# Metropolitan Region Servicing Plan Task Force

## Agenda

November 21, 2019, 8:00 a.m. – 11:00 a.m.

La Cité Francophone, Hall Jean-Louis Dentinger
8627 Rue Marie-Anne Gaboury NW, Edmonton, AB

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<th>1. Opening</th>
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<td><strong>1.1 Quorum</strong></td>
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<td>Action: Confirmation</td>
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<td>Lead: Chair Ralph</td>
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<td><strong>1.2 Call to Order</strong></td>
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<td><strong>1.3 Chair Opening Remarks</strong></td>
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**Recommended Motion:** That the Metropolitan Region Servicing Plan Task Force approve the November 21, 2019 meeting agenda.

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<th>3. Approval of Minutes</th>
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<td>Lead: Chair Ralph</td>
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**Recommended Motion:** That the Metropolitan Region Servicing Plan Task Force approve the September 6, 2019 meeting minutes.
4. **Review Work Completed since September 6, 2019**
   - **Action:** Information
   - **Lead:** Chair Ralph / Mr. Huybens
   - **Facilitator:** Ms. Shuya

5. **Government of Alberta Request for Extension Update**
   - **Action:** Information – Verbal Update
   - **Lead:** Chair Ralph / CEO Wichuk

6. **Inaugural Metropolitan Region Servicing Plan**
   - **Action:** Endorsement
   - **Lead:** Chair Ralph / Mr. Huybens
   - **Facilitator:** Ms. Shuya
   - **Recommended Motion:** That the Metropolitan Region Servicing Plan Task Force endorse and recommend the Metropolitan Region Servicing Plan to the Edmonton Metropolitan Region Board for approval.

7. **Engagement Plan**
   - **Action:** Discussion
   - **Lead:** Chair Ralph
   - **Facilitator:** Ms. Shuya

8. **Next Steps**
   - **Action:** Discussion
   - **Lead:** Chair Ralph
   - **Facilitator:** Ms. Shuya

9. **Next Meeting**
   - **Lead:** Chair Ralph
   - **Facilitator:** Ms. Shuya
   - To be confirmed in 2020

10. **Adjournment**
    - **Action:** Declaration
    - **Lead:** Chair Ralph

**Supplementary Reading:**

1. MRSP Environmental Scan, Final Report – Approved February 2019
2. MRSP Environmental Scan, Summary – Approved February 2019
Metropolitan Region Servicing Plan Task Force

Friday, September 6, 2019
9:00 a.m. – 12:00 p.m.
La Cité Francophone, Hall Jean-Louis Dentinger
8627 Rue Marie-Anne Gaboury NW, Edmonton, AB

Task Force Members:
Ray Ralph, Town of Devon (Chair)
Dave Anderson, Strathcona County (Vice Chair)
Gordon Harris, City of Fort Saskatchewan
Don Iveson, City of Edmonton
Tanni Doblanko, Leduc County
Ray Watkins, City of St. Albert
William Choy, Town of Stony Plain

Advisory Group Members:
Kendra Raymond, City of Beaumont
Paresh Dhariya, Town of Devon
Shawn Olson, City of Leduc
Grant Bain, Leduc County
Brad White, Town of Morinville
Corey Levasseur, City of Spruce Grove

Technical Working Group Members:
Michael Labrecque, City of Edmonton
Leo Girard, Parkland County

EMRB Staff:
Karen Wichuk, CEO
Sharon Shuya, Director, Regional Growth Planning
Barry Huybens, MRSP Senior Project Manager
Bryan Haggarty, Director, Strategic Initiatives and Operations
Dan Rose, Senior Communications Advisor
Carol Moreno, Project Coordinator

Guests:
Joseana Lara, Town of Devon
David Hales, City of Edmonton
Greg Hofmann, City of Edmonton
Avril McCalla, City of Edmonton
Brian McCosh, City of Edmonton
Grant Schaffer, City of Fort Saskatchewan
Brandy Kelly, City of Leduc
Rod Shaigec, Parkland County
Kevin Cole, Strathcona County
Nancy Lyzaniwski, Strathcona County
Natasha De Sandi, Sturgeon County
Dale Beesley, Government of Alberta
Julie Edney, Interested Public
Brandi Thorne, CSU 52
1. **Opening**

   1.1 **Quorum**

       Quorum achieved; 6 of 7 voting members present.

