I want to wish all the members of the Edmonton Metropolitan Region Board (EMRB) the best in 2020.

Regional cooperation and collaboration is very important to the quality of life of all Albertans. The EMRB continues to do a great deal to ensure the region has a strong and viable future. With the COVID-19 pandemic creating unprecedented challenges for Alberta communities, this work is more important now than ever before.

I want to thank the EMRB for all the work it has done so far, and wish its members all the best for the future.

The Honourable Kaycee Madu
MLA for Edmonton-South West
Minister of Municipal Affairs
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50 YEAR VISION

The Edmonton Metropolitan Region is the dominant hub for northern Alberta and is recognized globally for its economic diversity, entrepreneurialism, leadership in energy development, environmental stewardship and excellent quality of life.

MANDATE OF BOARD
Per Alberta Regulation 189/2017 Edmonton Metropolitan Region Board Regulation:

3(1) The Board shall
(a) strive towards consensus regarding matters before the Board,
(b) promote the long term sustainability of the Edmonton Metropolitan Region,
(c) ensure environmentally responsible land-use planning, growth management and efficient use of land,
(d) develop policies regarding the coordination of regional infrastructure investment and service delivery,
(e) promote the economic well-being and competitiveness of the Edmonton Metropolitan Region, and
(f) develop policies outlining how the Board shall engage the public on the Growth Plan and the Servicing Plan.

2) In fulfilling its mandate, the Board shall further
(a) prepare a Growth Plan,
(b) prepare a Servicing Plan,
(c) advise and make recommendations to the Minister regarding the implementation of the Growth Plan and the Servicing Plan,
(d) facilitate the resolution of issues arising from the preparation and implementation of the Growth Plan and the Servicing Plan, and
(e) develop and implement policies for the sharing of costs for regional projects of the Edmonton Metropolitan Region.
OUR FORWARD STRATEGY

- Introduction
- A Message from the Chair of the Edmonton Metropolitan Region Board
- A Message from the Members of the Edmonton Metropolitan Region Board
- A Message from the Chief Executive Officer of the Edmonton Metropolitan Region Board
The Edmonton Metropolitan Region Board (EMRB) is a corporation comprised of 13 participating municipalities as represented on the Board by the chief elected official (Mayor) of each respective municipality.

As mandated by the Government of Alberta, the EMRB functions to promote the long-term sustainability of the Edmonton Metropolitan Region; ensure environmentally responsible land-use planning, growth management and the efficient use of land; and to develop policies regarding the coordination of regional infrastructure investment and service delivery.

The EMRB works to ensure regional planning decisions are coordinated and consistent and is committed to working together for responsible growth and development that incorporates the land uses and resources required to enhance the quality of life for current and future generations.

The EMRB strives to establish streamlined organizational and operational efficiencies, reduce costs and administrative burdens to all levels of government and provincial ratepayers, maximize cost effectiveness through economies of scale, and to utilize regional cohesiveness and municipal synergies to enable a harmonized and coordinated approach to the development, implementation and delivery of priority regional Strategic Initiatives.

The EMRB leverages increased capacity and support to successfully deliver on its provincial mandate through the value-added involvements and in-kind contributions of a broad and diverse network of established strategic partnerships and relationships with stakeholders including municipalities, business and industry, non-governmental organizations, and academia.

The EMRB 2019-2020 Annual Report, provides a summary of the Corporate and Strategic Initiatives undertaken by the Board and EMRB Administration in the support and execution of the Mandate of the Board under the Edmonton Metropolitan Region Board Regulation. The Annual Report further provides the audited financial statements and audit opinion as prepared by independent auditor.

The EMRB 2019-2020 Annual Report is therefore presented by the Board in satisfaction of Section 708.09(1)(2) of the Municipal Government Act:

708.09(1) A growth management board must, within 120 days after the end of every financial year, submit to the Minister a report summarizing its activities during the financial year.

(2) On receiving the report under subsection (1), the Minister must lay a copy of it before the Legislative Assembly if it is then sitting or, if it is not then sitting, within 15 days after the commencement of the next sitting.
A MESSAGE FROM THE CHAIR OF THE EDMONTON METROPOLITAN REGION BOARD

The past year marks the third year of my term serving as Chair of the Board, and I am, once again, pleased to report on the significant progress of our regional initiatives. With each passing year, I am increasingly impressed by the work undertaken to realize the vision of our ambitious Growth Plan; a plan that I am confident will improve the quality of life, attractiveness and sustainability of the Region for generations to come.

We have much to celebrate over the last year, and even more to look ahead to as we make progress on our regional initiatives. But this report also comes amidst the peak of the novel coronavirus pandemic and a time of incredible social and economic upheaval for the institutions, families, and businesses of the Region.

Our communities are not the same communities they were before COVID-19. The COVID-19 pandemic has challenged every corner of this Region in ways we could never have predicted. I am impressed by the leadership demonstrated in all thirteen member municipalities and the diligence shown by regional citizens to protect our communities. As we look to recovery, the path ahead remains uncertain. What is certain is that regional collaboration will be more important than ever.

Reflecting on the resilience of this Region, I find myself asking what defines this Region? The answer to me seems clearer. The Region is us; bound together by the land we share, and caring for one another in times of prosperity and in times of trouble. This truth is shown to me every day in my interactions with the diverse people that call this place home.

It is the healthcare practitioner, the first responder, the virtual teachers, and the essential workers who show their courage by compassion and their strength by kindness. It is the convenience store and grocery clerk, the farmer and truck driver, who kept our shelves stocked. It is the public servants who keep our communities running. It is all those who make a sacrifice in their own lives for the benefit of our community.

When I reflect on our work as a Board over the last year, I remember who it is we serve and why. I am pleased to report that the Board has continued to deliver on our Mandate and commitment to the citizens of the Region.

I am also pleased with the work the Board has done to move toward establishing a Charter which will serve to define and support our work as a Board, clarify our roles and responsibilities, and reestablish guiding principles to fully realize the potential of this Region. This work will position the Board to be responsive to the challenges ahead, and guide our efforts to provide the leadership needed to ensure a more resilient, sustainable and vibrant future for the Region.

With my Board colleagues, I remain hopeful and optimistic for the future of our Region and for all our residents.

Dr. Jodi L. Abbott
May 2020
The thirteen Mayors who comprise the EMRB welcome your review of the EMRB 2019-2020 Annual Report.

Through our work over the last year we have continued deliver on our vision of responsible regional growth through our key Strategic Initiatives. Of particular note, we are pleased to have delivered the inaugural Metropolitan Region Servicing Plan, which was unanimously passed by the Board in December 2019. The Board will now move forward with the establishment of four Regional Collaboratives which will enhance the sharing of information and best practices to inform the delivery of key services in our Region.

Significant focus of the Board was directed towards a strategic review and the development of a renewed strategic plan. The strategic review exercise sought to assess and evaluate EMRB regional initiatives, and confirm the direction of efforts underway and their alignment to the EMRB Mandate and implementation of the Edmonton Metropolitan Region Growth Plan.

This important exercise was framed through visioning sessions and through which several key regional themes emerged. It is through this lens that the strategic review is being completed, gaps are being identified and a renewed strategic plan will be finalized. This work continues within the context of a drastically altered environment in light of the novel coronavirus pandemic. This new challenge has been exacerbated by economic uncertainties in the Region and will undoubtedly test municipalities of the Region, and its businesses, institutions and citizens.

Through these shared challenges, we find opportunity for a new level of collaboration. We
are committed, more than ever to creating the conditions for regional success and to providing the supports necessary for sustainable communities. COVID-19 has shown us precisely how integrated our communities, services and infrastructure are, and has offered a new lens to view regional partnerships and service delivery. To be successful, and to meet the critical needs of the Region, we cannot proceed unilaterally. Our regional strength and advantage has always been found in working together, in sharing our individual challenges, and in sharing the benefits of our successes.

The Board has spent meaningful time in the last year to reflect internally, and to review our governance and committee structures, in order to best support our collective efforts, maximize our time together, and to position the Board to identify and focus on those matters of strategic importance to the Region.

The Region is not an island unto itself. The Board will continue to reach out to our many partners, stakeholders, and the provincial government to work together, and to rise to meet this challenging and defining moment of our time.
A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER OF THE EDMONTON METROPOLITAN REGION BOARD

On behalf of the EMRB Administration, I am pleased to present our 2019-2020 Annual Report for your review. Like our Board colleagues, our EMRB Administrative team has shared in the challenges and upheaval this year has brought for the Region. Since joining the EMRB, I have come to know our Board, staff, municipal colleagues, and regional partners well. In light of the COVID-19 pandemic, we, like all citizens of the Region, have had to adapt and adjust to a new normal.

Despite the physical distance we now face, this Region, and its citizens, are resilient. In that spirit of resilience, our work continues. Revisioning the way we work brings with it an opportunity to bring reimagine how the Region comes together, and to chart a regional future that sees citizens and business come out stronger on the other side of the adversity we share.

Our 2019-2020 Annual Report is an opportunity to recognize the hard work of the EMR Board and Administration over the past year, and to acknowledge the significant participation of our municipal colleagues and stakeholders who provide us with the expertise and capacity necessary to deliver on our Mandate.

The diverse perspectives of our regional partners are invaluable in the development and implementation of our regional initiatives. Through ongoing outreach and engagement with stakeholders, the EMRB has made significant progress towards achieving our long-term vision for the Region.

Looking back at the past year, I am proud to report that EMRB Administration worked effectively and efficiently to deliver tangible progress on the regional initiatives approved by the Board. Over the course of the year, our team has enhanced corporate communications, project management and administrative processes to provide greater organizational oversight, accountability and performance reporting. As a team, we are committed to collaboration and innovation to improve the way we work.

With that commitment in mind, our 2019-2020 Annual Report serves to clearly report on our performance including specific activities, milestones and outcomes of our regional initiatives. Moreover, the 2019-2020 Annual Report better demonstrates the alignment of our activities to the objectives of our Strategic Plan.

Also captured in our Annual Report are details of the creation of a Corporate Risk Profile, the development of a Corporate Bylaw and Policy Framework, and other process improvement initiatives to enhance our administrative and financial accountability.

The efforts of the Board and the steadfast support provided by EMRB Administration continues to be transformational and legacy work for this Region. We are more committed than ever to delivering on our Edmonton Metropolitan Region Growth Plan and the Metropolitan Region Servicing Plan to create a more attractive, resilient, competitive and sustainable Region for generations to come.

