Growth Plan Update Task Force

Agenda

Thursday, January 15, 2015
9:00 a.m. – 1:00 p.m. (lunch included)
Le Cite Francophone – Hall Jean-Louis Dentinger
8627 Rue-Marie Gaboury NW, Edmonton

Meeting Objective:
To obtain the endorsement of the Growth Plan Update Task Force on the foundational components of Stage 1 - draft Imperative, the Vision for Growth, for presentation to the Board.

Agenda Items

1. Call to Order – Mayor Roxanne Carr, Chair

2. Chair’s Opening Remarks

3. Approval of Agenda – Mayor Roxanne Carr, Chair

4. Approval of Minutes of November 28, 2014 – Mayor Roxanne Carr, Chair

5. Phase 2: Stage 1, Foundational Components – Hassan Shaheen, ISL Engineering/Melanie Hare, Urban Strategies
   - Draft Imperative  90 Minutes
   - Draft Vision for Growth  90 Minutes

   Motion: That the Growth Plan Update Task Force approve the draft Stage 1 Deliverables, as presented (or as amended based on the Task Force feedback).

6. LUNCH Break – 30 Minutes

7. Communications Plan Update – Loreen Lennon, Communications Manager (verbal)
   5 Minutes

8. Phase 2: Next Steps – Hassan Shaheen, ISL Engineering/Melanie Hare, Urban Strategies
   5 Minutes
9. **Phase 2: Project Schedule** – Hassan Shaheen, ISL Engineering/Melanie Hare, Urban Strategies
   
   10 Minutes
   
   - February 12, 2015 - Board Workshop (3½ hours after Board meeting)
   - February 27, 2015 - Joint CRB Task Force/Committee meeting (8:30 a.m. - 1:00 p.m.)

10. **Roundtable: Task Force Meeting Feedback** – Mayor Roxanne Carr, Chair
    
    10 Minutes

11. **Adjournment** – Mayor Roxanne Carr, Chair

    Next Meeting: March 19, 2015
    9:00 a.m. – 1:00 p.m.
Growth Plan Update Task Force

Friday, November 28, 2014
11:30 a.m. – 3:00 p.m.
Royal Mayfair Golf & Country Club – Banquet A & B
9450 Groat Road, Edmonton

Members:
Roxanne Carr, Strathcona County (Chair)
Lisa Holmes, Town of Morinville (Vice Chair)
Don Iveson, City of Edmonton
Cathy Heron, City of St. Albert
Ralph van Assen, Village of Warburg
Victoria Brown, Government of Alberta

Regional Strategic Advisors:
David Hales
Greg Hofmann
Barry Huybens
Clayton Kittlitz

Consultants:
Melanie Hare, Urban Strategies
Hassan Shaheen, ISL Engineering & Land Services

Regrets:
Gale Katchur, City of Fort Saskatchewan
John Schonewille, Leduc County
Peter Ohm, Regional Technical Advisor

Guests:
Nolan Crouse, Board Chair
Leslie Chivers, Sturgeon County
Gibby Davis, City of Edmonton
Linton Delaney, Strathcona County
Jordan Evans, Leduc County
Ryan Hall, Strathcona County
Jacquie Hansen, City of St. Albert
Cory Labrecque, City of Leduc
Rick Preston, UDI

CRB Staff:
Doug Lagore, CEO
Loreen Lennon, Communications Manager
Brendan Pinches, Project Manager
Neal Sarnecki, Project Manager
Sharon Shuya, Project Manager
Stephanie Chai, Director, Special Projects
Brandt Denham, GIS Coordinator
Lisa Saskiw, Administrative Assistant

1. Call to Order

Chair, Mayor Roxanne Carr called the meeting to order at 11:35 a.m.
2. Approval of the Agenda

Motion: That the Growth Plan Update Task Force agenda be approved.
Moved by: Mayor Don Iveson, City of Edmonton
Decision: Carried unanimously

