



  
CHARLOTTETOWN

# Community Report **2022-2023**



In the spirit of Reconciliation, we acknowledge that the land upon which our organization stands is unceded Mi'kmaq territory. Epekwitk (PEI), Mi'kma'ki, is covered by the historic Treaties of Peace and Friendship. We pay our respects to the Indigenous Mi'kmaq People who have occupied this Island for over 12,000 years: past, present and future.



# Table of Contents

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<b>Message from the Mayor</b>	<b>4</b>
<b>Mayor and Council</b>	<b>5</b>
<b>Community Highlights</b>	<b>6</b>
<b>Strategic Plan (2022 to 2026) – A Community for Everyone</b>	<b>8</b>
<b>2022 to 2023 Priorities and Initiatives</b>	
 <b>Community-building and Placemaking</b>	<b>10</b>
 <b>Governance and Civic Engagement</b>	<b>14</b>
 <b>Inclusive Economic Growth</b>	<b>18</b>
 <b>Infrastructure and the Environment</b>	<b>22</b>
<b>Financial Highlights – Capital</b>	<b>27</b>
<b>2021 Community Survey</b>	<b>27</b>

## Cover Image

Eelco van den Berg's vibrant mural on Fire Station #1 was one of three new murals added to the city's public art installations in 2022.

# Message from the Mayor

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When you read this, the City of Charlottetown's 2022–2023 Community Report, I hope that two themes stand out: progress and planning. As Mayor, I have watched the truly impressive efforts of my colleagues on City Council, all of our City staff, and a wide network of partners and community members as we worked together over the last year to make meaningful progress on developing our community today while simultaneously planning for an even brighter future.

For all of us, 2022 was a unique time. The families, institutions, organizations and businesses of Charlottetown moved out of the shadow of the COVID-19 pandemic, we began to get back to some things that felt more normal. At the same time, the challenges of the last three years put an undeniable spotlight on the importance of planning, strategy and readiness. On every page of this report, you will see descriptions of activities in our community that reveal our resilient nature and our strategic thinking. We are building – new roads, new programs, new playgrounds and a new Simmons Sports Centre, for example. We are also planning – our Growth Management Study, Official Plan, Climate Action Plan and Public Art Plan are just a few of our many strategic documents.

Threaded through all of these strategies and activities, you'll also see a number of commitments that reflect the character of our community. You will notice our commitment to diversity, equity and inclusion. You will see how much value we place on entrepreneurship, our environment, culture and sport. You will read about our commitments to safety, security and community engagement. You will get a sense of the importance of partnerships, whether with other levels of government, with community organizations, with local institutions or with our dynamic Charlottetown business community. I also know you will get a sense of how dedicated your municipal government is to being transparent and accountable in our decisions and our actions.

We are so proud to serve our community as Mayor and Council of this great city. I look forward to working with my exceptional colleagues, including our new Chief Administrative Officer, Eleanor Mohammed, as we build on the strong year we had in 2022. We will, of course, continue to advocate for your interests with every level of government, and we invite you to be ever more engaged in your City's discussions, plans and work. I welcome all of your ideas and insights as we work together to make our community better every day. You can reach me at 902.566.5548 or by email at [mayor@charlottetown.ca](mailto:mayor@charlottetown.ca).

Thank you for being such an important part of Charlottetown's story.

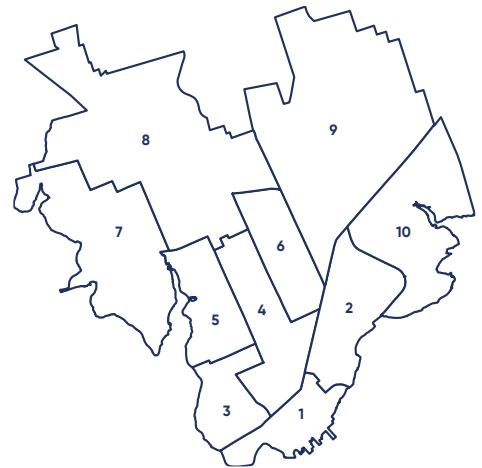


**Mayor Philip Brown**

# Mayor and Council



**Mayor**  
**Philip Brown**



**Deputy Mayor**  
**Alanna Jankov**  
Ward 1



**Councillor**  
**Justin Muttart**  
Ward 2



**Councillor**  
**Norman Beck**  
Ward 3



**Councillor**  
**Mitchell Tweel**  
Ward 4



**Councillor**  
**Kevin Ramsay**  
Ward 5



**Councillor**  
**Bob Doiron**  
Ward 6



**Councillor**  
**John McAleer**  
Ward 7



**Councillor**  
**Trevor MacKinnon**  
Ward 8



**Councillor**  
**Julie McCabe**  
Ward 9



**Councillor**  
**Terry Bernard**  
Ward 10

# Community Highlights



**41,042**  
RESIDENTS

**+18,037**

PROJECTED POPULATION GROWTH BY 2041

**49%**

PROJECTED INCREASE BY 2041

(REFERENCE: GROWTH MANAGEMENT STUDY, CBCL)

**1** POLICE STATION

**2** FIRE STATIONS



**CITY DEPARTMENTS** Administration – including IT and Strategic Initiatives • Communications • Economic, Tourism and Cultural Development • Environment and Sustainability • Finance • Fire Services • Human Resources • Infrastructure and Asset Management • Parks and Recreation • Planning and Heritage • Public Works • Police Services • Water and Sewer Utility

**50+**  
KM ACTIVE  
TRANSPORTATION  
TRAILS

**11**  
KM SECTION OF THE  
CONFEDERATION TRAIL



**65+**  
PLAYGROUNDS

**4**  
HISTORIC  
SQUARES

**90+**  
PARKS

**12,000+**  
MUNICIPAL STREET AND  
PARK TREES

APPROXIMATELY  
**5,000**  
TREES LOST DUE  
TO HURRICANE FIONA

**3**  
COMMUNITY  
GARDENS

**25**  
COMMUNITY  
VEGETABLE PLANTERS

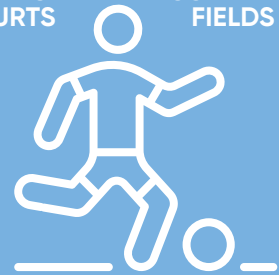


**5** COMMUNITY CENTRES  
**3** INDOOR SWIMMING POOLS  
**2** OUTDOOR SWIMMING POOLS

NOTE: SIMMONS SPORTS CENTRE IS UNDER CONSTRUCTION

**4** ARENAS  
**1** SPLASHPAD  
**5** ICE PADS

**13** OUTDOOR TENNIS COURTS  
**15** BASEBALL/  
SOFTBALL FIELDS



**13** NATURAL GRASS MULTI-SPORT FIELDS  
**5** U-11 SOCCER FIELDS AND SEVERAL MINI-FIELDS

**3** MULTI-SPORT OUTDOOR FACILITIES  
**28** BASKETBALL COURTS/PADS

**1** NINE-HOLE DISC GOLF COURSE  
**1** 929 SQ M SKATE PARK





A COMMUNITY FOR EVERYONE

# Strategic Plan

In 2022, Charlottetown's City Council unanimously adopted the City's *Strategic Plan (2022 to 2026) – A Community for Everyone*. Residents, stakeholders, staff and Council all contributed to the development of this multi-year plan, which now serves as a road map for the City. It is our highest-level plan and outlines our shared vision and collective priorities. The plan guides the collaborative work of building a community for everyone – a Charlottetown that fulfills our vision for both our immediate and long-term futures.