Karen Wichuk
MAY 2020
THE EMRB OPERATING ENVIRONMENT

» The EMRB Region at a Glance
» EMRB Governance
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» The EMRB Organizational Structure
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THE EMRB REGION AT A GLANCE

A DEMOGRAPHIC SNAPSHOT OF OUR REGION

We are thirteen unique municipalities accounting for over 1.4 million citizens and nearly a third of the province’s population and economic activity. From farmers to factories, community halls to shopping malls, and tool sheds to tech startups, the Edmonton Region has it all.

The diversity of rural counties, towns and urban cities define the Region, offering an unparalleled quality of life and destination for investment our economy and the talent that calls this Region home.

The Edmonton Metropolitan Region covers nearly 9,500 square kilometers in the heart of central Alberta. The network of roads, rails and runways stretching across the Region in every direction and to every community connect our citizens and economy to the markets around the globe.
Our Region is connected by more than just transportation networks. We are connected by jobs, families and the amenities that make this Region such an attractive place to work and live, and we are connected by a shared vision of a region that plans without boundaries for the future.

The Edmonton Metropolitan Region is the second youngest and second fastest growing Region in Canada – and we are a Region on the move. This is what sets us apart.
EMRB GOVERNANCE

The Edmonton Metropolitan Region Board is a not for profit corporation established under the Edmonton Metropolitan Region Regulation and is comprised of 13 members municipalities as represented by each respective Mayor; a non-elected Board Chair (non-voting); and a Provincial Government of Alberta Liaison (non-voting).

The Edmonton Metropolitan Region Regulation 189/2017 further specifies the Mandate, powers and duties of the Board, and voting rights.

OUR GUIDING PRINCIPLES

COLLABORATION:
WORKING TOGETHER
We are committed to working together to achieve our vision.

INNOVATION:
CREATIVE AND NIMBLE
We are leaders that embrace better ways to achieve long-term prosperity.

BUILD TRUST:
RESPECT
We will foster healthy relationships and build trust by taking ownership of our results.

UNIFIED:
ONE VOICE
We are champions for the Region and work towards our shared outcomes.
STATEMENT OF ACCOUNTABILITY

The EMRB is accountable to member municipalities, residents, key stakeholders and the Government of Alberta to ensure the execution of the Board Mandate under Regulation and the priorities identified therein to ensure the sustainability of the Region for future generations.

The Board is committed to transparency and the conduct of meetings in public subject to the limited exceptions to disclosure in Division 2 of Part 1 of the Freedom of Information and Privacy Act.

The Board is supported by a comprehensive corporate governance model which provides clear written policy and procedures to govern both Board and administrative matters and includes:

- Preparation of a Business Plan, updated annually which sets direction, establishes priorities and reports on progress towards Growth Plan objectives.
- Adherence to fiscal management and reporting in compliance with the Financial Administration Act and Canadian public sector accounting standards.
- Preparation of an Annual Report to the Minister of Municipal Affairs as required by the Municipal Government Act.
- Commitment to monitor the implementation of the Growth Plan by reporting on performance measures related to the operations of the Board and the Growth Plan.
- Commitment to an evergreening of the Growth Plan every 5 years.
- Ongoing advocacy in support of regional priorities.
- Communication with member municipalities, stakeholders and the public.

OUR VALUES

RESPECT
We build open and honest relationships through collaboration.
We are service oriented and treat others as we want to be treated.

INTEGRITY
We lead by example as guided by our principles.
As professionals, we honour our word and own the results.

ACCOUNTABILITY
We deliver excellence through diligence and service.
As a team, we are responsible for ourselves and each other.

INNOVATION
We are solutions oriented.
We take risks as we embrace better ways, and drive change.
Originally created in 2008, the Edmonton Metropolitan Region Board is one of two provincially-mandated regional growth management boards in Alberta. The Board is enabled by the Municipal Government Act, specifically the Edmonton Metropolitan Region Regulation.

Amended in 2017, the Edmonton Metropolitan Region Board Regulation served to transition the Capital Region Board (CRB) to the Edmonton Metropolitan Region Board (EMRB) and reduced the composition of the Board from 24 to 13 member municipalities with populations of 5,000 or more. The amended Regulation also enhanced our Mandate to prepare an integrated growth management plan for the Edmonton Metropolitan Region, and to develop a Metropolitan Region Servicing Plan (MSRP).

The updated Edmonton Metropolitan Region Growth Plan was also approved by the Government of Alberta on October 26, 2017. Endorsement from the Province guides our work to implement the Growth Plan, approve statutory plans through the Regional Evaluation Framework (REF), and
implement the MSRP, among other initiatives that will improve the economic competitiveness and quality of life in the Region.

In addition to enabling the work of the EMRB through the Regulation, the Government of Alberta provides funding to the EMRB for core operations and Strategic Initiatives through a grant agreement under the Alberta Community Partnership (ACP) Grant Program. Additional funding for regional Strategic Initiatives is provided by the member municipalities of the Board.
The EMRB Decision-Making Structure function is supported through:

- **Executive Committee and the Audit & Finance Committee** which support our governance, strategic priority setting, and financial and audit accountabilities.

- **Task Forces** which provide strategic guidance, direction and support to the implementation of key project initiatives.
Working Groups which provide the operational and technical expertise necessary to manage and develop projects and activities in support of key initiatives of the Board.

Decision making occurs as a result of recommendations from the Committees and Task Forces as advanced for the full deliberation and approval of the Board.

Each level in the EMRB Committee structure is supported by formalized Terms of Reference.

“Regional collaboration is our gateway into a positive and resilient future, and we are fortunate to be part of a region that makes this a priority. As we evolve as a city, a region and a network of communities, we are committed to collaboration that sees all partners benefit.”

MAYOR BOB YOUNG
CITY OF LEDUC
**EMRB ADMINISTRATION**

In support of the implementation of the Edmonton Metropolitan Region Growth Plan and regional Strategic Initiatives, the Board maintains a dedicated staff of project managers, subject matter experts, and administrative professionals. EMRB Administration provides essential support to deliver on the vision of the Board while ensuring transparency and accountability in project and financial management.

EMRB Administration is committed to serving the Board, stakeholders and the citizens of the Region with Respect, Integrity, Accountability, and Innovation.
RELATIONSHIPS AND PARTNERSHIPS

Our Region is the product of the contributions and effort of all those that call it home. In addition to our collaboration with member municipalities, we value the perspectives and insights that business, industry associations, and diverse community organizations across the Region offer to our work.

Our Growth Plan and initiatives will define the form and function of the neighbourhoods, the streets, and public spaces that make up our Region, and will shape the infrastructure and services that families and businesses use every day. Through engagement we can ensure the work is right-sized to the Region, capitalizes on the experience that stakeholders have to offer, and creates the conditions for regional prosperity.

Our commitment to stakeholder engagement will determine the success and value of our work. This past year marked a positive reset in stakeholder engagement for EMRB as we built stronger relationships with associations and individual members of the development industry, academic institutions, regional chambers of commerce, organizations representing land-use planning in the Region, as well stakeholders from the business community.

“Morinville is a proud member of the Edmonton Metropolitan Region Board. Our residents and businesses alike benefit daily from our work. We benefit from an award-winning and integrated land-use plan focused on economic prosperity and quality of life for all citizens of the Edmonton Metropolitan Region. We move seamlessly throughout the Region utilizing our Regional transportation systems. We purchase food from local agricultural producers. And, we choose to live in a Region and in a community that has placed a priority on orderly, economical and environmentally responsible growth. If Morinville is to continue to have a bright and sustainable future ahead of it, we need to continue to be seen as leaders, advancing not only our own, but the Region’s priorities. Our future depends on it!”

MAYOR BARRY TURNER
TOWN OF MORINVILLE
THE 2019-2020 EMRB PERFORMANCE STORY
STRATEGIC AND CORPORATE INITIATIVES

- EMRB Growth Plan and Strategic Initiatives
  - MRSP Metropolitan Region Servicing Plan
  - Implementation of the Edmonton Metropolitan Region Growth Plan
  - RAMP Regional Agriculture Master Plan
  - IRTMP Integrated Regional Transportation Master Plan
  - RECAS Regional Energy Corridors Advocacy Strategy
  - REF Regional Evaluation Framework

- Strategic Initiatives to Advance the EMRB Role in Regional Leadership and Collaboration
  - SISB Shared Investment for Shared Benefit
  - Regional Broadband
  - Growth Plan Key Performance Indicators
  - Edmonton Metropolitan Region Geographic Information Services

- Conclusion

- EMRB Continuous Improvement Board and Corporate Initiatives
INTRODUCTION

The Edmonton Metropolitan Region Board is uniquely positioned to address the challenges and opportunities associated with growth as one integrated, borderless Region. As a Board, we represent four rural and nine urban municipalities, all committed to building a resilient, sustainable and prosperous Region.

Working together, as a growth management board focused on planning for the future, the Board provides regional leadership in the identification of Strategic Initiatives to position the Region to be economically and globally competitive. The EMRB strives to ensure its regional plans are prioritized to provide a measurable return on investment, and that its public policy work enables timely and effective outcomes for the long-term success of the Region.

Throughout 2019/2020, the work of the EMRB focused on three areas:

» Delivering on the Mandate

» Further work on implementation of the Regional Growth Plan

» Pursuing Strategic Initiatives to advance the EMRB’s role in Regional Leadership and Collaboration

DELIBERATING ON THE MANDATE

The Board’s roadmap for planning for future growth is the Edmonton Metropolitan Region Growth Plan, Re-imagine. Plan. Build. (EMRGP) approved by the Government of Alberta in October 2017. The Growth Plan provides an integrated approach to planning for future growth providing direction for both rural and urban municipalities to work together to achieve shared outcomes. The underlying theme of the Growth Plan is to achieve ‘responsible growth’ characterized by a reduction in the urban footprint through more compact development, implementation of a multi-modal transportation network, strategies to mitigate the impacts of climate change and protect the environment, a plan for the efficient delivery of services and infrastructure, and to enable economic diversification and ensure future food security for all citizens.
The Board’s priority this past year was to deliver on an expanded mandate with the completion of the inaugural Metropolitan Region Servicing Plan (MRSP). The intent of the MRSP was to establish a collaborative mechanism to enable cost-effective planning of regionally significant infrastructure and municipally delivered services, consistent with the outcomes of the 30-year Growth Plan. The objectives of the MSRP were to identify the services required to support the goals of and implementation of the Growth Plan; to support the optimization of shared services; to facilitate orderly, economical and environmentally responsible growth, and to coordinate planning and decisions regarding the optimization of ratepayer dollars.