   1.2 **Call to Order**

       Chair Ralph called the meeting to order at 9:03 a.m.

   1.3 **Chair Opening Remarks**

       Chair Ralph welcomed members of the Task Force and regional stakeholders. Opening remarks included hopes that the MRSP would be substantive, focused and clear in the discussion of MRSP implementation. The Chair also commented that regional cooperation towards efficiency and effectiveness are extremely relevant in light of the Government of Alberta's receipt of the MacKinnon Report.

       Sharon Shuya, Director of Regional Growth Planning, was introduced as the facilitator for this meeting. Ms. Shuya summarized the meeting outcomes, highlighted that ADM Dale Beesley would offer some comments on behalf of the Province related to their expectations for the inaugural MRSP.

2. **Approval of Agenda**

   **Motion:** That the Metropolitan Region Servicing Plan Task Force approve the September 6, 2019 meeting agenda.
   **Moved by:** Councillor Anderson
   **Accepted by:** Chair
   **Decision:** Carried unanimously

3. **Approval of Minutes**

   **Motion:** That the Metropolitan Region Servicing Plan Task Force approve the July 12, 2019 meeting minutes.
   **Moved by:** Mayor Doblanko
   **Accepted by:** Chair
   **Decision:** Carried unanimously

   *Mayor Choy joined the meeting at 9:12 a.m.*

4. **Review Task Force Meeting Outcomes from July 12, 2019**

   Ms. Shuya led the Task Force in an overview of direction provided at the previous meeting.
5. **Review Advisory Group Guidance from August 26, 2019**

Mr. Huybens summarized discussions from the previous Advisory Group meeting. Guidance offered by the Advisory Group included replacing “MRSP X” with “MRSP Standing Committee”, endorsing a staged approach to implementing all four Collaboratives, estimating resource implications related to the proposed MRSP implementation, strongly encouraging full participation in Collaboratives instead of mandatory participation, and highlighting the MRSP’s value proposition of improved efficiency and effectiveness for both the Region and individual municipalities. Members of the Advisory Group also offered their comments in support of these points and echoed the value of proceeding with all four Collaboratives.

6. **Resource Implications for MRSP**

Mr. Huybens outlined the current and estimated future resource implications related to executing the proposed MRSP. The Advisory Group recognized that, in addition to the time required by elected officials to attend meetings, municipal staff also contribute their time to reading materials, briefing and debriefing members, etc. and the expected level of effort, as is current, would likely vary by municipality and Collaboratives. Current municipal efforts toward regional and sub-regional collaboration (e.g., Task Force, ERWAC) could/should offset several areas of municipal efforts toward the Collaboratives and a MRSP Standing Committee.

Ms. Shuya pointed out that MRSP appears to be an example of SISB that requires thinking more broadly, more creatively. She clarified that the Task Force was comfortable with the analysis as presented.

7. **Prioritization for Collaboratives for MRSP**

Mr. Huybens emphasized to the Task Force that while the MRSP is a legislative requirement, there is the opportunity and enthusiasm to advance regional metropolitan servicing discussions such as Collaboratives. The proposed prioritization exercise was intended to align with the purpose and goals of the Edmonton Metropolitan Region Growth Plan as well as the EMRB Strategic Plan. Mr. Huybens underscored that getting the Collaboratives started will provide the critical foundation for regional knowledge and information-sharing.

*Break from 10:11 a.m. to 10:30 a.m.*

Ms. Shuya framed the prioritization exercise in the context of the desired future state for each of the four service areas, as presented in the July 12, 2019 Task Force meeting. The Task Force reviewed the proposed assessment factors and amended the list to include public safety as a separate factor. Results of the prioritization exercise indicated prioritization of Solid Waste with an aggregate score of 123, Emergency Management at 117, Fire/EMS at 114, and Stormwater at 100.
The Task Force commented that Climate Change considerations were not included in the assessment factors and likely resulted in a lower score for Stormwater. CEO Wichuk invited Mayor Shaigec to comment on the linkages to RAMP related to drought and loss of wetlands on the agricultural system. Mr. Huybens emphasized that all service areas have regional issues that require attention and that the prioritization scores affirm all the Collaboratives could be of value for an earlier implementation versus deferring.

Ms. Shuya facilitated a discussion on the need for staged implementation. The Task Force established consensus that EMRB Administration is well positioned to recommend implementation of all four Collaboratives, as appropriate, and present a workplan to the Task Force for endorsement.

