective two-way communication tool that enables Next Gen to be a hub, one of the features of the site is *Speaks Out*, a guest blog series where members of the community write articles on a monthly theme.

Special Projects – this group allows us to take advantage of opportunities that come our way which will help support our mandate and mission. The Edmonton Community Challenge (ECC) has been one of those events, for the last three years, in partnership with the Edmonton Federation of Community Leagues ECC has become a volunteer-driven, collaborative event, promoting community spirit through friendly competition between community leagues throughout the City. In 2012, ECC changed format to a year-round, seasonally-based events competition. In each 3 month season, teams are encouraged to participate in *best-of-Edmonton* events to collect points towards earning a series of community enhancement prizes. ECC is an opportunity for NextGen to connect with young families in suburban areas, a demographic often underserved by other NextGen initiatives;

Through these activities and all of our efforts we believe that NextGen has been able to foster civic pride and build self confidence in choosing Edmonton as a city the *next generation* chooses to live, work and play.

Accountable

NextGen continues to provide input and perspective to influence decisions and actions of City Council and City Administration. This is done through bi-annual updates to the Corporate Leadership Team and annual updates to Council.

Additionally, in 2011, NextGen made a commitment to become more active in providing input on major decisions facing this City. As a result, we have and continue to provide input to the Winter Strategy, actively participate in Mapping The Way We Prosper, participated in The Way We Green public hearing, hosted community sessions for The Way We Green Plan, Capital City Downtown Plan, and continue to be involved in Designing New Neighbourhoods and the Mayor's Art Envisioning and the Elevate report.

Previously we have presented a white paper to Council based on feedback received from Life in the Urban Core World Cafe.

Partners & Sponsors

NextGen with community partners hosted Next Gen Month in June 2011 and are in the process of confirming plans for June 2012. Next Gen Month encourages Edmontonians to discover and connect with the City's *next gen* organizations, share ideas, get involved, and help shape the future of our communities.

Partnerships and sponsorships are important to the continued success of NextGen.

Through their involvement, these organizations are supporting and promoting our mission.

- In 2011 we partnered with over ten organizations such as the Junior Chamber International, Startup Edmonton, Intervivos, and artScene to deliver programming that challenged 18-40 year olds to become active and engaged in their community.
- NextGen has been able to attract committed sponsors for events and other activities we host. Through financial support from the U of A, Capital Power, Boardwalk, Graphos and Telus we have been able to host pertinent events that support NextGen's mandate.

Future Steps:

• Edmonton Youth Council:

- Youth Council is undertaking a youth survey to collect opinions on municipal issues from junior & senior high school aged youth through 'Mayor For a Day' video contest.
- Youth Council will be recruiting for 2012-2013 season.
- Youth Council will conduct learning for their General Assembly on civic, social and other leadership skills.
- Youth Council is working on a private showing of the movie 'BULLY' followed by a youth lead discussion.
- Youth Council is attending Crime Reduction Symposium and will then plan first ever 'Crime reduction' event/ program.

• Child Friendly Edmonton:

- Continue development, training and launch of Kids At Hope as a philosophy training;

Focus for 2012

- Continue with training of Module 1- Hopeology sessions to internal and external partners, staff, parents, five training sessions throughout the year.
- Create a Hope square pilot site #1 which encompasses Youngstown/Britannia Boys 7 Girls Club, Jasper Place Recreation Centre, Jasper Place High School
- Create a Hope square pilot site #2 which encompasses Riverbend Community League, Brander Gardens Housing complex, Riverbend Junior High School.
- Introduce Kids At Hope treasure hunter awards during November's National Child Day, November 20th.
- Continue with celebration of children and youth during November's National Child Day, November 20th.

- Have Rec Tech 1 across the department trained in Kids At Hope, Module 1-Hopeology
- Have LIT orientated with Kids At Hope, Module 1-Hopeology and trained in High Five, Principles of Healthy Child Development.
- Have a representative from Edmonton on the Kids At Hope International board.

Focus for 2013

- Fall of 2013, Kids At Hope International board retreat held in Edmonton.

- Update the strategy steps for Child Friendly Edmonton Strategy and assess future direction and activities

Next Gen:

Engagement Strategy

Increasing engagement and participation of Edmontonians 18-40 continues to be an important tenant of NextGen's function. Therefore, we have created an additional team to focus on the development of a City Engagement Strategy that will work to advise City Council and City Administration.

Well underway, we have already completed a focus group study with Leger Marketing and have identified key community experts who will help build an Engagement Strategy that will not only help motivate 18-40 year olds, but all Edmontonians to be more involved in their city.

2012-2014 Goals

- NextGen is a hub that connects people, places and ideas to enhance the vibrancy of Edmonton
- NextGen has sustained partnerships with other organizations and orders of government to increase our capacity, expertise and influence
- NextGen has the capacity and resources to expand its reach
- We are THE Voice of the next generation
- NextGen is a catalyst for people and ideas that shape Edmonton
- NextGen has a clear focus and sense of its priorities
- NextGen enacts a culture shift towards civic pride