3. Approval of the Minutes, September 4, 2014

Motion: That the Growth Plan Update Task Force minutes of September 4, 2014 be approved.
Moved by: Mayor Don Iveson, City of Edmonton
Decision: Carried unanimously

Carry Over Business

4. Phase 1 – Project 1A: Review of Board Questions & Responses

Motion: That the Growth Plan Update Task Force approve the draft responses to the Board’s questions from Project 1A: Plan Review and Policy Evaluation and recommend they be submitted to the Board for information.
Moved by: Mayor Lisa Holmes, Town of Morinville
Decision: Carried unanimously

5. Phase 1 – Project 1C: Regional Jurisdictional Advantage - Final Report

New Business

6. Phase 2 Growth Plan Update & Phase 3 Implementation Plan - Term and Roles Business

   a. Introduction of the Consultants
   b. Project Roles & Responsibilities

   Motion: That the Growth Plan Update Task Force approve the project Roles and Responsibilities as presented.
   Moved by: Mayor Don Iveson, City of Edmonton
   Decision: Carried unanimously

7. Phase 2 Growth Plan Update & Phase 3 Implementation Plan - Project Plan

   a. Work Plan, Schedule, Engagement Strategy and Deliverables
   b. Communications Plan and Strategy
   c. Task Force Discussion
   d. Next Meeting – Focus and Key Deliverables
Motion: That the Growth Plan Update Task Force approve the Project Plan as presented.
Moved by: Councillor Cathy Heron, City of St. Albert
Decision: Carried unanimously

8. 2015 – Task Force Meeting Dates

It was agreed by unanimous consensus that the Growth Plan Update Task Force accept the 2015 Task Force meeting dates (January 15, February 27, March 19, May 21, July 23, September 17 & October 19).

9. Adjournment

It was agreed by unanimous consensus that the Growth Plan Update Task Force meeting be adjourned.

Meeting adjourned at 2:55 p.m.

Next Meeting: January 15, 2015 at 9:00 a.m., La Cite Francophone – Hall Jean-Louis Dentinger

Task Force Chair, Roxanne Carr
ENHANCED CONTEXTUAL ANALYSIS

How have we grown to date and what issues do we need to address?
Contextual Analysis

Understanding the current state of the Capital Region and to set the foundation for an updated Growth Plan for the future

- Growth in the Region
- Population and Housing
- Employment and Jobs
- Infrastructure
- Agriculture
Growth

How has the Capital Region grown overtime and what are the constraints to future growth?
The Capital Region has grown significantly over the last 40 years with Edmonton at its core, with smaller urban municipalities surrounding it and growing at much higher rates.
The Capital Region has evolved into an urban structure that is formed by a large central city that is surrounded by smaller urban municipalities that roughly extend out along three major economic corridors:

- Northeast – Edmonton Energy and Technology Park, Alberta’s industrial Heartland, Fort McMurray
- West/Northwest - Rocky Mountains, West Coast and NW Alberta / NE BC
- South – Nisku, EIA, Calgary, USA
Constraints on Future Growth: Natural Features

- Water bodies and water courses
- National and provincial parks and protected areas
- Environmentally sensitive and significant areas
Constraints on Future Growth: Energy

- Pipelines and major pipeline corridors
- Power transmission lines
- Coal extraction and power generation plants

Map showing constraints in energy infrastructure.
Constraints on Future Growth: Land Use

- Airports and approaches
- Federal lands
- Transportation utility corridor
- AIH heavy industrial buffer
- 2009 development footprint
Constraints on Future Growth: Constraints

Growth has resulted in an unprecedented amount of constraints to accommodate future growth.

Where are the least constrained areas to accommodate growth? Are they logical growth areas?
1. Significant growth in the last four decades has shaped the region’s existing urban structure
2. Development in several of the region’s urban communities is nearing the municipal boundaries, leaving little room for future outward growth
3. There are significant barriers and constraints that will need to be carefully in the planning of future growth
People and Housing

Where do people live in the region?
How is the Capital Region’s population changing?
Population: Scale and Distribution

- Large disparity in size of municipalities by population
- Edmonton is ~10x size of next largest community
- Population disparity results in uneven distribution of social and physical infrastructure, cultural amenities, educational and economic opportunities
Edmonton carries the load for proportion of multi-family dwellings; in real numbers, scale would be as drastic as population distribution.

