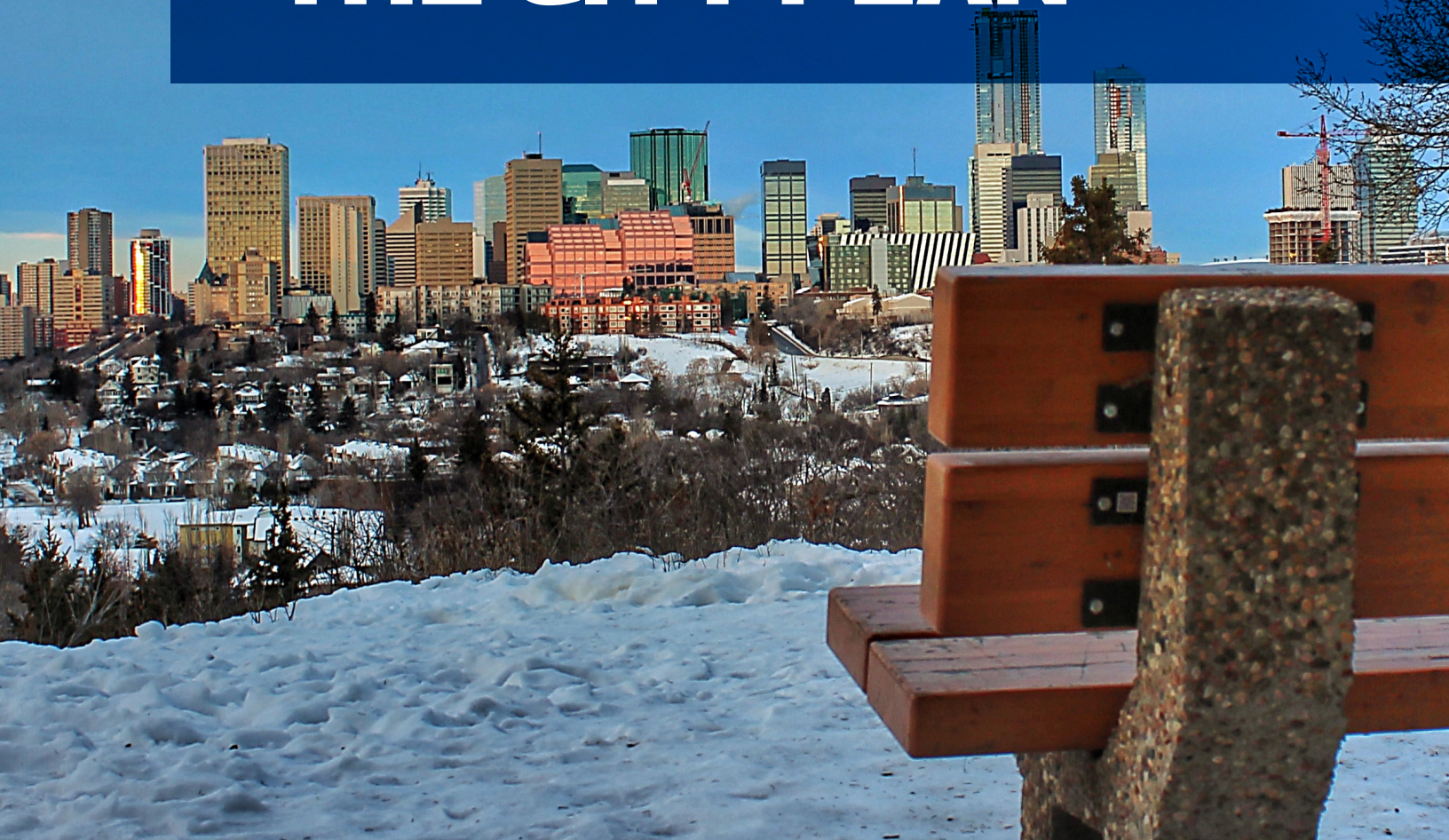


WRITING INTENTIONS & DIRECTIONS

FOR THE CITY PLAN



Edmonton

This document was written by The City Plan Team to describe how intentions and directions are being co-created and written for The City Plan.