**Community input and insight provided the foundation of the Strategic Plan development process. Islanders contributed:**

- 1,200+ social media engagements
- 400+ online survey responses
- 150+ visits to [charlottetownhall.ca](http://charlottetownhall.ca)
- 100+ open house visits
- 30+ personal interviews
- 8 workshop sessions

Our Strategic Plan, like all of the City's initiatives, supports Charlottetown's vision and purpose.

## **Our Vision**

Respecting the past. Embracing the future. Creating a community for everyone.

## **Our Purpose**

As a local level of government, the City of Charlottetown is committed to delivering community-focused programs and services that matter most to our residents.



## Specifically, we will:

- provide accountable, accessible and fiscally responsible local government to build a sustainable and resilient city
- approach challenges and problem-solving with innovation and integrity, by reflecting solutions that serve the whole community

## Our Guiding Principles

These guiding principles unify our work and underscore our values.

## We will be:

- people-focused, always
- welcoming as we grow
- collaborative to make us stronger
- accountable to residents, ourselves and to each other
- safe in all we do

## Our Commitments

The engagement process helped us develop the Strategic Plan and identified 10 important themes that reflect our community's priorities on a wide range of issues. As a result, the plan embraces those themes as commitments to our community in how we will work to achieve the outcomes described in the Strategic Plan.

## We are committed to:

- sustainability
- Reconciliation
- collaboration and partnership
- inclusion
- technology
- residents and visitors
- transparency
- community engagement
- effective communication
- economic growth



City staff at Strategic Plan Open House

## New Strategic Plan for Charlottetown

Open house sessions provided community members and City staff the opportunity to contribute to the development of the City's new four-year Strategic Plan.

## Turning Strategy into Action

With the Strategic Plan complete, we began defining concrete, measurable steps that we could take toward achieving our goals. The result was an Action Plan that outlined specific priorities in conjunction with targets that would allow us to track our progress.

The heart of the Action Plan is four thematic pillars that represent the key aspects of our community. Over the next four years and beyond, we believe Charlottetown will achieve transformational change in:

- community-building and placemaking
- governance and civic engagement
- inclusive economic growth
- infrastructure and the environment

As we work to achieve our goals in each pillar, we will also identify, measure and report on the improvements, milestones and developments along the way. This Community Report is part of the City of Charlottetown's commitment to ensuring that our community knows where we are headed and understands our progress. It is our privilege to share with you the following results from 2022.



Public Works staff at Park Street with Hurricane Fiona tree debris

## 2022 TO 2023 PRIORITIES AND INITIATIVES

# Community-building and Placemaking

## A great place to live and visit

### Growth Management Study

As Charlottetown grows, so does the need for thoughtful, evidence-based strategies to guide that growth. The City's recently completed Growth Management Study incorporates several factors, including land supply, infrastructure, policies, population growth, economic growth and development trends, to inform and adapt core planning principles into the decisions, strategies and options that will shape and accommodate Charlottetown's growth over the next four decades.

### Community Survey

The City of Charlottetown remains committed to engaging as many members of our community as possible in the decisions and activities of the municipal government. The biennial Community Survey has become a key part of that process. The first of these

surveys – the 2021 Citizen Satisfaction Survey – provided feedback on programs and services while defining benchmarks for performance. The next community survey will be delivered in spring 2023.

### Seniors Engagement Consultations Report

The Seniors Engagement Consultations Report is a cornerstone of the City's commitment to becoming a more age-friendly community. The report inspired a number of specific activities, including the New Horizons for Seniors Program. This series of educational sessions and podcasts used financial support from the Government of Canada to address topics such as active living and accessing government benefits, with the goal of helping seniors connect with a wide range of available programs and services.

### Celebrating an Inclusive City

The DiverseCity Festival, PEI's largest multicultural celebration, returned to downtown Charlottetown in 2022 under the leadership of the Immigrant & Refugee Services Association PEI and with significant support from the City, other levels of government and corporate partners. The City also showed its support for multicultural and social issues through flag-raising ceremonies honouring Black History Month, Republic Day of Turkey, support for Ukraine, PEI Pride Week, International Day of Persons with Disabilities, Transgender Awareness Week and others.



# COMMUNITY-BUILDING AND PLACEMAKING

## Tree Reclamation

Hurricane Fiona devastated our local tree canopy, but the City is helping create commemorative legacy projects out of that devastation. As part of the recovery effort, we began salvaging damaged trees and inviting feedback from residents on options for reclaiming this resource in ways that tell the story of our community's resilience. The process of collecting felled and damaged trees began in October 2022 and continues in 2023, with suitable pieces being marked and stored for milling and kilning.



**Community Open House Following Hurricane Fiona**  
Doug Dumais, Culture and Economic Coordinator (left), spoke with Charlottetown residents at the Tree Reclamation Projects Community Open House.



**Damage Caused by Hurricane Fiona**  
Hurricane Fiona left significant damage in its wake in King Square, one of four heritage squares in downtown Charlottetown.

## Rooted in Art

Initially set for installation just days after Hurricane Fiona struck PEI, Rooted in Art reinvented itself in the wake of the storm. Instead of installing art in trees as planned, local artists Hannah Gehrels, Willow Davidson, Gloria Wooldridge, LiliAnne Webster and K. Shawn Larson adapted their creations for the Charlottetown Library Learning Centre. Their two-week exhibit in November 2022 provided visitors with a way to appreciate and interact with the urban forest in the wake of the hurricane.



**Rooted in Art Installations**  
Hurricane Fiona forced the delay and relocation of the Rooted in Art installations, moving the artistic showcase indoors to the Charlottetown Library Learning Centre.

## COMMUNITY-BUILDING AND PLACEMAKING

### Welcoming Newcomers

Collaborative planning is shaping the City's strategies for making newcomers to Canada feel more welcome in Charlottetown. For example, the Immigrant and Refugee Services Association's (IRSA's) *Current Needs in PEI Newcomer Communities* report recommended investments in diversified infrastructure for traditional newcomer sports and greater access to infrastructure associated with sports like soccer, tennis and badminton. City leaders participated in IRSA's New Year, Next Steps – Planning Day that addressed topics including housing and labour supply innovation,

employment support, multi-municipal leadership, discrimination and youth well-being. The City is also reviving and reimagining the newcomer welcome events that were suspended during the pandemic.