The development of the MRSP was led by a seven member MRSP Task Force of Mayors and Councillors from across the Region. The work of the MRSP Task Force was further supported by an MRSP Advisory Group comprised of senior municipal administration, and by four Technical Working Groups consisting of subject matter experts from the four service areas.

The inaugural MRSP was completed within 2 years and started with the completion of an Environmental Scan of seven service areas including transportation (roads), regional transit, water, wastewater, stormwater, solid waste and emergency services. The MRSP Environmental Scan provides a concise, region-wide understanding of the current state of these municipal services at a point in time to inform the focus and future work of the MRSP. The EMRB agreed to initially focus
on four service areas, stormwater, solid waste, fire/EMS and emergency management, which it believed to have the greatest potential for achieving greater efficiency and optimization of resources through a collaborative regional approach. For the four remaining service areas, water, wastewater, transportation (roads) and regional transit, the Task Force recognized current mechanisms, existing entities and regional partnerships already exist to effectively plan for future growth.

The inaugural MRSP was approved by the Board in December 2019 and submitted to the Province for approval.

As the Region grows, the costs associated with providing infrastructure and efficient services for another one million regional residents will be greater than what one individual municipality can manage alone. The work of the EMRB through the implementation of the inaugural MRSP will further the spirit of trust, collaboration, and problem solving that defines our Region.

The MRSP includes a proposed governance structure to oversee the implementation of four Regional Collaboratives who will lead the work to achieve these outcomes in time - regional level planning and/or service delivery, prioritization of regional investments, as well as engagement and ongoing collaboration with key stakeholders towards the implementation of the MRSP.

Through continued regional collaboration, the MRSP will facilitate evidence-based decisions and support the identification of cost-effective investments to reduce duplication and redundancy, optimize services between municipalities, and ensure citizens have the full range of services they require.

### 2019/2020 ACCOMPLISHMENTS

- **Environmental Scan** inclusive of all 7 Service Areas.
- **Regional Infrastructure Maps** for all Service Areas
- **Stakeholder Engagement Plan**
- **Terms of Reference for Regional Collaboratives**
- **Final Report** – MRSP Vision, Guiding Principles and a Vision Statement and Action Plans for each Regional Collaborative
- **4 – Task Force Meetings**
- **3 – Advisory Committee Meetings**
- **13 – Technical Working Group Meetings** (4 Fire/EMS, 4 Solid Waste, 2 Emergency Management, 3 Stormwater)
- **6 – Presentations to half of the Region's Municipal Councils**

### WHO'S INVOLVED

- Task Force (7 Members)
- Advisory Group (13 Municipal Members + Regional Stakeholders)
- Technical Working Groups of 3-5 Members for each of the 4 Service Areas
- Regional Stakeholders – Water Commissions, EPCOR, Fire Chiefs, Solid Waste Ecosystem stakeholders
- EMRB Administration
- Consultant Team

### PROJECT DURATION

- **2 Year Project started**
  - November 2017 – completed December 2019
- **Deliverable:** Inaugural Metropolitan Region Servicing Plan

### PROJECT BUDGET

- $554,200

### STRATEGIC PLAN OBJECTIVE

- Responsible and Sustainable Growth
To ensure the momentum behind the MRSP continues, in 2020/2021, the Board is proceeding with the implementation of the recommendations in the Plan. Starting with the standing up of a MRSP Standing Committee and the staged initiation of four Regional Collaboratives – Solid Waste, Stormwater, Fire/EMS, and Emergency Management.

The Regional Collaboratives will be led by a member municipality and each collaborative will include a member from all 13 member municipalities and other subject matter experts, as required. The Regional Collaboratives will concentrate and focus efforts and expertise, provide a supportive forum to foster research, build and share regionally relevant intelligence, and provide the data necessary for evidence-based decisions and actions.

MRSP Task Force Chair Ralph and EMRB Administration will also complete the municipal presentations to councils as part of the implementation and engagement commitment by the Board, seeking input to inform the implementation plan.

“The Metropolitan Regional Servicing Plan represents an opportunity to demonstrate to our citizens the value of collaboration. The delivery of transportation, water, waste and emergency services directly impact the daily lives our residents. Now that the Plan is in place, EMRB members can generate momentum around regional projects and realize their benefits. It is going to be an exciting time to be part of this Region.”

MAYOR WILLIAM CHOY
TOWN OF STONY PLAIN
Throughout 2019/2020, the Board continued to focus on specific initiatives to support the implementation of the Growth Plan. To include the development of a Regional Agriculture Master Plan (RAMP) started in 2018/2019, and the initiation of a project in year, to update the Integrated Regional Transportation Master Plan (IRTMP), initially approved by the Capital Region Board in 2011.

The Board also launched the next phase of work on Regional Energy Corridors with a Strategic Initiative focused on developing a Regional Energy Corridors Advocacy Strategy (RECAS). Other significant projects included further work on the Regional Evaluation Framework (REF), the preparation of the annual 2019 Transportation Priorities Report. Finally, a project to identify outstanding data sources for seven new Growth Plan Key Performance Indicators (KPIs) with an added enhancement to identify key drivers which can influence the results of the Growth Plan KPIs to enable better understanding of the results.

The first amendment of the Growth Plan was implemented this year with the addition of the Sturgeon Valley Special Study Area negotiated policies. The special study area was identified in the Growth Plan as having unique circumstances requiring additional study to address the future development plans within Sturgeon County in collaboration with the City of Edmonton and the City of St. Albert. The study area was approved by the Board in December 13, 2018 followed by the Province on January 23, 2019 and integrated into the Growth Plan in October 2019.
The Board’s work is greatly enhanced through its commitment to ensure the involvement of the people and organizations to provide critical knowledge, insights and experience to inform the discussions around the EMRB table. All the Board’s work is inclusive of broad Stakeholder Engagement involving member municipalities, and in some cases non-member municipalities, academics, other orders of government, the private sector, NGOs and project specific regional stakeholders.

It starts with the commitment of member municipalities through Mayors and Councillors participating on Task Forces and Committees, CAOs and Municipal Administrations working on Advisory Groups, Sub-Committees, Working Groups and Technical committees, supplemented by consultants with subject matter expertise.

Key partnerships include Alberta Capital Region Wastewater Commission (ACRWC), EPCOR, Urban Development Institute (UDI), Edmonton Global, Canadian Home Builder’s Association, University of Alberta, Alberta Land Institute, provincial and federal ministries, Edmonton Food Council, Edmonton Area Land Trust, to name a few, contributing valuable expertise to inform public policy and collaborative planning for a stronger, integrated Region.

“In our Growth Plan our Region committed to advancing growth in a sustainable and efficient way, and in so doing we would save $5 billion. The Metropolitan Region Servicing Plan is an important step on our path toward achieving these goals. I’m excited about the potential ahead as we begin implementing this plan, starting with collaboration on solid waste.”

MAYOR DON IVESON
CITY OF EDMONTON
Agriculture is the largest single land use in the Region, a key economic sector and an irreplaceable resource for local food security. During the Region’s rapid, uncoordinated growth of the past, neither the Province nor municipalities considered ways to conserve prime agricultural lands as a vital component to the sector. Agriculture is of historic, cultural, social, environmental and economic significance to this Region and is becoming increasingly more important to support provincial goals that contribute to economic diversification and ensure local food security and a high quality of life for citizens.

The development of a Regional Agriculture Master Plan (RAMP) was identified as specific requirement of the implementation of the Growth Plan. The emphasis is on addressing the viability of the Agricultural Sector by addressing land use conflicts. The Growth Plan direction was to consider public policy mechanisms to support the identification and conservation of a supply of prime agricultural land for future food security, minimize fragmentation and conversion of prime agricultural land for non-agricultural uses and promote the diversification and value-added agriculture production and plan infrastructure to support the agricultural sector and regional food system. In addressing these objectives though a regional plan, the EMRB has the opportunity to demonstrate leadership in addressing a policy gap identified in the Provincial Land Use Framework (LUF), to include the development of a process to limit fragmentation and conversion of agricultural lands, in addition to identifying areas for conservation.

MESSAGE FROM THE CHAIR

“As Chair of the RAMP Task Force, I am pleased with the progress we’ve made to date recognizing significant work lies ahead to ensure the viability and vibrancy of the Region’s agricultural sector. RAMP will provide food security and allow the Region to diversify our economy by capitalizing on the tremendous opportunities we have in the global marketplace. To do this, we need to protect our prime agricultural lands. The benefits go well beyond expanding the economic base of our agricultural sector - there are associated health, social and environmental benefits. This is about posterity; taking action for future generations, leaving a legacy the EMRB can be proud of.”
Agriculture represents a significant economic, environmental and social opportunity for the Region. Some of the best and most productive agricultural lands are located in this Region. This creates a locational and competitive advantage to optimize the use of agricultural land base, recognized as a nonrenewable resource, to enable the growth of the sector, particularly agri-food and value added agriculture at a time in our history, when economic growth and diversification is becoming essential.

The Board appointed a 7-member Task Force of Mayors and Councillors in 2018/2019 to oversee the development of a RAMP within two years of the approval of the Growth Plan. The Task Force also includes representation from the federal and provincial government, Edmonton Global and a subset of members from the RAMP Working Group as technical advisors. The work of the RAMP Task Force is further supported by a RAMP Working Group comprised of senior municipal administration from all 13 member municipalities, and representatives from each of the four Agricultural Service Boards, and the Province through the Ministry of Agriculture & Forestry.

The development of a RAMP is a complex undertaking requiring ongoing input, support and partnerships from other orders of government and a broad range of regional stakeholders. The Task Force has completed an essential piece of work entitled the “Economic Imperative” which serves as the rallying piece behind the importance of agriculture and opportunity for growth driven by investment in value-added and agri-foods to the Region and the role of RAMP. The Economic Imperative highlights the need for a focused
intentional and integrated plan in order to accomplish new growth through a modest increase in value-added food production. The growth and recognition for the sector regionally is envisioned to come from an increase in economic output and employment, attraction of new innovation, new investments and partnerships on the national and international stage.