![Proportion of Multi-Family Residential Dwellings](chart.png)
Demographics: Population by Age Cohort

Edmonton and the surrounding region have different age cohort distributions.
Immigrants are attracted to bigger centres; Capital Region as a whole is not fully embracing opportunities offered by new immigrants.
Demographics: Immigrant Origins

Immigrants by Selected Place of Birth in the Capital Region

- **Pre-2006**
- **2006 to 2011**

- **Americas**
- **Europe**
- **Africa**
- **Asia**
- **Oceania and Other**

The chart illustrates the percentage of immigrants by selected place of birth in the capital region, comparing the data pre-2006 and 2006 to 2011.
Demographics: Non Permanent Population

Non Permanent Resident Population by Member Municipality

- Edmonton, 19,940
- Spruce Grove, 285
- St. Albert, 590
- Stony Plain, 230
- Strathcona County, 790
- Sturgeon County, 25
- Beaumont, 100
- Devon, 30
- Redwater*, 15
- Parkland County, 75
- Morinville, 30
- Leduc County, 70
- Leduc, 370
- Fort Saskatchewan, 150

Note: Latest census data available reports 0 non-permanent residents in 10 CRB member municipalities.
1. There is a large disparity in size of municipalities by population with Edmonton being 10x size of next largest community
2. Population disparity results in uneven distribution of social and physical infrastructure, cultural amenities, educational and economic opportunities
3. While new immigrants are prevalent throughout the region, Edmonton attracts the largest numbers. This, together with the disparity in amenities and services contributes to Edmonton having a different population profile.
4. Low density dwellings dominate the region’s residential built form. However, Edmonton leads the region by a significant margin in the prevalence of higher density dwelling types.
Employment and Jobs

What is the economic driver of growth?
What is the labour profile of the region?
Where do people work in the region?
The Region’s Economy (GDP) – O & G is the driver

Source: Choose to Lead, 2014

Source: City of Edmonton and Statistics Canada
Labour – Sample of Wages

Wages in Capital Region

- Mining and Oil and Gas
- Health Care
- Transportation and Wharehousing
- Agriculture
- Capital Region Average

Sector
The Capital Region has a diverse and skilled workforce
Relatively high proportion of jobs in retail, health, construction, government service
Lower employment levels in agriculture, financial, manufacturing, information sectors

2011 Employment by 2007 NAICS Industry Category by Geography

- City of Edmonton
- Balance of Region
Relative to OECD; highly educated, but…

Businesses have concerns about the labour force:
- Availability of quality labour
- Alberta is not training enough people to meet demand
- Quality of people in municipal administrations (limited experience and narrow authority)
- Municipalities not proactively chasing foreign labour

Source: Choose to Lead, 2014
The Capital Region’s labour force is highly anchored to the City of Edmonton.

- 90% of Edmonton's labour force works in Edmonton
- Edmonton is the primary work destination for the following communities:
  - Beaumont, Devon, Morinville, Spruce Grove, St. Albert, Stony Plain
  - Bon Accord, Bruderheim, Fort Saskatchewan, Gibbons, Leduc, Legal
  - Leduc County, Parkland County, Strathcona County, Sturgeon County
- Communities where the local job market is primary and Edmonton is secondary include:
  - Calmar, Lamont, Lamont County
- Communities with little or no dependence on Edmonton for jobs:
  - Redwater, Thorsby, Wabamun, Warburg
Proportion of Labour Force Working in Edmonton by Municipality
- Wabamun does not depend on Edmonton for work
- Low dependence for Redwater, Thorsby and Warburg
90% work in Edmonton
Exports 7% to four neighbouring counties, St. Albert, Leduc & Fort Saskatchewan
Commuting to Work Among Member Municipalities

What are the impacts on the regional road network?