AUGUST 2019



Writing Intentions & Directions for The City Plan

STEP 5

1. Overview

The City Plan depicts Edmonton's future growth, environment, land use, mobility, prosperity and livability through a set of statements corresponding to a physical, spatial concept. Achieving this requires a holistic approach to integrating many different topics, subject matter, disciplines and voices to ensure Edmonton's physical systems and networks provide what is essential today and adaptable for future generations. The City Plan sets the objectives, intentions, and directions for Edmonton's growth to two million people. This is a complex process with many different inputs requiring ongoing development over a two-year timeframe, beginning mid-2018 and ending with plan adoption in mid-2020.

PROJECT GOALS AND OBJECTIVES

An integrated City Plan:

- Reflects Council's vision and four goals
- Puts planning for people at the forefront
- Depicts a spatial plan outlining, physically, how the city will grow
- Identifies defined "big city moves" to propel change
- Is anchored in appropriate and defined public engagement and participation
- Is clear, simple, and easy to read

The City Plan approach, deliverables and strategic alignment were presented to Urban Planning Committee in August 2018.

PURPOSE AND FUNCTION

Taking a citizen-centric approach, The City Plan will set strategic direction for the way Edmonton grows, its transportation systems, green spaces, employment, social networks – generally touching on most aspects of life in Edmonton. It will fill two different but complementary roles:

- a. Fulfilling the essential functions of a city, in terms of maintaining a safe and orderly development scheme while preserving the attributes most valued by Edmontonians (essential city); and
- b. Expressing and igniting the transformative directions that will change the way Edmonton grows and evolves in the future (future city).

Policy will also articulate what outcomes we are seeking to realize and how to achieve them. This will be accomplished by strategically applying levers of change which can influence or advance these outcomes to varying degrees. Levers generally fall into the following four categories:

- Policies,
- Investment,
- Advocacy and partnerships, and
- Pricing and subsidies.

By applying these levers of change the City Plan directly links the policy to its implementation, helping to ensure tangible and measurable progress towards achieving its outcomes. Wherever possible, policies will include specific targets that can be tracked over time to monitor progress and inform future adjustments. This will help us understand what is working and what may need additional attention, whether through plan amendments or by identifying additional actions to be taken.

Policies also need to be closely tied to the land use concept in order to further support the physical elements of the City Plan. For example, if the land use concept identifies that redevelopment is to be prioritized in a specific geographic

area, we need to ensure that the policy language is geared toward getting results in that particular location. This applies to all spatial elements of the City Plan – land use designations within the green network, employment areas, transportation network and nodes and corridors will all link to policy intended to support their implementation.

2. Inputs

Several inputs are considered in the policy development process in order to provide direction, information and perspective. These include:

URBAN PLANNING COMMITTEE

The City Plan team regularly presents updates for information to Edmonton City Council's Urban Planning Committee (UPC). Over the course of this two-year project, five UPC dates are scheduled.

CITY PLAN LEADERSHIP TEAM

The City Plan Leadership Team is comprised of branch managers from across the organization, representing:

- City Planning
- Economic and Environmental Sustainability
- Social Development
- Community and Recreation Facilities
- Infrastructure Planning and Design
- Building Great Neighbourhoods
- Transit Oriented Design
- Edmonton Transit
- Integrated Strategic Development
- Communications
- City Manager's Office
- Corporate Strategy
- External and Intergovernmental Relations
- LRT Delivery

The City Plan Leadership Team meets regularly to advise on the direction of The City Plan and to identify organizational implications and connections.