Work by the Task Force is nearing completion on a draft integrated policy framework to specifically recognize the different areas for agricultural activity in the Region. The aim is to ensure the regional agriculture policy framework and draft policies to provide certainty for agriculture producers and the land development industry to inform future growth. Further work is planned to identify and address critical infrastructure gaps and on developing a strategy and plans to effectively deliver general education and awareness to promote the value and importance of supporting the agricultural system and to enable the productivity and sustainability of the sector.

RAMP is also being developed at a time when our planning must consider the broader challenges facing cities and regions. Like the importance of planning for resiliency including mitigating the effects of climate change, the importance of environmental stewardship, future food security, the broader topic of food sovereignty and ensuring a secure food supply chain for all citizens of the Region and Alberta.

Critical to completing the work required for an inaugural RAMP is to collect the insights and advice from a broad base of stakeholders. Implementation of the Stakeholder Engagement Plan will focus on consulting with individuals and organizations who are vested in or have a vested interest in the growth and sustainability of the sector. The Task Force is working to finalize the policy area framework and policy directions to socialize with municipal councils, producers, industry associations, agri-food processors, consumers, academics, and policy makers, etc. The collective input from these and other stakeholders will help shape the inaugural RAMP and recommendations for implementation.

“Acknowledging the importance of agriculture through the Regional Agriculture Master Plan (RAMP) came at the right time. Recent disruptions in food supply chains have heightened people’s awareness of food security and autonomy, and highlighted the importance of the agriculture industry. This industry is a major economic driver in the Edmonton Metropolitan Region, and has potential to generate $173 billion by 2046. RAMP will promote agriculture viability, protect agricultural land, help meet the global demand for 70 per cent more food over the next 30 years, and ensure a robust agriculture industry that benefits the Region today and into the future.”

MAYOR TANNI DOBLANKO
LEDUC COUNTY
The Integrated Regional Transportation Master Plan (IRTMP) was first adopted in 2011, establishing a regional transportation network to serve the growing Region for a period of 35 years. The inaugural IRTMP was implemented through a ranking of capital projects from across the Region with member municipalities for submission to the provincial budget process, called the Regional Transportation Priorities Report.

The adoption of the Growth Plan in 2017 chartered a bold new direction for transportation in the Region, especially through the linkages of transportation to the other five policy areas. As an example, the densities of neighbourhoods and employment areas will have an enormous influence on the efficacy of shifting the Region’s population to higher transit ridership; and the provision of transit supports complete communities and essential social services. This broadened understanding of transportation systems and an integrated approach to planning for the Region’s future warrants an equally visionary Integrated Regional Transportation Master Plan.

The IRTMP is one of the projects identified to implement the Growth Plan, by developing a future transportation network and providing policy direction to support growth in the Region to 2044. The IRTMP includes several deliverables to identify the current state of the Region as we prepare to develop transportation strategies to realize the bold direction of the Growth Plan.

The Board appointed a 7-member Task Force of Mayors and Councillors in to oversee the update of the IRTMP. The Task Force also includes

MESSAGE FROM THE CHAIR

“The City of Fort Saskatchewan supports the work of the EMRB and as Chair of the IRTMP Task Force, I am proud that we are planning a transportation network without boundaries to ensure our Region is connected, competitive and positioned for growth.”

MAYOR GALE KATCHUR
CITY OF FORT SASKATCHEWAN
representative from Alberta Transportation and three members from the Working Group, serving as technical advisors. The work of the IRTMP Task Force is further supported by a 12-member Working Group comprised of senior municipal administration with a range of transportation, land planning, engineering and modelling expertise and a representative from Alberta Transportation.

Planning for the IRTMP is reliant on an updated Regional Travel Model to assist with determining transportation options, understanding the effects of proposed policies, and providing technical outputs for use by municipalities in local transportation planning. The Regional Travel Model will also be key to identify those capital projects that will provide the greatest benefits to the Region during the annual Regional Transportation Prioritization process.

REGIONAL TRANSPORTATION PRIORITIES REPORT

The Regional Transportation Priorities Report is produced on an annual basis and was first developed as an implementation measure of the IRTMP in 2013. Each year, municipalities are invited to submit capital projects for regional transportation infrastructure, which are then collectively ranked for their alignment and furthering of Growth Plan policies. The Board adopts the final list, which is submitted to the Province for consideration in the annual budget process.

The Regional Transportation Report is an important investment and communication tool for the Region in that it represents the collective funding request for regionally significant transportation projects through a unified voice. To ensure future relevancy of the annual prioritization process, the IRTMP project includes a review of the existing ranking process and update to include an evidenced-based process that will demonstrate those projects that make the greatest difference to a determined outcome, such as reducing greenhouse gas emission or increasing connectivity. The intent is to provide a deeper understanding of the anticipated returns on proposed capital investments.

2019/2020 ACCOMPLISHMENTS

- Project Kick-Off with establishment of Task Force and Working Group
- Memorandum of Understanding signed between EMRB, Alberta Transportation and City of Edmonton for resourcing the Regional Travel Model
- Draft Environmental Scan completed
- 3 Task Force Meetings
- 8 Working Group Meetings

WHO’S INVOLVED

- Task Force (7 Members, plus the Province and 3 Working Group Advisors)
- Working Group – 12 member municipalities
- Engagement with Regional Stakeholders – Edmonton Global, Alberta’s Industrial Heartland, Edmonton International Airport, CP and CN railways, and Government of Canada
- EMRB Administration
- Consulting Team

PROJECT DURATION

- 2 Year Project started June 2019 – June 2021
- Deliverables: Integrated Regional Transportation Master Plan - Regional Transportation Priorities Evaluation Process - 2021 Regional Transportation Priorities Report

PROJECT BUDGET

- $593,375

STRATEGIC PLAN OBJECTIVE

- Maintaining Momentum
The Environmental Scan was adopted by the Board on May 14, 2020, followed by completion of work on land use forecasting and the transportation network. This work will help the Task Force envision the transportation future for the Region, including the formation of development forecasts for modelling followed by the development of the IRTMP policy framework.

While developing the IRTMP policy document, the Task Force and Working Group will create plan objectives and the means to measure progress towards achieving those objectives and translated into indicators. This work will inform the methodology to develop the Regional Transportation Prioritization Process to determine those capital projects that would provide the greatest return on investment for the Region.

“I’m looking forward to working with regional partners as we embrace innovative technologies and bold new approaches to thinking regionally about transportation. Through the IRTMP, our Region can collaborate to build a more efficient and integrated regional transportation network for citizens and businesses of today, and tomorrow.”

MAYOR JOHN STEWART
CITY OF BEAUMONT
The Edmonton Metropolitan Region is a hub for oil and gas exploration and development in Western Canada and has a vast network of petroleum pipelines and power transmission lines, which frequently occupy the same linear footprint as energy corridors. The Region’s existing energy corridors are at or near capacity and anticipated oil and gas development will require additional energy corridor capacity.

Current models for energy corridors focus on proponent-driven solutions, resulting in land fragmentation, constraints to pipeline expansion, and uncertainty for industry and municipalities. There is no clear authority leading a coordinated approach to energy corridor planning in the Region and municipalities have limited capacity to influence the location of energy corridors. Municipalities are limited to intervener status in regulatory hearings and are not the final arbiter of corridor locations. Municipalities have expressed a need for a stronger voice in the planning and regulatory process, particularly given its impacts on regional growth planning.

The Regional Energy Corridors Advocacy Strategy (RECAS) project is to develop an advocacy strategy for member municipalities to communicate and advocate for greater involvement in energy corridor planning in support of their role in regional land use planning and ensure the objectives of the Growth Plan for responsible growth are not jeopardized.

The outcomes for this project are to identify opportunities for greater involvement of municipalities for a more coordinated approach to energy corridor planning in the Region, and to provide greater clarity and certainty to municipalities and industry. Positioning the Region to prepare for and support anticipated energy investment.

This project builds on previous work specifically addressing recommendations made in the 2014 Capital Region Regional Energy Corridors Policy Framework and the 2016 Capital Region Energy Corridors Master Plan, as well as key takeaways.
from the 2018 Edmonton Region Energy Corridors Forum.

The strategic oversight for this initiative is coming directly from the EMRB.

The final project deliverable will be a comprehensive energy corridors advocacy strategy to promote a more substantive role for municipalities in energy corridor planning within the Region. The advocacy strategy will also propose recommendations for more coordinated regional approaches to energy corridor planning in the Region.

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<thead>
<tr>
<th>2019/2020 ACCOMPLISHMENTS</th>
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<tbody>
<tr>
<td>• Review and analysis of current state of energy corridor planning</td>
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<td>• What We Know report that summarizes the current state review</td>
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<td>• External Stakeholders Interviews energy corridor planning</td>
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<td>• 1 Engagement Session with the Board (Oct 4)</td>
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<td>• What We Heard report that summarizes results of external stakeholder interviews</td>
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<th>WHO’S INVOLVED</th>
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<td>• EMRB Administration</td>
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<td>• Project Consultant</td>
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<td>• External Stakeholders</td>
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<th>PROJECT DURATION</th>
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<tr>
<td>• 1 Year Project started July 22, 2019 – May 2020</td>
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<tr>
<td>• Deliverable: Comprehensive Advocacy Strategy and recommendations for implementation</td>
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<th>PROJECT BUDGET</th>
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<th>STRATEGIC PLAN OBJECTIVE</th>
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<td>• Maintaining Momentum</td>
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On October 26, 2017, the Edmonton Metropolitan Region Board (EMRB) was established under the Modernized Municipal Government Act and EMRB Regulation 189/2017. The EMRB Regulation specified the continuation of the Regional Evaluation Framework (REF) to provide the Board the authority to evaluate and approve member municipality’s statutory plans in order to ensure alignment with the principles and policies of the Growth Plan. With the updating of the Growth Plan, it became necessary to review and update REF to specifically align with a new set of principles and policies, and to recognize the holistic nature of the new regional plan through six integrated policy areas.

The REF provides the legislative authority and is the primary mechanism to ensure local plans are consistent with the goals and policy objectives and outcome of the Growth Plan. Granted through Ministerial Order MSL:111/17, the REF provides member municipalities with specific criteria to determine when new municipal statutory plans and statutory plan amendments must be submitted to the Board for approval as well as the procedures for submission.