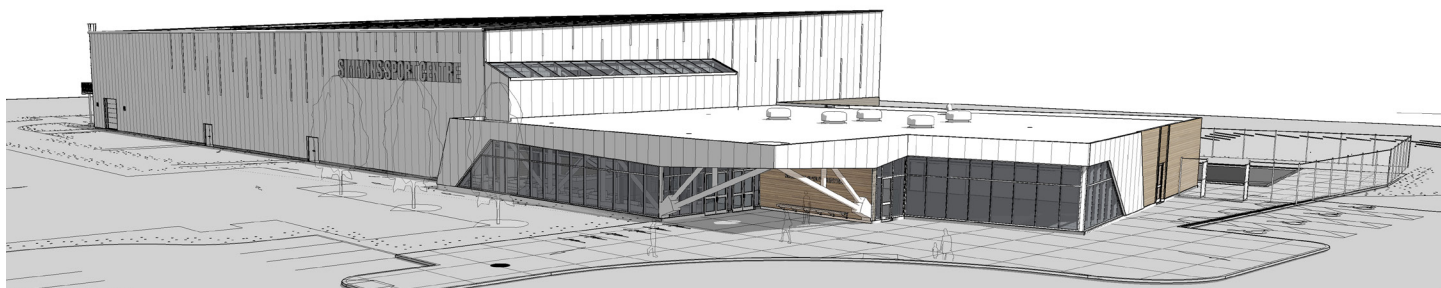
### Anti-discrimination & Anti-racism

When City Council passed a resolution to join the Coalition of Inclusive Municipalities, it confirmed the City's commitment to setting objectives, creating a plan of action and allocating resources to support ongoing efforts to eliminate racism and discrimination. This milestone has empowered the city to continue

its work in building a workplace and a community dedicated to the principles of diversity, equity and inclusion.

### Diversity in the Workplace

The City of Charlottetown was re-certified in 2022 as a designated employer under the Atlantic Immigration Program. The program helps address labour market needs in the Atlantic provinces by encouraging and supporting recruitment and retention strategies that enhance diversity. To complement these efforts, the Human Resources department continues to update relevant policies, onboarding documents and forms to make them more inclusive.



## Simmons Sports Centre Replacement

As part of the 2022–2023 Capital Budget, City Council approved \$25.5 million, which included \$18.7 million in partnership funding, to replace the aging Simmons Sports Centre. Pool demolition and related site work concluded in December 2022. Construction on the new facility began in March 2023. Throughout the duration of the project, the existing arena will remain open until the new arena is complete.



### We Remember Historic Exhibit

The Prince Edward Island Regiment Museum and the City created a display of artefacts and images to honour the men and women who served in the First World War.

### Climate Action Planning

To help mitigate the effects of climate change and make our community more resilient, the City began developing a Climate Action Plan in 2022. In January 2023, we launched the data collection and discovery phase of developing the plan. That work, in conjunction with extensive community and stakeholder engagement, will inform the discovery phase report, which will be ready for Council's review later in the year.

### Community Microgrants Program

In 2022, the City of Charlottetown Community Sustainability Microgrant Program funded 10 projects, for a total of \$21,000. Each of the 10 initiatives were diverse and contributed to the City's sustainability goals. The list included a Little Free Art Gallery and a University

of Prince Edward Island (UPEI) research project focused on improving the city's waste water system by using sustainable urban drainage strategies.

### Playground Equipment and Park Development

Global supply-chain challenges delayed the planned delivery of new playground equipment in 2022, but the City was still able to install a new play structure at MacArthur Park, a new slide at J. Frank McAulay Park and a refurbished play structure at J. Muise Park. Another seven installations are on the schedule for 2023. Additionally, Council approved the park concept for the former East Royalty Lagoon site, and public consultations for the Evergreen Park design and Meadow Park concept plan were recently held.

### Transportation Story Map

Collaborating with UPEI, the City launched an innovative story map titled "By Muscle, Mast, and Motor: A Transportation History of Charlottetown, Prince Edward Island." This online resource features historical images, maps and stories related to transportation, defining factors of our Island's culture, economy and society.

### Heritage Exhibit Program

In 2022, the Prince Edward Island Regiment Museum and the City of Charlottetown partnered to develop and display six pop-up exhibits that explored different aspects of our community's history. The plan for 2023 involves creating additional exhibits, including one that celebrates the sesquicentennial anniversary of Charlottetown's iconic Victoria Park.



New Year's Day Levee at City Hall

## 2022 TO 2023 PRIORITIES AND INITIATIVES

# Governance and Civic Engagement

## A high-performance, responsive local government

### Governance Review

Completed in early 2023, the Governance Review explored ways to ensure that the City's organizational structure and practices best reflect the growing and changing needs of our community. Going forward, the review will help the City achieve higher productivity and performance, enhance customer service and improve experiences for both City staff and the community. The review also supports City priorities ranging from leadership development to diversity, equity and inclusion. The next step is preparing an implementation plan to guide the delivery of the review's key recommendations.

### Financial Reporting

The City of Charlottetown's consolidated financial statements – prepared according to Canadian Public Accounting Standards and described by the City's independent accounting firm as being representative and accurate in all material respects – revealed a surplus for the fifth consecutive year. Despite the lingering influence of the COVID-19 pandemic, the 2021–2022 fiscal year produced a consolidated operating surplus of \$3.6 million, including \$544,000 for Charlottetown Water and Sewer Corporation.

### Financial Review

As part of our ongoing commitment to accountability and transparency, and in response to specific allegations, the City commissioned an independent consultant to review the City's financial practices. City Council received the final report in early 2023. The report provided a number of corrective and preventative recommendations that will strengthen and secure the City's financial practices. City staff have reviewed the recommendations and the implementation process is now underway.

### Community Engagement Framework

City Council approved the Community Engagement Framework in February 2022 to establish a consistent approach to requesting and receiving the input, insights and experiences of individuals and organizations in our community. The new framework serves as the foundation for our engagement efforts and provides clarity around how the City will continue to involve members of our community in developing the plans and decisions that impact them.

### Online Engagement Platform

The City's new engagement platform Charlottetown Hall – [charlottetownhall.ca](http://charlottetownhall.ca) – provides residents and stakeholders with a consistent and powerful vehicle for submitting feedback and insights into a variety of City-led projects and initiatives. Launched in June 2022, the online service allows members of our community to have their say on the issues that matter most to them.

### Parks and Recreation Programming

For the first time since the start of the COVID-19 pandemic, our Parks and Recreation department was able to offer its regular programs in their traditional formats, including summer day camps, sports programs, adult fitness classes and community events, all of which were met with high demand. Facilities, including sport fields, sport courts and the Victoria Park swimming pool, also returned to traditional activity levels.

### IT Modernization

The Information Technology (IT) department has been working diligently to modernize and integrate network infrastructure, user equipment and video conferencing systems throughout City-owned venues. The largest of these projects was upgrading the Council chamber to allow in-person



conferencing, video conferencing, media sharing and streaming. Despite pandemic-related delays in starting work, the 2022 Council session began its meetings with the new technology in place and with all Council meetings streaming to YouTube and accessible on the City's website.