POLICY AND TECHNICAL WORKING GROUP

The Policy and Technical Working Group (PTWG) represents a cross-section of subject matter experts from across all City departments, representing areas of expertise in:

- Housing, Affordability, Homelessness and Poverty
- Parks, Open Space and Health
- Communities and Social Inclusion
- Growth Management and Greenfield Development
- Infill, Transportation and Land Use Integration
- Urban Design, Public Realm and Heritage
- Economic Development
- Regional Planning and Transportation
- Energy and Climate
- Public Transit and Active Transportation
- Goods Movement, Roads and Parking
- Natural Systems and Ecology
- Food, Agriculture, and Resource Management
- Infrastructure, Safety, and Essential Services
- Arts, Culture, and Entertainment

Group members function as an extended project team, working in an integrated manner to review existing policy, help define the attributes of integrated City Plan policy, identify gaps and opportunities, and ultimately draft and review new policy.

THE WAYS REVIEW

The City Plan will comprehensively replace The Ways documents, including Edmonton's provincially required Municipal Development Plan (The Way We Grow) and Transportation Master Plan (The Way We Move). As such, an extensive review of The Ways documents was completed to determine how the plans are currently functioning, which policies can be carried over to The City Plan, and which policies require review and revision. The City Plan Leadership Team and PTWG also provided feedback on the current function of these plans within their work area and provided suggestions for improvement.

PRECEDENT RESEARCH AND UNIVERSITY OF ALBERTA SUSTAINABILITY SCHOLARS PROGRAM

Cities across North America have been updating their municipal plans to combine land use and transportation into a single, comprehensive plan. The City Plan team has reviewed plans from a number of these cities and has been regularly reaching out to project teams from other cities to learn from other municipalities about best practices and innovation in municipal policy.

Following this review, The City Plan team strives to create a plan that uses clear graphics to depict spatial concepts, is written in plain language, and is structured around the human experience of the city.

The City Plan team is also partnering with the University of Alberta through its Sustainability Scholars program to examine how integrating nature in the urban landscape and concept of social equity relates to a city's livability, urban form and transportation networks. Findings from this research will help inform policy aimed at improving Edmonton's health and inclusivity.

CORE STAKEHOLDERS

The City Plan has identified a list of over 130 stakeholders representing over 90 organizations across Edmonton. Stakeholders were identified to have an interest in The City Plan process and outcomes, and were selected to represent businesses, public institutions, and civil society, as well as provide subject matter expertise across the four goals of ConnectEdmonton (Healthy City, Urban Places, Regional Prosperity and Climate Resilience). Several stakeholders have also participated in the ConnectEdmonton engagement process, and will continue to inform the upcoming Zoning Bylaw Renewal after The City Plan is adopted.

The City Plan Stakeholders meet regularly to identify connections to other activities in Edmonton, and to provide input into the development of the land use concept, city building outcomes, big city moves, policy intentions and policy directions.