The REF provides the Board with the necessary oversight to ensure a harmonized and collaborative approach to land use planning, allowing neighbouring municipalities to plan for growth together and share in the success and benefits of smart regional growth; providing long-term economic prosperity and enhanced quality of life for all citizens of the Region. The REF process ensures growth planning decisions are considerate of responsible land use planning, adhering to the requirement to increased densities to reduce the urban footprint and to coordinate infrastructure investments, and maximizing efficiencies in municipal servicing in order to reduce costs and duplication of efforts.

The Growth Plan and REF Implementation Working Group, initiated in 2018/2019, continued to meet regularly to advance solutions to support the clarification around the interpretation and intent of Growth Plan policies and implementation. The Working Group includes representation from 13
member municipalities who met eight times over this past year. As a result of the dedication and commitment to collaboration by members of this Working Group, several enhancements to the EMRB Planning Toolkit were completed in partnership with members of industry represented by Urban Development Institute (UDI) Edmonton Region. These enhancements include several additional interpretive guides, policy interpretations, and clarity around expectations for submission and evaluation of REF applications. These changes are anticipated to result in fewer REF applications and enabling municipalities greater flexibility in approving development applications.

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**REF STATS**

**2019/2020**

**REF APPROVALS**
Reflects the status of REF applications submitted to the EMRB for review.

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<th>For 2019-2020</th>
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<td>Applications Submitted</td>
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<td>Applications Withdrawn/Rejected</td>
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**TARGETTED OUTCOME**
Continued collaboration between all stakeholders.

“Over the last decade, communities in the Region have made valuable progress in approaching complex, regional issues with a collaborative mindset through the Edmonton Metropolitan Region Board. We know our municipalities are interconnected in many ways and that our residents often view the Region as borderless. It has been incredibly rewarding for the City of Spruce Grove to be able to contribute to the Board’s initiatives, which not only improve the quality of life for residents of Spruce Grove and across the Region, but is fundamentally helping to shape the future of our communities.”

**MAYOR STUART HOUSTON**
**TOWN OF SPRUCE GROVE**
The Working Group continues to be a regional forum for members to discuss emerging issues, request guidance on interpretation from planning peers, engage with members of industry through UDI, and to continue to evolve the EMRB Planning Toolkit to ensure the REF process fulfills the objectives of the Growth Plan.

In conjunction with the Working Group, EMRB Administration will undertake a comprehensive review and update to the EMRB Municipal Planning Toolkit to better integrate new material into the document and to improve the overall usability and accessibility of the information by all stakeholders. It is critically important the EMRB Municipal Planning Toolkit remains current to effectively support member municipalities with the implementation of the Growth Plan.
STRATEGIC INITIATIVES TO ADVANCE THE
EMRB ROLE IN REGIONAL LEADERSHIP AND
COLLABORATION

In accordance with the Mandate of the EMRB, the Board is not limited in its work to an advisory capacity nor policy development role. While the development and implementation of a Growth Management Plan and a Metropolitan Region Servicing Plan are core responsibilities, the Board has broad authority in the preparation of these plans and to have regard for any other matter relating to the physical, social and economic development of the Edmonton Metropolitan Region.

In 2019/2020, the Board engaged in two transformational Strategic Initiatives – Shared Investment for Shared Benefit and Regional Broadband. These two initiatives are recognized as legacy work being led by the collective 13-member Board itself and considered to be regionally significant. The outcomes will enable continued economic prosperity and enhance the quality of life for all citizens of the Region.

Shared Investment for Shared Benefit is a progressive approach to developing and implementing a collaborative funding model for regionally significant initiatives where a shared investment model will result in broad benefits for the Region. Whereas understanding the Region’s access to the internet holistically, including the quality of connectivity, through a regional broadband study is critical to inform the Region’s economic competitiveness. It is also increasingly important to business retention and growth in addition to investment attraction efforts. These two Strategic Initiatives exemplify the thought leadership and the strength in the collaborative nature of the Board to ensure we are investment ready and able to compete globally while ensuring we continue to be an attractive, livable and affordable Region for all citizens.
Shared Investment for Shared Benefit (SISB) models are decision-making tools to identify initiatives that require a shared approach among partners and quantify the required investment and benefits for those partners. Shared Investment for Shared Benefit can mean much more than allocating dollars into infrastructure; for example, sharing data or expertise for shared regional benefit.

As a region, we know we are stronger when we work together. The Growth Plan identifies the need to prioritize and collaborate on regional investments to support shared growth. The creation of an SISB model recognizes that, as one Region, we are greater than the sum of our parts, and that our common challenges can be solved by shared investments and solutions.

Developing an SISB model will create a truly regional framework reflecting the unique capabilities and shared strengths of regional municipalities. SISB will help the Region identify opportunities and share limited resources for programs, services or infrastructure that will benefit the whole Region, that would otherwise be beyond the reach of one municipality alone.

SISB will offer a transformational approach to regional cooperation with potential to create measurable cost savings, process efficiencies, leverage economies of scale, and provide value to regional citizens.

“Strathcona County is committed to regional and sub-regional approaches that better serve our citizens, and the citizens of regional municipalities. As Chair of the Shared Investment for Shared Benefit Task Force, my primary goal is to secure a promising future for our Region. By leveraging our collective strengths and through continued collaboration, we can advance our Region’s competitiveness, sustainability and appeal on local, national and global scales.”

MESSAGE FROM THE CHAIR

MAYOR ROD FRANK
STRATHCONA COUNTY
The SISB Task Force will continue to refine the requirements of the SISB framework and model. Future discussions will focus on types of initiatives to consider for an SISB approach and an initiative selection criteria mechanism. The framework will be developed with contributions and recommendations from the Task Force and will inform the development of the SISB model.

The model will be developed based on the framework along with further Task Force consultations and will be tested iteratively with the Task Force under a range of scenarios. The model will provide a tool to assist decision making for investment-sharing initiatives and will quantify the distribution of required investment and resulting benefits.

"It is my honour to serve as Mayor of the City of St. Albert, a member of the Edmonton Regional Metropolitan Board and as Vice Chair of the EMRB’s Shared Investment for Shared Benefit (SISB) Task Force. St. Albert City Council strongly supports a regional approach to decision making. We know our city is part of a larger whole and finding mutually beneficial solutions to common problems benefits all residents of our Region. SISB holds such promise – by working together, we can multiply the value of our investments, broaden the reach of our initiatives and realize a brighter collective future."

MAYOR CATHY HERON
CITY OF ST. ALBERT
The Board has recognized the importance of having reliable, ubiquitous access to broadband, which is essential to our future growth, economic diversity and prosperity as a region, and is taking steps to build a regional view of the current state of broadband in the Region. The need to better understand the coverage and capacity of broadband deployment to meet the needs of business and citizens in the Region was first identified in the Board’s 2018-2023 Strategic Plan.

The Edmonton Metropolitan Region Broadband Situation Analysis aims to provide the EMRB and a broad range of regional stakeholders with a comprehensive understanding of the current state of broadband in the Region. With the complete picture being inclusive of non-member municipalities in the Region and supplemented by ecosystem of stakeholders. This work will provide the Board with sufficient evidence to make informed decisions about future initiatives to address critical gaps in access and coverage, and critical to support the outcomes of the Growth Plan including economic competitiveness, complete communities, infrastructure, transportation, and agriculture.

Key outcomes of this initiative, to be completed in 2020/2021, include a comprehensive understanding of the regional current state, a socio-economic impact assessment of broadband from a societal perspective quantifying the monetary value of increased broadband access, and stronger advocacy through a coordinated regional approach which will enable economic prosperity and quality of life for all citizens.

The strategic oversight for this initiative is coming directly from the EMRB.
Moving into 2020/2021, the EMRB Broadband Situation Analysis will be finalized. The results of the Current State Analysis will be shared with the Regional Stakeholders for feedback. Initial findings and observations from the Current State Analysis will guide the development of the following deliverables to complete the Situation Analysis:

- **Socio-economic Impact Assessment:** Assess the impact of increased broadband access from a societal perspective (economic, social and environmental) in quantitative and qualitative terms.

- **Jurisdictional Scan:** Identify best practices of policy triggers that other Canadian or international regions have put in place to address identified broadband gaps.

- **Desired Future State:** Conceptual understanding of the future broadband needs to enable Growth Plan objectives and outcomes.

- **Recommendations and Next Steps:** Options for consideration by the Region for addressing the identified gaps and opportunities.

“Access to high-speed broadband Internet is no longer a luxury but a necessity for our day-to-day lives, for economic prosperity and for regional growth. As long as we have pockets in our Region without connectivity, social and economic disparity will continue, and Sturgeon County is one of those regions within Edmonton Metro where we still have parts of our rural communities without broadband. It impacts commerce opportunities, access to education, health and public safety, cultural enrichment, government operations, and other countless conveniences and efficiencies in our lives. We are certainly very supportive of a Regional Broadband Strategy.”

**MAYOR ALANNA HNATIW**
STURGEON COUNTY
The work of the EMRB is founded on the principle of evidence-based decision making and commitment to continuous improvement to enhance and evolve regional data, and information and data visualization tools, to ensure effective analysis and decision making. Monitoring, evaluating, and reporting on changes in the Region and the implementation of the Growth Plan are critical to analyzing and understanding the effectiveness of policies to achieve specific outcomes. The understanding of the information is important to initiate corrective action to improve the policy outcomes intended by the Growth Plan. In the development of the 2017 EMRGP, the original list of 16 KPIs were re-evaluated and expanded upon to include 26 recommended KPIs based on the six policy areas of the new Growth Plan. The EMRB initiated a project to address gaps in data sources and collection methodologies for seven new indicators and to enhance the overall analytical component of the KPIs to explain data trends in simple terms for each indicator. The work was completed in January of 2020 with the results being integrated into the EMRB custom web dashboard and annual reporting of the KPIs. This work was completed with the assistance of all member municipalities to identify, collect, collate and analyze data to address these seven KPIs.