**Cybersecurity**

Newly upgraded information technology will play a key role in maintaining the security of the City's data network, but the Information Technology department's new Detection and Response Team is now the cornerstone of our cybersecurity measures. Activated in 2022, the team monitors computer traffic and activities within municipal government offices 24 hours a day, seven days a week to detect and quickly respond to any malicious acts, thus preventing damage and disruption.

**Employee Safety and Support**

As part of the City's ongoing emphasis on creating safe environments for both employees and community members, we made considerable progress in 2022 on issues related to mental health, in particular. The City's Human Resources department hired its first Mental Health Officer and changed our Employee Family Assistance provider to HumanaCare, which offers immediate and confidential mental-health support to employees and their families.

**EMO's Response to Hurricane Fiona**

Charlottetown's Emergency Measures Organization (EMO), proactively and swiftly managed the City's response to Hurricane Fiona. Together, City staff, Members of Council, community partners and volunteers worked tirelessly on the recovery efforts here in Charlotte. City work crews dedicated their efforts to clearing streets, sidewalks and parks, assisting EMO partners in priority areas and opening Reception Centres, which saw more than 15,000 total visits. The dedication and collaborative leadership was exceptional and key to the City's effective response and recovery efforts.



**Bell Let's Talk Day**  
City staff and Members of Council joined the conversation and worked to create positive change for mental health on Bell Let's Talk Day in January.



**CBC Turkey Drive**  
Charlottetown police officers, including its mascot, Copper, continued their long-time participation in the annual CBC Turkey Drive.

## GOVERNANCE AND CIVIC ENGAGEMENT



**Police Services Long Service Awards**  
Twenty Charlottetown Police Services members received Long Service Awards in 2022.

### Community Action Team

In 2021, Charlottetown Police Services formed a Community Action Team to improve road safety for our community. The team's mandate was to engage with local residents and build strong community ties. In 2022, team members accomplished those goals by participating in numerous events, including road safety checks, school bus safety events and food drives.

### Police Services Peer Support Team

Both police and civilian personnel in Charlottetown Police Services may face situations and conditions that can exacerbate or trigger mental health challenges. This year, the Charlottetown Police Services added to its employee support options by creating a Peer Support Team, whose members complete training in peer support and crisis intervention. The team plays an important front-line role in providing timely and effective assistance to co-workers.



**Police Officer of the Year**  
Constable Zach Gould (centre) of the Community Wellness Unit accepted the Police Officer of the Year Award from Don Rodd (left) Provincial Coordinator of PEI Crime Stoppers and Wade MacKinnon (right), President of Crime Stoppers.

### Turkey Drive

Charlottetown Police Services has a long history of participating in the annual CBC Turkey Drive. In 2022, and with strong support from our community, members of the Charlottetown Police Services contributed 142 turkeys to the Upper Room Food Bank to help food-insecure families have a more enjoyable holiday season.

### New Deputy Police Chief

The Charlottetown Police Services welcomed a new deputy chief in July 2022. Jennifer McCarron has been a member of Charlottetown Police Services for 28 years. Her previous assignments and credentials include training as a negotiator, serving as a member of the Joint Force Drug Unit and holding the posts of corporal in charge of the Street Crime Unit and sergeant in charge of the Major Crime Unit.

### Police Services Awards and Honours

The Police Community Relations Award went to Constable Ervin Coffin, a member of the Community Action Team. Dispatchers Jeff Craswell and Kelly Gehl received the Chief's Commendation for their exceptional service during the first hours of Hurricane Fiona. Constable Zach Gould received the Police Officer of the Year Award for his community volunteering and his work with the Charlottetown Police Community Wellness Unit. Finally, the Government of PEI awarded 20 Charlottetown Police Officers with Long Service Awards during a ceremony held in November 2022.



**Police Chief's Commendation Dispatchers**  
Jeff Craswell (second from left) and Kelly Gehl (missing from the photo) received the Chief's Commendation for exceptional service from Mayor Philip Brown (left), Police Chief Brad MacConnell (second right) and the Hon. Darlene Compton, Minister of Justice and Public Safety.





**Police Community Relations Award**  
Constable Ervin Coffin (centre) received the Police Community Relations Award for outstanding service from Sandra MacCormick, IODE Provincial Citizenship Officer (left), and Irene Gallant, IODE President (right).

### Historic Call Numbers for the Fire Department

The Charlottetown Fire Department had an extremely busy year in 2022. With just over 1,100 calls, the department deployed 25 per cent more calls than in 2021, providing emergency response to situations involving structural fires, motor vehicle accidents, wildland interface fires, medical emergencies, smoke alarms and carbon monoxide alarms, hazardous materials and high-angle and ice-and-water rescues.

### Fire Department Growth

As the Charlottetown community has grown, the Fire Department has also grown and evolved. Recent milestones include updated specialized rescue equipment, enhanced vehicle specifications and design work on a new fire station, which was completed in late 2022. The department also continued building its team strategically through an increase in the number of Firefighter II members. The target for completion on that hiring initiative is the end of the 2022–23 fiscal year.

### New Fire Chief

Following Chief Randy MacDonald's retirement in 2022, an open competition for his successor was launched and Tim Mamye was selected. Chief Mamye – most recently deputy chief of the Charlottetown Fire Department – has nearly three decades of firefighting experience, including more than a decade in Charlottetown. The new Chief's priorities include involvement in the City's Governance Review, its Sustainable Procurement initiative and the development of the Strategic Plan. He is also dedicated to engaging the public in helping the department meet the needs of our community.

### Fire Prevention Events

Fire prevention events and activities, fire station tours, school visits, visits to seniors' residences and a generally welcoming and engaging approach to sharing information on the department and fire safety have been long-time cornerstones of the Charlottetown Fire Department's work. These programs returned to pre-pandemic levels in 2022, allowing the department to improve Charlottetown's fire awareness and enhance the department's recruitment efforts for both volunteer and professional firefighters.



**Gifts from Sister City Ashibetsu, Japan**  
Ayumi Coward and her husband CFD Volunteer Firefighter Nathaniel Coward returned to Fire Station #1 with gifts from the Mayor of Charlottetown's sister city of Ashibetsu, Japan.

### Fire Prevention and Fire Protection Bylaw Revision

The Charlottetown Fire Department leads the revision of both the Fire Prevention and Fire Protection bylaws as well as the new Summary Offence Enforcement bylaw. These revisions made the bylaws more accessible and understandable for residents while also helping to ensure that the City's codes and standards make our community increasingly fire safe.

### Fire Department Community Event Support

As it does every year, the Fire Department contributed important work related to virtually every significant public event in Charlottetown in 2022. Events as diverse as the Canada Winter Games, DiverseCity, fireworks displays and parades all relied on the presence of fire protection teams while also benefiting from the contributions of the department's Inspection and Prevention Office during planning meetings, code reviews and pre-event inspections.