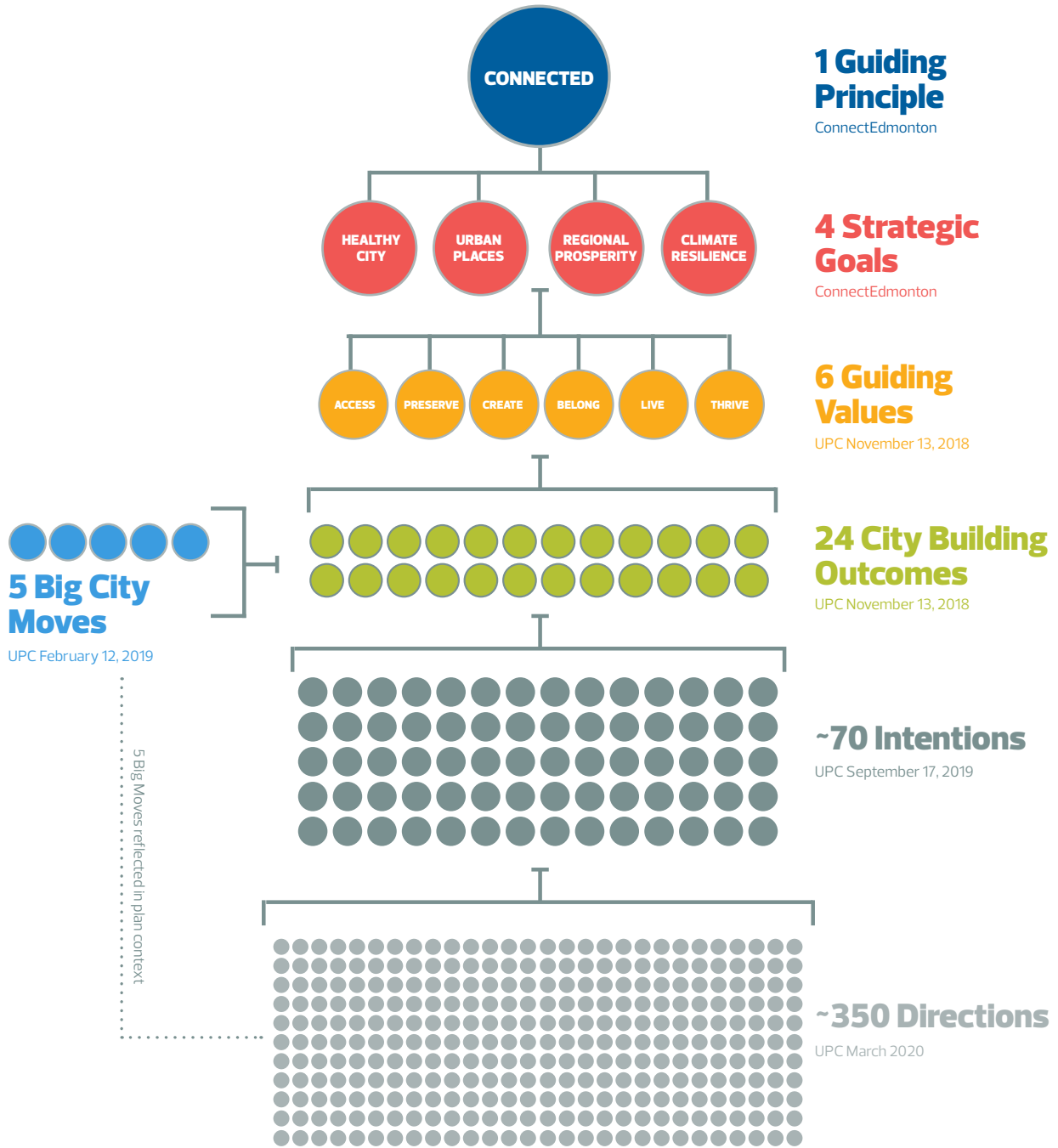
PUBLIC ENGAGEMENT

The City Plan engages continuously with Edmontonians throughout the project, creating unique and diverse ways to incorporate the voices of Edmontonians into the plan. The City Plan public engagement process looks for opportunities to reduce barriers to engagement by providing a wide range of opportunities for engagement across platforms and areas of the city, using a variety of interactive engagement techniques. Seeking to learn from a variety of experiences of the city, The City Plan took measures to reach out specifically to youth, children, newcomers, cultural groups, and Indigenous peoples. Engagement techniques included pop-up events, workshops, model-building exercises, games, story walks, conversation guides, and worksheets, as well as online forums and surveys.

The public were asked a variety of questions to help inform the development of the guiding values, city building outcomes, big city moves, policy intentions and policy directions. Data collected through ConnectEdmonton was also used to help develop the city building outcomes by using machine learning technology to "mine" the extensive data set collected through this project.

3. Structure and Development

Context for City Plan Intentions & Directions



CONNECTEDMONTON

ConnectEdmonton: Council's Strategic Plan 2019–2028 sets out one principle (Connected), and four goals (Healthy City, Urban Places, Regional Prosperity and Climate Resilience) for the future of the city. These goals direct the work of The City Plan and have been integral in forming the structure and content of the plan.