Mr. Beesley thanked the Task Force and encouraged members to demonstrate their best efforts for this inaugural MRSP. The Government of Alberta is looking for agreement among all member municipalities. Mr. Beesley indicated that the current approach sounds good and the direction of this meeting’s discussion has been positive.

**Motion:** That the Metropolitan Region Servicing Plan Task Force direct EMRB Administration to develop the work plan for implementation of the Collaboratives for the inaugural MRSP to be provided by the next Task Force meeting.

**Moved by:** Mayor Choy  
**Accepted by:** Chair  
**Decision:** Carried unanimously

8. **Next Steps**

Ms. Shuya indicated that the Board will receive an update at its next meeting. A motion is proposed to request an extension to ensure the inaugural MRSP is adequately socialized prior to submission to the Province. The draft MRSP will be presented to the Task Force in November and the goal is to obtain Board approval in February.

The Task Force provided feedback regarding presentations to municipal councils. The Task Force supported a suggestion to offer the finished product and direct any comments to inform the initial work of the Collaboratives to ensure timely delivery of the inaugural MRSP. The Task Force encouraged EMRB Administration to consider the implications of not receiving an extension from the Province.

**Motion:** That the Metropolitan Region Servicing Plan Task Force recommend the Board seek a 6-month extension from the Government of Alberta for the completion of the inaugural MRSP in accordance with the EMRB Regulation.

**Moved by:** Councillor Harris  
**Accepted by:** Chair  
**Decision:** Carried unanimously
9. Next Meeting

MRSP Task Force
November 21, 2019, 9:00 a.m. – 12:00 p.m.
La Cité Francophone, Hall Jean-Louis Dentinger
8627 Rue Marie-Anne Gaboury NW, Edmonton, AB

10. Adjournment

Chair Ralph thanked all those who contributed to the progress to date and declared the meeting adjourned at 11:40 a.m.

Task Force Chair, Ray Ralph
Final Draft Metropolitan Region Servicing Plan

Recommended Motion: That the Metropolitan Region Service Plan Task Force endorse and recommend the Metropolitan Region Servicing Plan to the Edmonton Metropolitan Region Board for approval.

Background

- In October 2017, the Government of Alberta passed the Modernization Municipal Government Act which resulted in a new regulation of the Board reducing its membership from 24 to 13 members and expanding its mandate to include the development of a metropolitan region servicing plan (MRSP) and to submit it to the Province in two years from the Regulation coming into force.
- The MRSP would explore opportunities for regional collaboration for planning and/or service delivery, prioritization of regional investments, and engagement and ongoing collaboration with key stakeholders across seven service areas identified as regionally significant to support the implementation of the Growth Plan. The seven service areas included in the MRSP objectives were: Water, Wastewater, Stormwater, Solid Waste, Transportation – Roads and Transit, and Emergency Services.
- The Board appointed a Task Force to oversee the development of a MRSP in accordance with the requirements set out in the new Regulation.
- The work of the inaugural MRSP is now complete and assembled in the attached report. The major outcome of this work is to stand up Regional Collaboratives for each of the four service areas – Stormwater, Solid Waste, Fire/EMS, and Emergency Management to complete further work and analysis on opportunities for coordinating future planning for growth, to identify opportunities to optimize the delivery of municipal services, and to achieve efficiencies for the benefit of regional citizens.
- The remaining service areas (i.e., Water, Wastewater, and Transportation – Roads and Transit) will continue to be planned and services delivered based on current mechanisms and entities, at this time.
- All eight service areas will continue to be reviewed against the Growth Plan, to ensure the municipalities and stakeholders in the Region are working together to coordinate and align plans and service delivery to meet the needs and expectation of all regional citizens, in the most cost-effective manner.
Next Steps

- Upon endorsement of the MRSP Draft Report and the approval by the Board on December 12, 2019, the MRSP Final Report will be presented to Municipal Councils for information and comment.
- Comments received will be used to inform the start up and work of the Regional Collaboratives.

Attachments

1. Metropolitan Region Servicing Plan, Final Draft Report
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A MESSAGE FROM THE EDMONTON METROPOLITAN REGION BOARD

The Chair and Members of the Edmonton Metropolitan Region Board (EMRB) are pleased to present the inaugural Metropolitan Region Servicing Plan (MRSP).