### Water School

The City partnered with the Town of Stratford to deliver Water School. Grade five students from three Charlottetown schools participated in a full-day field trip dedicated to hands-on activities and interactive learning about watersheds and ecosystems as well as water conservation at home. The program included an art contest that saw the winners honoured by the Mayor and their work published in the 2022–23 Water School calendar.





Canada Winter Games Torch Relay. Credit: Martin Caird

2022 TO 2023 PRIORITIES AND INITIATIVES

# Inclusive Economic Growth

## A growing community – both people and our economic sectors

### Partner Investments in Economic Development

One of the City’s key economic levers is partnership investing, a strategy that had a significant impact in 2022. The Charlottetown Library Learning Centre opened on the strength of successful philanthropic fundraising in concert with contributions from all three levels of government. The StartUp Zone launched StartUp School, while the city also benefited from significant private investment in projects ranging from the transformation of Royalty Crossing to the debut of several new downtown restaurants and retailers.

### Sport Event Hosting

Sport and event tourism have a long history of bringing economic, social and cultural benefits to our community. The Canadian Sport Hosting Index continues to rank Charlottetown as the top sport-hosting destination in Canada for cities with fewer than 50,000 people. We earned that ranking in 2022 by hosting 10 national, two international and many eastern Canadian and regional sport championships while attracting coverage in national and international media, including the *Toronto Sun* and *Smart Cities in Sport*.

### 2023 Canada Winter Games

The 2023 Canada Winter Games (February 18 to March 5) brought more than 3,600 participants to the Island. As the hub of the Games, Charlottetown was home to 10 sports at four venues and was the site of the Opening and Closing Ceremonies, as well as the final leg of the Canada Games Torch Relay. As part of the Games, Charlottetown also hosted the main festival site of the 14-day IllumiNATION Festival at Port Charlottetown and the Athletes’ Village at UPEI.

### Bioscience Sector Growth

For Charlottetown’s bioscience sector, 2022 was a year of growth. In fact, PEI BioAlliance reports the sector has already surpassed its 2025 growth targets with revenues of \$575 million and more than 2,300 Islanders employed. The opening of the BioScience Manufacturing Incubator in early 2022 provided a vital platform for growing the manufacturing sector.



New Charlottetown Library Learning Centre  
Mayor Philip Brown visited the bright and modern Charlottetown Library Learning Centre in downtown Charlottetown when its doors opened in 2022.



## INCLUSIVE ECONOMIC GROWTH



### Capital New Year Celebrations

A partnership between the City and Founders' Food Hall & Market brought fireworks, family programming and live entertainment to the waterfront for the Capital New Year celebrations. Credit: Apurva Patel.

### Canada Games Legacy Projects

The conclusion of the Canada Winter Games in March 2023 was not the end of their impact on Charlottetown. The Games inspired and helped fund significant infrastructure enhancements, including at the Eastlink Centre (enhanced lighting, accessibility, arena boards/glass, scoreboard, lounge, private boxes and media box) and Bell Aliant Centre (arena glass, sound system, video screen, dressing room renovations, box office and retail area). The City also partnered with the Games Host Society to purchase and install a portable artificial outdoor rink system for the greenspace at Founders' Food Hall & Market.

### Annual Signature Events Return

More than 50 Charlottetown-based annual events returned to their traditional, pre-pandemic formats in 2022, including two keystone events of the holiday season. The Charlottetown Christmas Festival, a product of Discover Charlottetown, in partnership with the City, appeared on the Big 7 Travel Rankings and was named Canada's second-best Christmas market as well as one of the Top 50 Best Christmas Markets in the World. The City's new Capital New Year event, held in partnership with Founders' Food Hall & Market, attracted 10,000 patrons to mark the start of 2023.

### Reconciliation

The second commitment of the City's Strategic Plan is Reconciliation with the Province's First Peoples. In May 2022, City Council began including a land acknowledgement at the beginning of

all Council meetings. The City engaged local Indigenous organizations to provide meaningful opportunities to share Indigenous voices and perspectives during civic events. The City also incorporated "Understanding our Past, Reconciling our Future: Fireside Chats with Sean Doke" into the Capital City Canada Day program. Further, we painted two crosswalks orange to honour the survivors and recognize the legacy of the residential school system. In 2023, the City will be building

on actions like these by initiating the development of a Reconciliation roadmap for Charlottetown.

### Public Art Plan

In January 2022, the City endorsed in principle a new Public Art Plan that includes a range of strategies for supporting and celebrating our community's cultural diversity and creativity. We have already accomplished many of the plan's early-stage actions, including creating a new full-time Culture and Economic Coordinator position, integrating public art into City projects and plans (including the Strategic Plan and Official Plan) and adding more public art to the Charlottetown community.

### Cultural Activities

Charlottetown continues to build on its reputation and credentials as a cultural hub. In 2022, a partnership of the City, Innovation PEI, the Charlottetown Special Events Reserve Fund and Discover Charlottetown staged Van Gogh PEI, which attracted 16,000 visitors during its four-week run, with an overall economic impact of over \$3 million. Additionally, the CBC legal drama series *Diggstown* filmed its fourth season in and around Charlottetown, generating more than \$2 million in direct economic impact while employing several local crew.



### Canada Day Celebrations

Capital City Canada Day featured Sean Doke (left) holding conversational interviews including Julie Pellissier-Lush (right). Credit: Mike Bernard Photography.

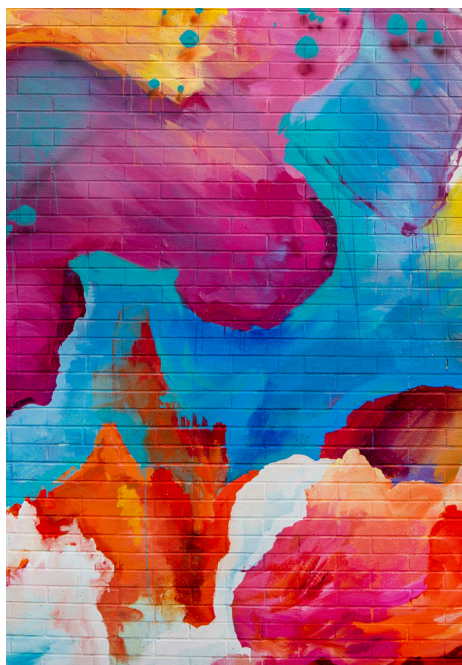
## INCLUSIVE ECONOMIC GROWTH

### Public Art Installations

As part of the City's ongoing pursuit of our Public Art Plan, we worked with local and regional partners to add four new semi-permanent artworks to the downtown experience in 2022. Three internationally recognized artists