**MEASURES OF SUCCESS – AN OVERVIEW OF THE REGION**

These 26 KPIs are directly aligned with the EMRB Growth Plan Regional Policies. Monitoring, evaluating and reporting on changes are critical to analyzing and understanding the effectiveness of the Plan and enabling its success. The EMRB completes a comprehensive quantitative report on the Growth Plan KPIs every 5 years in alignment with the release of Federal Census Data. The next release is expected in 2021.
**ECONOMIC COMPETITIVENESS AND EMPLOYMENT**

**IMPROVING**

**TARGETTED OUTCOME**
Continued collaboration between all stakeholders.

- **Employment Growth**
The amount of people employed in the Region is steadily growing.

- **Employment Diversity**
The Region offers diverse employment opportunities.

- **Employment Density within Centres***
The number of people employed per centres is being monitored.

**NATURAL LIVING SYSTEMS**

**IMPROVING**

**TARGETTED OUTCOME**
Healthy natural living systems and climate change adaptability.

- **Fuel Sales and Emissions**
Greenhouse Gas emissions relative to fuel sales are being monitored.

- **Ambient Air Quality**
On average the Region continues to experience low risk on the Air Quality Health Index.

- **Protected Areas**
The amount and size of protected and environmentally significant areas remains relatively constant and are being monitored.

- **Wetland Loss***
The number of wetlands altered or lost is being monitored.

- **Wetlands Saved/Restored***
The number of wetlands saved or restored is being monitored.

**COMMUNITIES AND HOUSING**

**IMPROVING**

**TARGETTED OUTCOME**
Complete communities and housing diversity.

- **Housing Mix**
The diversity of land use categories is being monitored.

- **Household Spending**
The amount being spent on housing is being monitored.

- **Diversity of Greenfield Areas**
The diversity of land use categories is increasing.

* Denotes 2019 baseline data collection for the KPI.
INTEGRATION OF LAND USE AND INFRASTRUCTURE

IMPROVING

TARGETTED OUTCOME
Compact development and efficient infrastructure.

TRANSPORTATION SYSTEMS

IMPROVING

TARGETTED OUTCOME:
A multi-modal and integrated regional transportation system.

AGRICULTURE

REPORTING ON THE KPIs IN THE POLICY AREA ARE SUBJECT TO COMPLETION OF THE RAMP.

TARGETTED OUTCOME
Ensure the wise management of prime agricultural resources.

Total Population and Dwellings
The regional population and number of dwellings are increasing.

Residential Intensification*
The amount of housing development in existing urban areas is increasing.

Planned and As-Built Density of Residential Areas
Planned and as-built residential density is increasing.

Residential Construction
Residential construction has increased since the last census.

Residential Land Supply*
Amount of available land for development in the Region is being monitored.

Industrial Land Supply*
Amount of available land for development in the Region is being monitored.

Investments in Regional Road Infrastructure*
The amount of funding for regional road infrastructure is being monitored.

Investments in Intermunicipal Transit
The amount of funding for intermunicipal transit by level of government is being monitored.

Commuting Duration
The average commute has increased.

Community Mode Split
The Region overwhelmingly commutes by car and the number has increased marginally since the last census.

Transit Ridership
Regional transit trips per capita has decreased.

Agricultural Land Consumption
The amount of agricultural land being lost.

Agricultural Fragmentation
The amount of agricultural land being sub-divided.

Value of Farm Receipts
The cash receipts from sales of agricultural commodities.

* Denotes 2019 baseline data collection for the KPI.
The Edmonton Metropolitan Region Geographic Information Services (EMRGIS) is an essential tool to enable analysis and visualization in a relational format to support and enhance decision making. The EMRGIS continues to support all on-going EMRB projects through data management, analysis and visualization to assist in decision making.

EMRGIS capabilities have been effective to support spatial analysis and cartography activity for key EMRB projects such as the delineation of RAMP policy areas, mapping of Regional Broadband Assets, mapping of regional infrastructure in support of the work of the MRSP, and supports the spatial analysis in the evaluation of REF applications. EMRGIS continues to evolve in terms of regional GIS capabilities, maps, and open data.

The EMRGIS is but one component of the EMRB commitment to implementing effective decision making through establishing an information, monitoring and knowledge system to ensure the Region is in a position to continuously improve on regional land use planning and public policy to enable effective outcomes that provide measurable benefits to the Region and its citizens.
CONCLUSION

2019/2020 has been a year of tremendous activity, progress and accomplishment on the part of the Board. In this past year, the Board has overseen and directed the greatest number of Strategic Initiatives in its history in an effort to advance and deliver on its Mandate as a Growth Management Board. The hard work of realizing the Vision for the Region is felt every day through its commitment to regional leadership focused on building consensus on the right Strategic Initiatives and priorities to ensure an integrated and cohesive Region that is resilient, sustainable and prosperous.
EMRB CONTINUOUS IMPROVEMENT
BOARD AND CORPORATE INITIATIVES

BOARD INITIATIVES

GOOD GOVERNANCE

The Board commenced work and discussion in relation to good governance beginning in May 2019 with individual Board Member interviews. In July 2019, the Board held its first Board Development session with an express purpose to review the Board governance and committee structure.

Further development of the governance structure, including the creation of a draft Board Charter was continued in dedicated governance sessions and discussions held in September and November of 2019 and continuing in January 2020. Through these discussions, the Board confirmed the value in the Board’s role and focus on strategy and the strategic direction of the EMRB. A final draft of the Board Charter will be prepared for implementation in 2020.

STRATEGIC REVIEW/STRATEGIC PLANNING AND PRIORITY SETTING

The Board commenced the Strategic Review and Planning process in September 2019. In November 2019, a joint Strategic Review and Planning Session was convened with both Board Members and CAOs to further the work. To build on and develop a context for the strategic review and discussion, the group participated in a facilitated discussion to ensure a shared understanding of the environmental and operating context of the Region, including operating in a ‘Complex Adaptive System’, and its influence in establishing priorities and objectives for the EMRB.

A January 31, 2020 Strategic Review and Planning Session continued work on the foundational context and establishing a set of shared assumptions by which the current strategic priorities can be reviewed, and the renewed Strategic Plan validated. This work began by developing shared Regional Outcomes. The Board focused on:

- Identifying future outcomes and impacts achieved through EMRB;
- Internal and external factors that will accelerate or impede success; and
- Understanding competitive variables that will inform strategic direction and priorities.

In anticipation of additional Strategic Review and Planning Sessions, Board Members and CAOs were provided with extensive background materials for review, including comprehensive data regarding each EMRB Strategic Initiative. Board Members were also provided with reference documentation to demonstrate the linkages between EMRB Policy Areas and Strategic Initiatives and their alignment to the priorities and shared outcomes of the Government of Alberta.

Such materials provided a detailed knowledge and information base, and support shared understanding, in order to conduct the Strategic Review, support fact and evidenced-based decision making, and to ensure EMRB, municipal, and provincial alignment within a common contextual frame of reference.
CORPORATE INITIATIVES

EMRB Administration commenced a number of operational and administrative initiatives in 2019/2020 to increase management rigor and oversight, to improve internal process, and to enhance external strategic relationships and partnerships.

ENHANCED COMMUNICATIONS

Enhanced communications support remains a priority of the Board and the CEO, and significant progress was made in the development of an Integrated Strategic Communications and Engagement Framework to be presented to the Board in June 2020. This framework will align with and reflect the renewed Strategic Plan including the strategic priorities of the Board.

Concurrent to the development of the overarching communications framework, a number of communication products and enhancements were introduced in 2019/2020 in order to support Board Members in their efforts to stay apprised of the Board’s work and be able to communicate this to municipal councils, the public and stakeholders. This includes:

• Post-meeting summaries for Board and Task Force meetings;
• Strategic Initiative Update Bulletins;
• New supporting webpages;
• Enhanced social media presence; and
• Dedicated strategic communications support resources within the RAMP, IRTMP and SISB Strategic Initiatives.

CORPORATE RISK PROFILE

EMRB Administration has made significant progress in the development of the Corporate Risk Profile (CRP) including completion of the data gathering component of the project, an environmental scan and multiple key stakeholder interviews. Work in relation to the data analysis, including the assessment framework has also been developed and completed. An overview presentation of the methodology was presented to the Audit & Finance Committee on November 29, 2019. The findings and recommendations of the CRP were then presented to the Audit & Finance Committee in March with a recommendation to be advanced to the Board for review and approval in June 2020.

CORPORATE BYLAW & POLICY FRAMEWORK AND POLICY SUITE REVIEW

A review of the complete suite of EMRB policies has been completed and a Corporate Bylaw and Policy Framework has been developed to prescribe the manner of development, review, category of instrument, approvals, documentation, format, publication and communication of EMRB official policy documents.

This work will ensure the application of a uniform, objective and transparent policy standard across the organization and in support of the Board. The renewed policy suite and the Corporate Bylaw & Policy Framework will be presented to the Board for review and approval in tandem with presentation of the CRP in 2020.

ADMINISTRATIVE AND OPERATIONAL REVIEW

EMRB Administration commenced the Administrative and Operational Review with an objective to improve the efficiency of the agenda management process for the EMRB and stakeholders including the implementation of a new agenda management program. The review also encompasses the management of M-files, records management, the RFP and tendering process, as well as EMRB procurement policy and practices.
ENHANCED ACCOUNTING AND FINANCIAL REPORTING

EMRB Administration has made significant progress in improving accounting and financial reporting, and operational planning and reporting. This includes the establishment of full-cost accounting practices for each Strategic Initiative and the provision of budget and expenditure forecast within quarterly financial reports.

These enhanced planning and reporting initiatives will continue to advance in the upcoming 2020 business planning cycle through the introduction of operational planning and key activity reporting integrated with activity based costing and financial variance reporting.

EDMONTON METROPOLITAN REGION BOARD PROJECT MANAGEMENT OFFICE

Dating back to 2018, EMRB Administration identified the need to promote greater efficiency and consistency in its systematic support of Board Strategic Initiatives. Throughout 2019, Administration has prioritized the development of a Project Management Office to formalize and streamline the number of processes, procedures and documentation that constitute the framework of our project-based organization.

Enlisting the expertise of MacEwan University’s Project Management faculty, EMRB Administration participated in six half-day training sessions over the course of three months to ensure a common understanding and application of project management principles and best practices, following industry standards in the Project Management Institute’s Project Management Body of Knowledge.