Where is intermunicipal transit and what are the mode shares?
1. The oil and gas sector is at the heart of and a key driver in the region’s economy which hosts a rich diversity of jobs.
2. The largest number and diversity of jobs are in Edmonton.
3. The region’s business community has concerns about the availability and quality of the labour force.
4. Most of the region’s municipalities depend on Edmonton as a primary or secondary work destination; this has implications on regional transportation infrastructure and services.
Infrastructure
What is the regional transportation network?
How do people travel through the region?
How does regional infrastructure connect the region?
The region has a maturing roadway and transit network, however due to dispersed employment, land uses and low densities, transit usage is very low outside of Edmonton.
Transit Network: Daily Transit Mode Share

Transit performs well when serving dense population and employment nodes and poorly when serving dispersed low density population and employment areas.

- At Edmonton Downtown * 28%
- St Albert to Edmonton Downtown** 17%
- St Albert to NW Edmonton* 3%
- Sherwood Park to Edmonton Downtown** 17%
- Sherwood Park to SE Edmonton** 2%

Sources:
* 2012 City of Edmonton Downtown Cordon Counts
** 2005 Household Travel Survey
Daily Mode Share (Edmonton CBD Cordon – 2012)

Mode Share - Downtown Edmonton Cordon

- Auto: 66%
- Transit: 28%
- Walk: 5%
- Cycle: 1%

Transit Mode Share by Technology

- LRT Transit: 13.6%
- Bus Transit: 14.4%

Auto Driver vs Auto Passengers

- Auto Passengers: 9.7%
- Auto Driver: 56.1%
Congestion in the Capital Region is growing but remains lower than Canada’s largest metropolitan areas.

Increase in Travel Time
(Congested vs Uncongested Conditions)
Traffic flow patterns reflect the economic connections within the Region and to the outside world, but Edmonton is the focal point for these connections.
Regional Road, Water and Wastewater Footprints

- Extent of highway twinning
- Regional water lines serving nearly all members
- Wastewater commission has smallest footprint and mandate is to provide capacity to its members only
There is a mature roadway network that well serves the entire region.

2. Congestion levels are increasing but relatively modest in comparison to other major Canadian regions.

3. Edmonton has an established and growing transit network; the rest of the region has very limited services.

4. Auto use is by far the most dominant mode of travel. Travel to Edmonton’s central area has the highest number transit trips and highest transit mode share.

5. Travel patterns and flows are heavily focused on Edmonton and its approach highways.
Agriculture

How will urban growth impact agricultural lands in the future? What are the current agricultural trends?
Existing and planned future urban development is on high quality soils
Within a potential urban growth shadow, the following agricultural lands would be at risk:

- Best 564 km²
- Better 144 km²
- Fair/Poor 164 km²
- Total 872 km²
Agricultural Trends

Total Number of Farms, 2001 to 2011

Total Area of Farms, 2001 to 2011

Total Number of Farm Operators, 2001 to 2011

Total Farm Profit, 2001 to 2011
Less than 1% of jobs in Capital Region are in the Agriculture/Forestry/Fishing/Hunting industry
Agriculture represents the largest amount of land in the region.

The region’s municipalities have developed and are continuing to grow on high quality soils.

A critical issue to be addressed in the new plan will be the extent to which and mechanism by which valuable agricultural lands may be protected from Urban growth, if at all.

Despite declining number of farm operations and a low number of jobs, the agricultural sector has experienced significant profit growth in recent years.
DRAFT CANVAS OF REGIONAL ASSETS

What are the Capital Region’s strengths and greatest assets?
Received 20 workbooks in total

Focus on three lenses:

- Community Assets in the Capital Region
- Common Regional Assets in the Capital Region
- Areas to Enhance
Considering the Capital Region as:

- A region of diverse and distinct communities
- A rich array of common regional assets
- A central regional core and interconnected periphery
The Capital Region is set of interconnected and interdependent...
“Every municipality has a different combination of strengths...Today’s municipalities are each a unique expression of an energy economy’s strengths and its vulnerabilities.