**Public Art Installation**  
A mural by Misterpiro at 151 Great George Street  
Credit: Misterpiro.



**Public Art Installation**  
Jieun (June) Kim's mural located at 64 King Street.



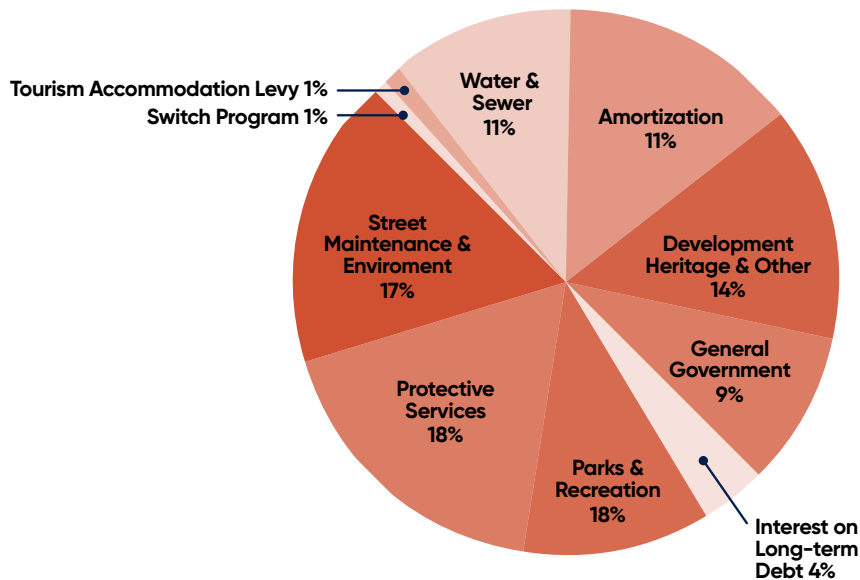
**Van Gogh PEI Immersive Art Show**  
Van Gogh PEI invited visitors to immerse themselves in the work of legendary Dutch artist Vincent van Gogh.



**Public Art Installation**  
Elco van den Berg's vibrant mural on Fire Station #1.



# 2021/2022 Consolidated Actual Expenditures



## 2021/2022 Consolidated Actual Expenditures

Amortization	\$10,497,545
Development, Heritage and Other	\$10,245,193
General Government	\$6,790,528
Interest on Long-term Debt	\$3,648,136
Parks and Recreation	\$7,876,070
Protective Services	\$13,276,809
Street Maintenance and Environment	\$12,624,155
Switch Program	\$783,835
Tourism Accommodation Levy	\$608,944
Water and Sewer	\$8,068,528
<b>Total Actual Expenditures</b>	<b>\$74,419,743</b>

In 2022, 12 valued colleagues retired from careers with the City of Charlottetown. We thank them for their service and wish them all the best in retirement.

Sgt. Chris Watts – 26 years of service  
 Darlene Younker – 15 years of service  
 Darren Gallant – 28 years of service  
 Fenton Bambrick – 10 years of service  
 Kenny Gallant – 16 years of service  
 Mike Bell – 15 years of service

Paula Kays – 18 years of service  
 Chief Randy MacDonald – 40 years of service  
 Cst. Robert MacGregor – 27 years of service  
 Cst. Ross Davies – 27 years of service  
 Vada Fernandez – 21 years of service  
 Vince Perry – 26 years of service



Hurricane Fiona support from Moncton and Fredericton

**2022 TO 2023 PRIORITIES AND INITIATIVES**

# Infrastructure and the Environment

## A community focused on good growth

### Official Plan

As the City of Charlottetown's guiding document for future land use, the Official Plan shapes everything – from the protection of natural areas to locations for housing, to the plans for sewers, water and roads. In 2022, the Planning and Heritage department worked with consulting firms O2 Planning & Design and Upland Planning & Design Studio to hold public consultations that solicited feedback into the process of drafting the new Official Plan. Public consultations continued in March 2023.

### Hurricane Fiona Urban Forestry Response

After Hurricane Fiona decimated our community's urban forests, work began immediately to make our streets, sidewalks, parks and natural areas safe. By the end of 2022, the City had received 1,680 applications for residential cleanup assistance and completed 400 cleanup projects. The Residential Property Clean-up Program is funded by the Government of Prince Edward Island and administered by the City. With an estimated 5,000 public trees lost in city parks, streets and natural areas, we have now begun a multi-year program of restoration and planting.

### University Avenue Master Plan

The University Avenue Master Plan describes the City's vision for one of its most important corridors. The reimagining of University Avenue between Belvedere Avenue and Euston Street has four primary objectives: improving safety, enhancing infrastructure for active transportation, improving traffic flow and enriching

aesthetics including greenspaces. Meeting these objectives involves installing a multi-use pathway, upgrading sidewalks and pedestrian crossings, upgrading and constructing new intersections, installing medians and upgrading lighting. Following a public input phase, construction will begin in summer 2023.



### Pond Street Tree Installation

New trees added to sections of Pond Street improved the visual appeal of the streetscape and enhanced road design.



# INFRASTRUCTURE AND THE ENVIRONMENT

## Major Capital Plans – West Royalty Commercial Area and North River Road

In 2022, the City commissioned a study as the foundation of a master plan for the West Royalty Commercial Area. This study models current traffic, then uses forecasts of future traffic patterns to inform the road network improvement strategy. The first phase of the plan is the extension of Spencer Drive in fall 2023. We also started developing a master plan for upgrades to North River Road, which targets improvements to safety, traffic flow, aesthetics and stormwater management along with the addition of bike lanes and greenspaces.

## Building and Development Permits

The City issued a record valuation of building and development permits in 2022. For the first time in City history, the total value of the permits exceeded \$200 million in a single year.