Extensive work has been conducted in relation to project charters, risk registers, project status reporting, lessons learned registers, and full-cost accounting for project expenses. Further work on additional processes and document templates is planned to continue well into 2020 as EMRB Administration remains committed to delivering high quality results that clearly demonstrate this organization’s value as a driver of regionally significant initiatives.
FINANCIAL REPORTING
FOR THE YEAR ENDED MARCH 31, 2020

» Independent Auditor’s Report
» Management’s Responsibility for Financial Reporting
» Statement of Financial Position
» Statement of Operations and Accumulated Surplus
» Statement of Changes in Net Financial Assets
» Statement of Cash Flows
» Notes to Financial Statements
INDEPENDENT AUDITOR’S REPORT

To the Members of Edmonton Metropolitan Region Board

Opinion

We have audited the financial statements of Edmonton Metropolitan Region Board (the Board), which comprise the statement of financial position as at March 31, 2020, and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Board as at March 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Board in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Board's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Board or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Board's financial reporting process.

(continues)
Independent Auditor's Report to the Members of Edmonton Metropolitan Region Board  (continued)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Board’s internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Board to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Edmonton, AB  
June 11, 2020

King & Company  
CHARTERED ACCOUNTANTS
The financial statements have been prepared by management in accordance with Canadian public sector accounting standards and the integrity and objectivity of these statements are the responsibility of management. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is used.

The Board is responsible for ensuring management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the Board. The Board reviews internal financial statements on a monthly basis and external audited financial statements yearly.

The external auditors, King & Company Chartered Accountants, conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of Edmonton Metropolitan Region Board and meet when required.

On behalf of the Edmonton Metropolitan Region Board:

Karen Wichuk
Chief Executive Officer
June 11, 2020
Edmonton, Alberta
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2020

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FINANCIAL ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash (Note 2)</td>
<td>$3,001,610</td>
<td>$5,135,564</td>
</tr>
<tr>
<td>Goods and Services Tax recoverable</td>
<td>39,818</td>
<td>17,069</td>
</tr>
<tr>
<td><strong>Total Financial Assets</strong></td>
<td>3,041,428</td>
<td>5,152,633</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities (Note 3)</td>
<td>358,069</td>
<td>133,490</td>
</tr>
<tr>
<td>Deferred revenue (Note 4)</td>
<td>-</td>
<td>3,032,558</td>
</tr>
<tr>
<td>Deferred lease inducement (Note 5)</td>
<td>82,814</td>
<td>104,897</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>440,883</td>
<td>3,270,945</td>
</tr>
<tr>
<td><strong>NET FINANCIAL ASSETS</strong></td>
<td>2,600,545</td>
<td>1,881,688</td>
</tr>
<tr>
<td><strong>NON FINANCIAL ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible capital assets (Note 7)</td>
<td>219,347</td>
<td>238,162</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>16,342</td>
<td>15,397</td>
</tr>
<tr>
<td><strong>Total Non-Financial Assets</strong></td>
<td>235,689</td>
<td>253,559</td>
</tr>
<tr>
<td><strong>ACCUMULATED SURPLUS</strong></td>
<td>$2,836,234</td>
<td>$2,135,247</td>
</tr>
</tbody>
</table>

ON BEHALF OF THE BOARD:

Dr. Jodi L. Abbott  
CHAIR

Mayor William Choy  
VICE CHAIR
# Statement of Operations and Accumulated Surplus

**Year Ended March 31, 2020**

<table>
<thead>
<tr>
<th></th>
<th>Budget (Note 11)</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Province of Alberta operating grant (Note 4)</td>
<td>$3,031,083</td>
<td>$3,031,083</td>
<td>$2,954,160</td>
</tr>
<tr>
<td>Member contributions</td>
<td>1,468,000</td>
<td>1,468,000</td>
<td>1,351,000</td>
</tr>
<tr>
<td>Interest and other income</td>
<td>-</td>
<td>65,292</td>
<td>46,067</td>
</tr>
<tr>
<td>Alberta Community Partnership grants (Note 4)</td>
<td>21,500</td>
<td>22,975</td>
<td>41,525</td>
</tr>
<tr>
<td></td>
<td>4,520,583</td>
<td>4,587,350</td>
<td>4,392,752</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board and committee expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Honoraria</td>
<td>32,400</td>
<td>36,200</td>
<td>25,758</td>
</tr>
<tr>
<td>Meetings</td>
<td>25,000</td>
<td>26,916</td>
<td>70,779</td>
</tr>
<tr>
<td>Travel</td>
<td>12,000</td>
<td>5,525</td>
<td>3,048</td>
</tr>
<tr>
<td></td>
<td>69,400</td>
<td>68,641</td>
<td>99,585</td>
</tr>
<tr>
<td>Administrative expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>1,953,387</td>
<td>1,822,200</td>
<td>1,763,535</td>
</tr>
<tr>
<td>Consulting fees</td>
<td>2,664,150</td>
<td>1,337,402</td>
<td>547,701</td>
</tr>
<tr>
<td>Office lease and operating costs</td>
<td>310,000</td>
<td>256,166</td>
<td>238,277</td>
</tr>
<tr>
<td>Professional fees</td>
<td>115,000</td>
<td>114,890</td>
<td>81,512</td>
</tr>
<tr>
<td>Office</td>
<td>186,295</td>
<td>97,489</td>
<td>120,281</td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>-</td>
<td>55,963</td>
<td>48,665</td>
</tr>
<tr>
<td>Travel</td>
<td>86,500</td>
<td>52,801</td>
<td>40,488</td>
</tr>
<tr>
<td>Communications</td>
<td>53,000</td>
<td>24,574</td>
<td>27,352</td>
</tr>
<tr>
<td>Insurance</td>
<td>6,000</td>
<td>5,342</td>
<td>4,322</td>
</tr>
<tr>
<td>Loss on disposal of tangible capital assets</td>
<td>-</td>
<td>-</td>
<td>23,469</td>
</tr>
<tr>
<td></td>
<td>5,374,332</td>
<td>3,766,827</td>
<td>2,895,602</td>
</tr>
<tr>
<td>Program Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Municipal Internship</td>
<td>50,000</td>
<td>50,895</td>
<td>46,565</td>
</tr>
<tr>
<td></td>
<td>5,493,732</td>
<td>3,886,363</td>
<td>3,041,752</td>
</tr>
<tr>
<td><strong>Annual Surplus (Deficit)</strong></td>
<td>(973,149)</td>
<td>700,987</td>
<td>1,351,000</td>
</tr>
<tr>
<td><strong>Accumulated Surplus – Beginning of Year</strong></td>
<td>2,135,247</td>
<td>2,135,247</td>
<td>784,247</td>
</tr>
<tr>
<td><strong>Accumulated Surplus – End of Year</strong></td>
<td>$1,162,098</td>
<td>$2,836,234</td>
<td>$2,135,247</td>
</tr>
</tbody>
</table>
## STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

YEAR ENDED MARCH 31, 2020

<table>
<thead>
<tr>
<th>Budget (Note 11)</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANNUAL SURPLUS (DEFICIT)</td>
<td>$ (973,149)</td>
<td>$ 700,987</td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>-</td>
<td>55,963</td>
</tr>
<tr>
<td>Purchase of tangible capital assets</td>
<td>-</td>
<td>(37,148)</td>
</tr>
<tr>
<td>Loss on disposal of tangible capital assets</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Decrease (increase) in prepaid expenses</td>
<td>-</td>
<td>(945)</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>17,870</td>
</tr>
<tr>
<td>INCREASE (DECREASE) IN NET FINANCIAL ASSETS</td>
<td>(973,149)</td>
<td>718,857</td>
</tr>
<tr>
<td>NET FINANCIAL ASSETS – BEGINNING OF YEAR</td>
<td>1,881,688</td>
<td>1,881,688</td>
</tr>
<tr>
<td>NET FINANCIAL ASSETS – END OF YEAR</td>
<td>$ 908,539</td>
<td>$ 2,600,545</td>
</tr>
</tbody>
</table>
## Statement of Cash Flows

**Year Ended March 31, 2020**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual surplus</td>
<td>$700,987</td>
<td>$1,351,000</td>
</tr>
<tr>
<td>Items not affecting cash:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>55,963</td>
<td>48,665</td>
</tr>
<tr>
<td>Loss on disposal of tangible capital assets</td>
<td>-</td>
<td>23,469</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>756,950</td>
<td>1,423,134</td>
</tr>
<tr>
<td>Changes in non-cash working capital:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goods and Services Tax recoverable</td>
<td>(22,749)</td>
<td>1,681</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>224,579</td>
<td>62,231</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>(3,032,558)</td>
<td>1,047,315</td>
</tr>
<tr>
<td>Deferred lease inducement</td>
<td>(22,083)</td>
<td>(22,083)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(945)</td>
<td>83,646</td>
</tr>
<tr>
<td></td>
<td>(2,853,756)</td>
<td>1,172,790</td>
</tr>
<tr>
<td>Cash flow from (used by) operating activities</td>
<td>(2,096,806)</td>
<td>2,595,924</td>
</tr>
<tr>
<td><strong>Capital Activity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of tangible capital assets</td>
<td>(37,148)</td>
<td>(99,530)</td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Cash</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2,133,954)</td>
<td>2,496,394</td>
<td></td>
</tr>
<tr>
<td><strong>Cash – Beginning of Year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5,135,564</td>
<td>2,639,170</td>
<td></td>
</tr>
<tr>
<td><strong>Cash – End of Year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$3,001,610</td>
<td>$5,135,564</td>
<td></td>
</tr>
</tbody>
</table>
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2020

NATURE OF OPERATIONS

On June 7, 2017, an Act to Strengthen Municipal Government received Royal Assent and contained changes to the Municipal Government Act, including the Edmonton Metropolitan Region Regulation (189/2017), which came into force on October 26, 2017, and served to transition the Capital Region Board (CRB) to the Edmonton Metropolitan Region Board (the “Board”).

In addition to the prescribed mandate to coordinate long range growth planning through the preparation of an integrated growth management plan for the Edmonton Metropolitan Region; the Mandate of the Board was expanded to include the development of a Metropolitan Region Servicing Plan (MRSP). The Board has developed an aggressive Strategic Plan (2018-2023) that identifies a number of key strategic priorities to be undertaken that alongside the prescribed mandate.