The opportunities of the future will stack on those strengths by resolving the risks.”

Choose to Lead, 2014
8 Regional Assets/Strengths

- Excellent Quality of Life
- Strong Economy
- Ease of Moving Goods & People
- Efficient Infrastructure
- Abundance of Natural Heritage and Environmental Assets
- Legacy of Agricultural Resources and Rural Communities
- Choice of Housing & Lifestyle
- Demonstrated Collaboration
Together the Capital Region offers a rich array of assets, attractions and amenities.
Together the Capital Region offers a rich array of assets, attractions and amenities.
Regional Strengths

Strengths have been identified based on workbook responses

Each strength is expanded in terms of:
- What we heard from the members
- Summary of strengths
  - An asterisk system indicates how often the response was heard: *2-4 times, ** 5 or more times, *** in almost all workbooks
- Growth-related considerations
A rich array of cultural, wellness, educational and recreational assets and amenities.
St. Albertans benefit tremendously from hospitals, colleges and universities, professional sports, theatre, employment, shopping, regional boards.

All our residents are less than two hours from advanced health care services, secondary education and cultural and social institutions.

The Capital Region provides year round social, recreational and cultural activities (sports, music, plays, activities and festivals like ESO, ballet, CFR, Klondike Days, Fringe, Folk Fest etc.)

Summary of Strengths:

- Excellent hospitals and health care facilities ***
- Range of arts and cultural facilities ***
- Outdoor and indoor recreational opportunities ***
- Professional sports teams and entertainment facilities **
- Active local and international festival scene *
- Regional commercial and local commercial options **
Strong mix of cultural, health and entertainment facilities concentrated in the core

Regional assets identified through workbook responses and determined as significant on a regional scale.
Growth-Related Considerations

- Concentration of facilities/attractions in central core of region
- Maintaining reasonable accessibility (max 2 hours travel) to these assets
- Aligning regional transportation and transit options to access these assets
- Ensuring the level of service and location of these amenities to best serve 2.2 million people and 1 million jobs and the future demographic (aging population, greater diversity, labour attraction)
A strong employment base rooted in resources and the industrial sector and distributed in many nodes and centres.
Summary of Strengths:

• Strong industrial employment base**

• Diverse employment in sectors such as agriculture, technology, arts, academia, industry, government, etc*

• Healthy employment centres including the Alberta Industrial Heartland, industrial parks, research parks, CFB Edmonton and downtown employment nodes***

• 7 post-secondary education institutions**

Our community benefits from the diverse employment in the Capital Region – agriculture, technology, arts, academia, industry, etc.

Alberta’s Industrial Heartland is a major asset within the Capital Region both as an employer and purchaser of goods.

The Leduc-Nisku Business Park has a national impact on the GDP.

The strength of the region lies in its people – their collaborative and entrepreneurial spirit.
Strong employment base rooted in resources and the industrial sector and distributed in many nodes and centres.

Regional assets identified through workbook responses and determined as significant on a regional scale.
Growth-Related Considerations

- Attracting skilled labour: attraction factors the availability of a range of housing, regional transit and enhanced quality of life
- Leveraging distinct characteristics and strengths of employment centres and nodes within the region
- Determining the logical and sequential phasing of employment area development
- Ensuring sufficient infrastructure to meet the needs of existing and growing businesses
- Identifying centres or nodes where post-secondary education/training facilities and amenities best serve population and job growth
A well-developed regional, national and international transportation system for carrying both people and goods.
Summary of Strengths:

- Easy access to Edmonton International Airport**
- Other airports* – Villeneuve, Parkland, Cooking Lake, Josephburg
- Road network and accessibility to other communities**
- High Load Corridor*
- Developing regional transit options*
- Convenient rail access**

Edmonton bears the burden of being the backbone of the region’s transportation and transit systems.

Regionally, Leduc benefits from the Edmonton International Airport…and our strategic linkages to other municipal transit systems.