## Active Transportation

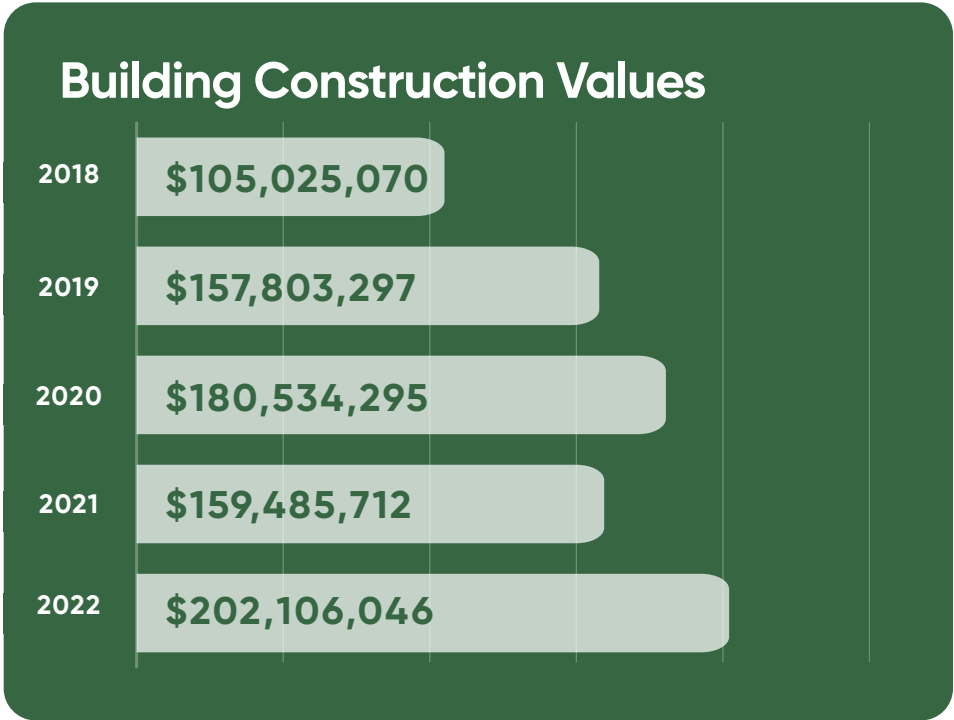
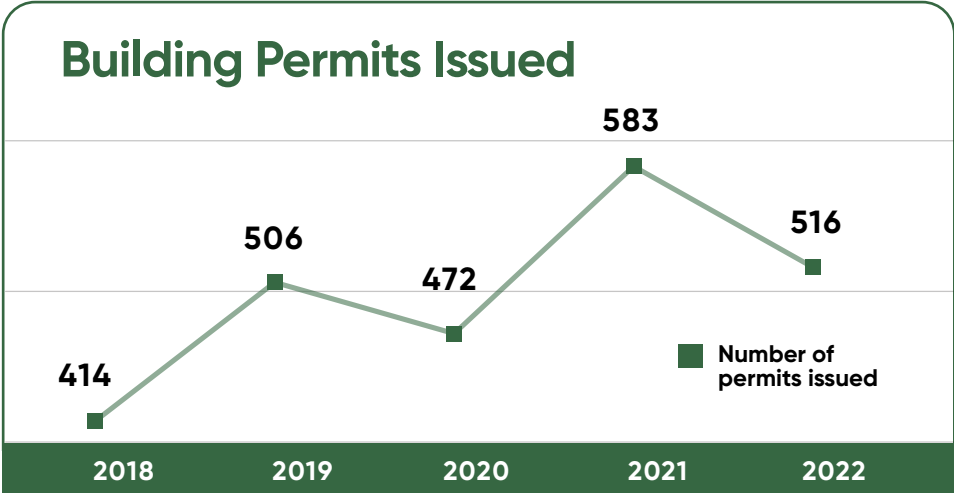
Encouraging active transportation is a key aspect of the City's goals for community livability, mobility and sustainability. In 2022, the City installed seven new bike racks – four at municipal facilities and three at local partners through the Bike Rack Cost Sharing Initiative. The City also purchased two electric bicycles for City staff use and added two kilometres of a multi-use path to the Bypass Highway Active Transportation Lane. Charlottetown's Bike Week also celebrated these developments while offering activities ranging from a cycling heritage exhibit to Bike to Work and School Day.

## Improving Streets and Sidewalks

In 2022, the City's Public Works department resurfaced more than five kilometres of streets and built or replaced more than 2.5 kilometres of sidewalks and approximately three kilometres of multi-use pathways. Pedestrians can now tread new sidewalks on Centennial Drive, Belmont Street and Wilmont Lane as well as Harley, Garfield and Pond streets. New paved pathways are available on Raiders Road and MacRae Drive as well as between the Route 2/ Norwood Road roundabout and the intersection of Brackley Point Road and Maple Hills Avenue.

## Fix a Leak Week

During Fix a Leak Week 2022, the City partnered with the communities of Cornwall and Stratford to raise awareness of the true impact of seemingly small household plumbing leaks by promoting the bewaterfriendly.ca website. The campaign involved social media posts on water conservation, checking for leaks and accessing programs that can assist with necessary repairs. Fix a Leak Week also engaged community members by offering a number of water conservation-related prizes.



**Harley Street Rehabilitation**  
Upgrades to Harley Street included new stormwater measures and water/sewer pipes as well as new sidewalks and chicanes to assist in traffic management.

### Waste to Resources

Charlottetown's Pollution Control Plant received more than 7.4 million cubic metres of waste water in 2022. A multi-stage process cleans that water before returning it safely to the ecosystem via Hillsborough River while also generating valuable resources. The system captures biogas, which then provides power to the treatment plant. It also produced more than 4,000 tonnes of biosolids throughout the year, some of which became high-quality fertilizer for local farms.

### Water System Maintenance

Water and Sewer Utility technicians completed a range of annual work to keep our community's water system working optimally. They flushed more than 1,000 hydrants to keep water flowing adequately from well to tap while also conducting regular tests at the utility's four wellfields and at points throughout the distribution system to ensure residents received high-quality water. Utility staff also responded to resident concerns, including possible leaks and changes in water quality.

### Residential Energy Efficiency Programs

The City offered two initiatives to help property owners complete upgrades that reduce energy consumption and greenhouse gas emissions. Switch Charlottetown, funded through the Federation of Canadian Municipalities, provided interest-free loans for projects ranging from insulation to solar panels. By the end of 2022, this initiative supported 318 projects with more than \$3.3 million in loans. The Better Homes Neighbourhood Energy Project, delivered through a partnership with efficiencyPEI, supported energy upgrades to 22 homes and multi-unit buildings in Charlottetown's downtown core. Work is underway with efficiencyPEI to offer this project in another community neighbourhood.

### Improved Energy Efficiency in City-owned Buildings

In 2022, the City worked with Honeywell to improve energy efficiency at nine of the highest energy-consuming buildings owned by the City, as well as at the Bell Aliant Centre and Eastlink Centre. Using funding provided by the Federation of Canadian Municipalities and the Atlantic Canada Opportunities Agency, the City was able to complete upgrades that will save more than \$323,000 annually in utility and operational costs.



### George Smith Park Improvements

The ball field at George Smith Park received new and extended fences that now enclose the dugouts and the entire diamond.

### Province House Historic District Master Plan

In 1864, Province House hosted the Charlottetown Conference, which set Canada on the path to Confederation on July 1, 1867. Financial support from the Government of Canada helped restore and modernize Province House while expanding the site's interpretative and wayfinding elements. Capitalizing on these significant improvements, the Charlottetown Area Development Corporation commissioned a conceptual streetscape design for the Province House Historic District.

### Flood Protection Rebate Program

On the strength of a donation from Intact Public Entities and Intact Financial Corporation, through their Municipal Climate Resiliency Grant program, the City launched a flood protection rebate program for residents. For a limited time, 75 per cent of the cost (up to \$1,000) of installing approved flood protection devices – including sump pumps, water detection alarms and backwater valves – was eligible for a rebate.

### Invasive Species Management

Urban areas are one of the most likely pathways for the introduction of invasive species. Many goods and people move in and out of a city, making it more likely that an invasive species will be introduced. In 2022, invasive species management was carried out in eight areas of Charlottetown: Victoria Park, Desbrisay Park, Orlebar Park, Evergreen Park, Westcombe Crescent, Acadian Forest, Beach Grove Nature Trail and Confederation Trail in Winsloe.