GUIDING VALUES

Six guiding values were developed to demonstrate what Edmontonians want for the future of the city. The six values were developed by theming public engagement data and researching urban design philosophy of how humans experience cities. The six values were then tested through public engagement to develop a deeper understanding of each word. Some adjustments were made to encompass a larger understanding of each concept, for example, "Move" was changed to "Access" to include both transportation and the physical and social systems which promote access to amenities. The guiding values were presented to City Council's Urban Planning Committee in November 2018.

CITY BUILDING OUTCOMES

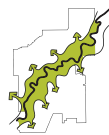
City building outcomes describe how Edmontonians experience Edmonton in the future. A text–theming tool was used to analyze ConnectEdmonton and City Plan data according to the four goals and six guiding values. From the intersections of this data (for example, comments that were themed to align with both the goal of "Healthy City" and the guiding value "Belong") emerged 24 city building outcomes. This became the organizing framework of The City Plan.

The PTWG examined recent policy projects to identify alignment with the city building outcomes, and how these policy projects could be integrated and further leveraged to advance policy for each outcome. The city building outcomes were presented to Urban Planning Committee along with the guiding values in November 2018.

BIG CITY MOVES

Big City Moves are the transformational pieces of the plan which will propel Edmonton into its future state. Five big city moves were developed by identifying innovative projects in other municipalities and considering them in an Edmonton context, balanced by the future-oriented ideas presented by the public and stakeholder groups. The big city moves were tested with the public, stakeholders, workshops, and an online survey. This engagement process helped to generate ideas for how each move would be actualized through policy intentions and directions. Five "city moves" were presented to Urban Planning Committee in February 2019, where the recommendation was made to amend the name to "big city moves".

This process also identified gaps in the areas of social equity and biophilic urbanism. To address this, two Sustainability Scholars were hired to deepen understanding of each topic and how they can be articulated through The City Plan policy.



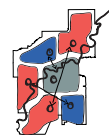
GREENER AS WE GROW

is about creating a city that is dedicated to preserving and protecting the environment through good design and conscious development decisions.



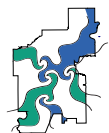
A REBUILDABLE CITY

is about working with what we have today and continuously adapting and re-imagining our built environment to meet the needs of the future. Edmonton actively enables redevelopment.



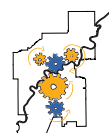
A COMMUNITY OF COMMUNITIES

is about building connections to welcome new residents and developing housing, recreation and employment centres that are within reach.



INCLUSIVE AND COMPASSIONATE

is city-making that supports human-centred design where people of all ages, backgrounds and abilities can not only survive, but thrive.



CATALYZE AND CONVERGE

is about developing new physical and economic opportunities for ideas, talent and investment to come together.

INTENTIONS

Intentions are statements that describe what needs to be accomplished in order to achieve a city building outcome. The PTWG, stakeholders, Leadership Team and a series of public workshops helped to generate a list of ideas for intentions and what they should accomplish. Intentions were then reviewed by the PTWG to improve clarity, verify intent, and identify key subject areas that might be missing. For consistency and clarity of language, policy intentions begin with either “Ensure”, “Promote” or “Support”. Intentions are being presented to Urban Planning Committee in September 2019.

DIRECTIONS

Directions describe how a intention will be achieved. Policy directions are being drafted by the PTWG, according to subject matter expertise and in light of public feedback as well as technical findings. Directions may begin with words like “encourage”, “monitor”, “guide”, “protect”, and “preserve”, among others, giving clear direction towards an action to be taken. Directions will be publicly circulated for review in the fall of 2019 and presented to Urban Planning Committee in March 2020.

4. Next Steps

The City Plan is scheduled for Public Hearing in summer of 2020. At this time, the intentions and directions, land use concept, indicators and measures to monitor the plan will be complete. The City Plan will also be reviewed by the Edmonton Metropolitan Regional Board for alignment with the 2018 Growth Plan.