The Villeneuve Airport is a growing economic resource for the County, as the airport has over 75,000 landings and takeoffs annually, and is home to a future aeronautical museum.

Fort Saskatchewan is the gateway to the Heartland – our road infrastructure is key in getting people to work every day.
Regional, national and international transportation system for carrying both people and goods

Regional assets identified through workbook responses and determined as significant on a regional scale.
Growth-Related Considerations

- Addressing increased congestion today and with future growth
- Enhancing the regional transportation network to support growth, including investment in transit and active transportation
- Understanding the planned pipeline and rail corridors and their impacts on the location of growth
- Distinguishing the role of each airport within the regional network
Shared regional infrastructure for water, wastewater, waste management and pipelines.

Power and pipeline corridors extend throughout the Capital Region.

The ACRWC provides wastewater transmission and treatment services to 13 Capital Region municipalities.
“Infrastructure defines the destiny of this region…This region has to take seriously the concerns companies continue to express about stranded assets, inability to access markets, labour constraints, overwhelmed supply chains, pipelines within the region, and pipelines going out from it.”

Choose to Lead, 2014
Summary of Strengths:

• Well-developed regional water and wastewater servicing infrastructure**: EPCOR, Alberta Capital Region Wastewater Commission, Regional Water Service Commissions

• World class waste management and recycling facilities*: Edmonton Waste Management Centre, Edmonton Eco Stations

• Pipeline infrastructure*: Transportation Utility Corridor (TUC), North East Pipeline Corridor (NEPC)

St. Albert benefits from the Capital Region by using Edmonton’s landfill, Edmonton’s Eco Stations, the Edmonton Waste Management Facility, the Capital Region Wastewater Commission and EPCOR.

Sturgeon County currently contains over 5,000 km of pipelines that transport various products to numerous national and international destinations.
Shared regional infrastructure for water, wastewater, waste management and pipelines.
Growth-Related Considerations

• Managing pipeline and power transmission line development:
  – Lack of a clear agency guiding linear corridor management
  – Increased constraints for industrial and residential development
  – Conflicts between corridors and residential development
  – Need to avoid fragmentation of land due to multiple linear corridors

• Identifying areas where regional-scale infrastructure can provide cost effective and efficient services

• Ensuring infrastructure is planned to efficiently and sustainably accommodate future growth
A wealth of lakes, rivers and other natural features that provide a healthy environment and opportunities for recreational enjoyment.
Summary of Strengths:

• North Saskatchewan River Valley**

• Prevalence of parks and natural areas**: Elk Island National Park, Pigeon Lake Provincial Park, Lois Hole Centennial Provincial Park, Wabamun Lake Provincial Park, Strathcona Science Provincial Park, Beaver Hills Moraine, Redwater Natural Area

• Lakes and Rivers*: Big Lake, Wabamun Lake, Manawan Lake, Telford Lake, Sturgeon River

The region is defined by a major natural asset – the North Saskatchewan River.

Big Lake supports a significant population of waterfowl and is an important ecological and cultural resource within the Capital Region.

There are 61 Environmentally Significant Areas (ESAs) in Parkland County as defined in the 2013 County Environmental Plan.
Lakes, rivers and other natural features provide a healthy environment and opportunities for recreational enjoyment.

Regional assets identified through workbook responses and determined as significant on a regional scale.
Growth-Related Considerations

- Protecting natural heritage systems and environmental assets while accommodating additional population
- Planning pipeline and power corridors to minimize disruption to natural areas
- Monitoring and anticipating the cumulative impacts of growth on the natural heritage system
- Creating infrastructure networks and growth patterns that preserve clean air and water
High quality agricultural land and an innovative and diverse agricultural sector.
Summary of Strengths:

- High percentage of Class 1 and 2 agricultural land*
- Agriculture-related employment*: farming, equipment and supplies, agri-business
- Value-added agriculture, eg Sturgeon County Bounty
- Agricultural innovation, eg Agriculture Food Research Centre
- Growing agricultural tourism
- Aggregate extraction in Sturgeon County

Our municipality has Class 1 and 2 soils – the most productive for agriculture.