Members of the Board include: elected officials of 13 participating municipalities, representing those with populations of more than 5,000. These include six cities: Beaumont, Edmonton, Fort Saskatchewan, Leduc, Spruce Grove, and St. Albert; three towns: Devon, Morinville, and Stony Plain; four counties: Leduc County, Parkland County, Strathcona County, and Sturgeon County.

1. SIGNIFICANT ACCOUNTING POLICIES

   Basis of Presentation
   The financial statements were prepared in accordance with Canadian public sector accounting standards.

   Revenues
   Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

   Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purposes specified.

   Interest income is recorded as it is earned.

   Financial Instruments
   Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.
Cash
Cash is comprised of cash held with financial institutions and is recorded at cost.

Tangible Capital Assets
Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets. Cost includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the asset.

The cost, less residual value, of the tangible capital assets, is amortized using the following methods at the following annual rates. The half year rule applies to the tangible capital assets in the year when they are purchased or disposed. Only assets with costs in excess of $2,500 are capitalized.

<table>
<thead>
<tr>
<th>Asset Category</th>
<th>Rate</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture and equipment</td>
<td>20%</td>
<td>Declining balance</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>30%</td>
<td>Declining balance</td>
</tr>
<tr>
<td>Computer software</td>
<td>30%</td>
<td>Declining balance</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>10 years</td>
<td>Straight line</td>
</tr>
</tbody>
</table>

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Board’s ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write downs are accounted for as expenses in the statement of operations.

Contributed tangible capital assets are recorded into revenues at their fair market value on the date of donation, except in circumstances where fair value cannot be reasonably determined, which are then recognized at nominal value. Transfers of capital assets from related parties are recorded at carrying value.

Contributed Services
Contributed goods and services represent goods and services which the organization would normally purchase. The contribution amount is recorded at the fair value of the goods or services received.

Prepaid Expenses
Prepaid expenses include deposits and insurance and are charged to expense over the periods expected to benefit from these expenditures.

Measurement Uncertainty
The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the
reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in surplus in the period in which they become known. Actual results could differ from these estimates.

Deferred Revenue
Certain amounts are earned pursuant to legislation, regulation or agreement and may only be used in the conduct of certain programs or in the delivery of specific services and transactions. These amounts are recognized as revenue in the fiscal year the related expenses are incurred, services are performed or when stipulations are met.

Deferred Lease Inducement
Deferred lease inducement represents the unamortized value of an inducement received when the Board entered into a new ten-year lease arrangement for rental of the new office space which commenced on February 1, 2014. Amortization is provided on a straight line basis over the ten-year term of the related lease as a reduction in office rent.

Pensions
Pension costs included in these statements comprise of the cost of employer contributions for current service of employees during the year.

The Board participates in a multi employer pension plan, the Local Authorities Pension Plan (LAPP), and does not report on any unfunded liabilities. The expense for this pension plan is equivalent to the annual contribution of $166,413 for the year ended March 31, 2020 (2019 – $133,598).

At December 31, 2018 the Local Authorities Pension Plan report a surplus of $3,469,347,000 (2017 – $4,835,515,000).

2. CASH

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>$3,001,610</td>
<td>$2,103,006</td>
</tr>
<tr>
<td>Externally restricted for deferred revenue</td>
<td>-</td>
<td>3,032,558</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 3,001,610</strong></td>
<td><strong>$ 5,135,564</strong></td>
</tr>
</tbody>
</table>
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2020

3. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>$245,908</td>
<td>$72,710</td>
</tr>
<tr>
<td>Wages</td>
<td>59,994</td>
<td>23,954</td>
</tr>
<tr>
<td>Vacation</td>
<td>41,179</td>
<td>32,266</td>
</tr>
<tr>
<td>LAPP</td>
<td>10,988</td>
<td>4,560</td>
</tr>
<tr>
<td></td>
<td>$358,069</td>
<td>$133,490</td>
</tr>
</tbody>
</table>

4. DEFERRED REVENUE

PROVINCE OF ALBERTA

2017-2018 Operations

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>$  -</td>
<td>$1,985,243</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td>-</td>
<td>(1,985,243)</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

2018-2019 Operations

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>1,031,083</td>
<td>-</td>
</tr>
<tr>
<td>Amounts received</td>
<td>-</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td>(1,031,083)</td>
<td>(968,917)</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>1,031,083</td>
</tr>
</tbody>
</table>

2019-2020 Operations

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>2,000,000</td>
<td>-</td>
</tr>
<tr>
<td>Amounts received</td>
<td>-</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td>(2,000,000)</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>-</td>
<td>3,031,083</td>
</tr>
</tbody>
</table>

ALBERTA COMMUNITY PARTNERSHIP

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>1,475</td>
<td>-</td>
</tr>
<tr>
<td>Amounts received</td>
<td>21,500</td>
<td>43,000</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td>(22,975)</td>
<td>(41,525)</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>-</td>
<td>1,475</td>
</tr>
</tbody>
</table>

GRAND TOTAL

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$3,032,558</td>
</tr>
</tbody>
</table>
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2020

Province of Alberta
The purpose of the Province of Alberta grant is to support the Board’s core operations and strategic initiative in support of the regional growth and metropolitan servicing plans, and other initiatives related to provincially mandated responsibilities.

Alberta Community Partnership
Alberta Community Partnership agreed to make a one time conditional grant in the amount of $64,500, by the way of two installments, $43,000 representing the Year One installment and $21,500 representing the Year Two installment. The grant was used to assist the Board with the salary and expenses of a municipal land use planner intern.

5. DEFERRED LEASE INDUCEMENT
Pursuant to a premises lease agreement for the new office, the landlord provided the Board with a lease inducement. $82,814 was remaining at March 31, 2020. The inducement will reduce lease expense over the next four years based on the following schedule:

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Lease</th>
<th>Lease Inducement</th>
<th>Net Lease</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td></td>
<td>$22,083</td>
<td>$259,057</td>
</tr>
<tr>
<td>2021</td>
<td>$281,140</td>
<td>(22,083)</td>
<td>$259,057</td>
</tr>
<tr>
<td>2022</td>
<td>281,140</td>
<td>(22,083)</td>
<td>259,057</td>
</tr>
<tr>
<td>2023</td>
<td>281,140</td>
<td>(22,083)</td>
<td>259,057</td>
</tr>
<tr>
<td>2024 (until Jan 31)</td>
<td>234,284</td>
<td>16,565</td>
<td>217,719</td>
</tr>
<tr>
<td>Total deferred leased inducement</td>
<td></td>
<td>$82,814</td>
<td></td>
</tr>
</tbody>
</table>

6. LEASE COMMITMENT
The Board is committed to the following annual rent and occupancy expenses under lease for the premises.

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Lease</th>
<th>Lease Inducement</th>
<th>Net Lease</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>$281,140</td>
<td>(22,083)</td>
<td>$259,057</td>
</tr>
<tr>
<td>2022</td>
<td>281,140</td>
<td>(22,083)</td>
<td>259,057</td>
</tr>
<tr>
<td>2023</td>
<td>281,140</td>
<td>(22,083)</td>
<td>259,057</td>
</tr>
<tr>
<td>2024 (until Jan 31)</td>
<td>234,284</td>
<td>16,565</td>
<td>217,719</td>
</tr>
<tr>
<td>Total</td>
<td>$1,077,704</td>
<td>(82,814)</td>
<td>994,890</td>
</tr>
</tbody>
</table>
7. TANGIBLE CAPITAL ASSETS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Office equipment</td>
<td>$13,052</td>
<td>$3,045</td>
<td>$10,007</td>
<td>$8,699</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>43,616</td>
<td>22,462</td>
<td>21,154</td>
<td>30,220</td>
</tr>
<tr>
<td>Computer software</td>
<td>137,364</td>
<td>80,262</td>
<td>57,102</td>
<td>40,578</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>275,812</td>
<td>144,728</td>
<td>131,084</td>
<td>158,665</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$469,844</td>
<td>$250,497</td>
<td>$219,347</td>
<td>$238,162</td>
</tr>
</tbody>
</table>

8. RELATED PARTY TRANSACTIONS

The following is a summary of the Board’s related party transactions:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROVINCE OF ALBERTA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants received</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MUNICIPAL MEMBERS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions received and recognized as revenue</td>
<td>$1,468,000</td>
<td>$1,351,000</td>
</tr>
<tr>
<td>BOARD MEMBERS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Honoraria</td>
<td>$75,977</td>
<td></td>
</tr>
<tr>
<td>Consulting fees</td>
<td>60,107</td>
<td>60,944</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>3,785</td>
<td>5,763</td>
</tr>
</tbody>
</table>

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

9. FINANCIAL INSTRUMENTS

The Board’s financial instruments consist of cash and cash equivalents, short term investments, accounts receivable and accounts payable and accrued liabilities. It is management’s opinion that the Board is not exposed to significant interest, credit or currency risks arising from these financial instruments.
10. SUBSEQUENT EVENTS

In March 2020, the global pandemic caused by COVID-19 required the implementation of quarantine measures by the Government of Alberta for individuals, businesses and not for profit organizations. The date at which these measures will be fully lifted has not been set. The financial impact caused by COVID-19 to the future operations of the Board cannot be determined at this time.

11. BUDGET

The budget figures presented in the financial statements are based on the amended budget approved by the Board on October 10, 2019.

<table>
<thead>
<tr>
<th></th>
<th>Original</th>
<th>Adjustments</th>
<th>Amended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$3,492,000</td>
<td>$1,028,583</td>
<td>$4,520,583</td>
</tr>
<tr>
<td>Expenses</td>
<td>$5,026,940</td>
<td>$466,792</td>
<td>$5,493,732</td>
</tr>
<tr>
<td>Annual Surplus [Deficit]</td>
<td>$-1,534,940</td>
<td>$561,791</td>
<td>$-973,149</td>
</tr>
</tbody>
</table>

12. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year’s presentation.
ACKNOWLEDGEMENTS

The Edmonton Metropolitan Region Board 2019-2020 Annual Report was produced by EMRB Administration.

EMRB Administration is thankful for the support and contributions of the Board and respective member municipalities, and is appreciative of assistance from the following organizations:

King & Company Chartered Accountants – Financial Audit; and
Broken Arrow Solutions Incorporated – Graphic Design.

PHOTO CREDITS

Photographs appear courtesy of the member municipalities of the Edmonton Metropolitan Region Board.