### Heritage Property Program

As one of Canada's most historic cities, Charlottetown features a number of heritage buildings that play particularly important roles in our past and our present. The City's roster of heritage properties lists more than 350 designated heritage resources in the community, making the Heritage Incentive Program a key tool in preserving and maintaining our architectural legacy. In 2022, the program provided 13 grants and tax incentives to help residents and businesses maintain and upgrade their heritage properties.





### Communities in Bloom

In 2022, the City of Charlottetown participated in the 26th edition of Communities in Bloom, a national community-building competition with categories including community appearances, environmental action, heritage conservation, tree management and landscape, plant and floral displays. Our community received a rating of 5 Blooms – silver (the best possible is 5 Blooms – gold) during the National/International Communities in Bloom Symposium and Awards Ceremonies in Victoria, BC. The City also received special acknowledgement for its active transportation network.

### T3 Transit Planning

With an average monthly ridership of 72,432, more people used T3, Charlottetown's public transit system, in 2022 than in any year since the system's founding in 2005. The Capital Area Transit Coordinating Committee is preparing for the system's future by developing an electrification program and making fleet investments to enhance service.

### Short-term Rental Regulation

Short-term rentals create both opportunities and challenges in communities around the world. In Charlottetown, City Council approved revised short-term rental (STR) regulations in February 2022. The new regulations took effect on March 28, 2023, with the goal of allowing Charlottetown residents to benefit from the STR economy while minimizing the potential negative consequences of



#### New Belvedere Roundabout

The construction of a new roundabout on St. Peter's Road at Belvedere Avenue incorporated new underground infrastructure, including water lines, sewer lines and stormwater lines.

the STR marketplace, including housing availability and cost, neighbourhood nuisances and disruptions to community harmony.

### Sport Facilities Development and Upgrades

The Parks and Recreation department led a number of significant facility projects in 2022, including the construction of the new outdoor multi-sport facility at the West Royalty Community Centre. The ball field at George Smith Park was the site of upgrades that included the installation of dugouts and additional fencing to enclose the field. We also completed dugout upgrades at Kiwanis Ball Field, fence upgrades at Patterson Ball Field and installed an irrigation system for the middle field at the Winsloe Soccer Complex.

### Pathway Improvements

The City's pathway network continues to expand and improve. In 2022, the City completed the Wright's Creek Bridge replacement, which now offers a separated active transportation pathway. At the same time, the City prepared for a busy year of trail extensions and improvements in 2023 by initiating design and engineering work on a new Parkman Park Trail while rescheduling – in the wake of Hurricane Fiona – construction of an active transportation pathway on the former East Royalty Landfill and surface upgrades to the Confederation Trail.

### Major Street Rehabilitation Projects – Pond, Garfield and Harley Streets

During an active year for street rehabilitation in Charlottetown, the City undertook major transformations of Pond Street, Garfield Street and Harley Street. Working from designs shaped by the input of multiple City departments, Public Works rebuilt these thoroughfares from below the ground and up, replacing all underground infrastructure, such as water, sewer and storm lines, while also installing sidewalks and curbing to make these roads more pedestrian-friendly.

### Beach Grove Road Culvert Project – Stormwater Management

Work on the Beach Grove Road Culvert began on schedule on September 8, 2022. The full project plan included sidewalk installation, shoreline protection, new guardrail and fencing installation as well as the replacement of the box culvert which was used for bridging purposes for the road and to maintain the waterway underneath. Necessary water and sewer work was also included in the scope of the project to minimize disruption.



#### Wright's Creek Bridge Replacement

The Wright's Creek Bridge replacement project concluded in summer 2022 with the new bridge offering a separated active transportation pathway.



**New Net-zero Public Works Building**  
Construction began on the new net-zero Public Works building, with work expected to conclude in spring 2023.



## Avenue Roundabout

Work on the St. Peter's Road/ Belvedere Avenue Roundabout concluded in 2022. The site now includes a reconstructed roadway along with updated water, sewer and storm systems. Most visibly, a roundabout has taken the place of the conventional signalled intersection, while pedestrians can now activate crosswalks that feature rapid-flashing rectangular beacons. Overall, these changes represent significant steps forward in minimizing congestion, improving traffic flow, reducing fuel consumption and greenhouse gas and maximizing safety.

## New Operations Facility

In 2021, the City's Public Works department began work on a new facility that will house service bays, offices and workshops for the Parks and Recreation and Water and Sewer Utility departments. Designed by SableARC Studios of Charlottetown, the new 2,300-square-metre facility aims to be net-zero in its energy consumption, in part by employing geothermal and solar energy on-site. Construction progressed well through 2022, and the expected completion date is spring 2023.

## Longworth and Euston "Ken's Corner" Intersection Improvements

Ken's Corner required significant improvements to enhance both vehicle and pedestrian safety. With the goal of making this intersection less ambiguous for users of all kinds, the City installed new poles, traffic signals and accessible pedestrian signals that increase the visibility of all signal lights.

## Eastern Gateway Stormwater Management and Road Re-alignment

The City has begun planning a significant capital project that will revitalize the Eastern Gateway area through road re-alignment, stormwater management improvements and a range of other enhancements to the area in the southeast section of downtown Charlottetown, including Water Street, Grafton Street and the area surrounding Joe Ghiz Park. Planning is underway on specific changes that will improve traffic flow, stormwater runoff, pedestrian safety and cyclist safety.

# 2022 to 2023 Capital Budget

The financial highlights below provide an overview of the recent capital investments in community infrastructure.



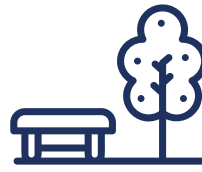
**\$8.1M**

Water & Sewer



**\$10.6M**

Roads & Sidewalks



**\$10.7M**

Parks & Recreation



**\$3.6M**

Transit



**\$1.0M**

Environment & Sustainability



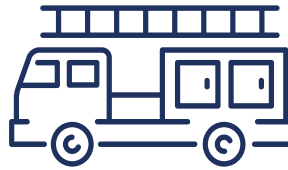
**\$4.2M**

Stormwater Management



**\$0.8M**

Emergency Preparedness



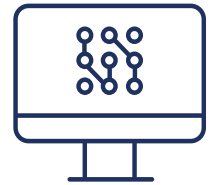
**\$2.2M**

Fire Services



**\$0.5M**

Police Services



**\$0.6M**

Information Technology

## 2021 Community Survey



**89%**

reported their overall quality of life as good (29%), very good (46%) or excellent (14%)

**89%**

reported they are somewhat satisfied (55%) or very satisfied (34%) with the level of services

**77%**

reported a preference for maintaining property taxes in order to maintain services

\*The next Community Survey will be completed in spring 2023



# CHARLOTTETOWN

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