The Agriculture Food Research Centre is the largest North American research facility and incubator for the food business industry.

Sturgeon County has several smaller hamlets located throughout the county. These communities provide a local community hub based upon traditional industries (farming, ranching, transportation links and coal mining) and cultures.
Growth-Related Considerations

- Viability of rural communities (aging and shrinking populations; reliance on residential tax base, etc)
- Addressing growth-related pressure on agricultural land, in particular within the PGAs
- Promoting phasing of growth in a manner which preserves the potential for farming as long as possible
- Minimizing the fragmentation of agricultural land by promoting logical and sequential phasing of development.
- Responding to changing nature of agricultural sector (larger farms, increased productivity, lower employment levels)
- Identifying data gaps in agriculture industry/lands within the CR
Housing options to meet a range of life stage, income levels and lifestyle preferences.

Different densities and types of housing found throughout the Capital Region to accommodate different needs.
Summary of Strengths:

- Wide variety of lifestyle choices available*
- Different communities offer a range of housing options* – affordability, types and tenures
- Rural lifestyle options*: hobby farms, country residential
- Affordable housing*, eg Leduc Foundation
- Seniors’ housing*
- School options: public, Catholic, francophone, bilingual

The region provides a diverse range of lifestyle choices beyond those found within the city of Edmonton. These range from farm and rural living to thriving small towns and cities.

The City of Leduc has a strong organization and regional presence in the affordable housing market.

Within the city are a range of developments demonstrating increasing densities ranging from high-rise living to compact comprehensively designed neighbourhoods.

Our community has a small town feel with city amenities.
Growth-Related Considerations

- Integrating strategies that promote affordability across the region and in relation to growth
- Aligning higher density housing with regional transit provision
- Minimizing the regional footprint and considering increasing the residential density targets
- Promoting a greater diversity of housing options needed to accommodate a changing demographic profile
- Addressing conflicts between residential uses and industrial uses, pipeline and power corridors, etc
Member municipalities form partnerships at regional and sub-regional levels to address shared challenges.
“There are lots of reasons to cooperate but very few political reasons to do it. Without an economic incentive, a lot of good ideas will be identified but with limited result. It’s the absence of a mechanism that rewards cooperation that prevents the region from taking advantage of its potential.”

*Choose to Lead, 2014*
Summary of Strengths:

• Strong intermunicipal relationships and collaboration agreements *

• Northern Capital Sub Region ("Internal Community"): Sturgeon County, Bon Accord, Gibbons, Legal, Morinville, Redwater, St. Albert)

• Alberta Industrial Heartland*: five municipal partners

• Integrated regional transportation, including commuter bus transit and roads*

• Shared infrastructure for water, wastewater, waste management, fire protection**

24 autonomous municipalities that provide the fabric for these assets to interweave throughout the quality of life in the region. Collaboration and diversity are keys to these strong assets that include the region’s public spaces, festivals, cultural and heritage activities as well as sports teams.
Growth-Related Considerations

- Going beyond sub-regional collaboration to achieve meaningful regional collaboration beyond sitting at the CRB table
- Exploring mechanism(s) to pool resources/revenue and cost share
- Considering tiers or rings within the region and structure growth plan policies in a manner that addresses the range of growth related issues
- Identifying constraints to regional collaboration in terms of governance
Regional assets identified through workbook responses and determined as significant on a regional scale.
**Heart** | Highest concentration of identified regionally significant assets

Regional assets identified through workbook responses and determined as significant on a regional scale.

Task Force Meeting: January 15, 2015
Core Component | Multiple identified regionally significant assets
Regional Core | Agglomerate of the core components

Regional assets identified through workbook responses and determined as significant on a regional Task Force Meeting: January 15, 2015
Distribution of Regional Assets

**Heart** | Highest concentration of identified regionally significant assets

**Core Component** | Multiple identified regionally significant assets

**Regional Core** | Agglomerate of the core components

Regional assets identified through workbook responses and determined as significant on a regional

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