The MRSP represents the ongoing work of the Board toward fulfilment of our mandate as a growth management board under the Edmonton Metropolitan Region Board Regulation; but moreover, is representative of our commitment to working together with a focus on planning regionally to achieve responsible growth.

The MRSP objectives include identifying the services required to support the goals of, and the implementation, of the growth plan. In addition, the MRSP contributes to our coordination of planning and decisions regarding services enabling optimized investments and enhanced value to citizens.

The MRSP is an essential plan to support the implementation of the Edmonton Metropolitan Region Growth Plan and supports a key component of the Region's 50 Year Vision in that "the Region is committed to growing collaboratively through the efficient use of infrastructure, building compact communities, and fostering economic opportunities and healthy lifestyles".

To achieve this vision, we understand the many challenges our future growth will bring. We are the second youngest, second fastest growing region in Canada, and represent one-third of the province’s population and economic activity. We are planning for an additional one million residents and nearly half a million new jobs to the Region by 2044.

As a Region, we have had nearly a century to plan for the municipal service needs of our first million regional citizens, and we will have just 25 years to plan and build for the next million. The municipal services and infrastructure needed to keep pace with our future growth are significant. There are complex challenges associated with the doubling of our regional population; however, the core principle by which we plan for growth is to work together as one interconnected Region.

Working together in the development of our MRSP provides the opportunity to coordinate and optimize our municipal services, reduce duplication and inefficiency, leverage the tremendous economies of scale and strengths inherent in our Region, learn from each other and adopt best practices to maximize the value and benefits residents receive from these services thereby contributing to a high quality of life and an attractive, competitive Region.
Executive Summary

Introduction

The Edmonton Metropolitan Region Board (EMRB) is a diverse group of four rural and nine urban municipalities with one common goal — to make the best decisions in the interest of Region by creating the conditions for the Region to thrive and prosper for current and future generations.

The EMRB mandate is to provide collaborative regional leadership in the development and implementation of the Edmonton Metropolitan Growth Plan (Growth Plan) and a Metropolitan Region Servicing Plan (MRSP) to meet the future population and employment needs of the Region.

The Growth Plan – Guiding Transformative Change in the Region

On October 26, 2017, the Government of Alberta approved the Edmonton Metropolitan Region Growth Plan – *Reimagine, Plan, Build*. The Growth Plan establishes the direction for planning as one interconnected Region committed to growing more responsibly. The Growth Plan provides an integrated policy framework and establishes specific outcomes that represent a commitment to responsible growth.

The Growth Plan calls for a reduction in the urban development footprint through higher densities, increased transportation choices, protection of the environment, mitigation of impacts of climate change, wisely managing prime agricultural resources, coordinated regional land use and infrastructure decisions, to create the conditions for a diversified, globally economically competitive region and to create complete communities.

The outcomes of the Growth Plan acknowledge and reinforce the interconnectivity of the Region and the importance of leading with a regional mindset in planning for growth. The MRSP is an essential plan to support the implementation of the Growth Plan and is focused on regional opportunities to coordinate, harmonize and streamline municipal services, in alignment with the outcomes of the Growth Plan.

From Planning to Regional Action

This inaugural MRSP Report provides a forward strategy and a comprehensive overview of the significant progress to date in developing the first MRSP. This report outlines a proposed strategic and operational direction, and the enabling structures necessary to achieve enhanced municipal collaboration and service coordination in regionally significant municipal service areas. Our inaugural MRSP is based on four Regional Collaboratives to advance four regionally significant service areas.

MRSP will leverage the unique strengths and experiences of municipalities to realize efficiencies in planning for regionally significant services, identifying and prioritizing regional infrastructure investments and identifying opportunities to coordinate delivery of services. Through continued regional collaboration, the MRSP will help municipalities make evidence-based decisions that support efficient and cost-effective investments to reduce duplication and redundancy, optimize services between municipalities, and ensure citizens have the full range of services they require.
As capacity and resourcing is a major consideration of both planning and implementation, the EMRB will provide ongoing oversight to ensure the Regional Collaborative action plans and related projects are effectively and efficiently prioritized, approved, and managed relative to the capacity of member municipalities to participate.

The MRSP recognizes that as we grow – and grow closer together – the costs associated with providing infrastructure and efficient services for another one million regional residents will be greater than one individual municipality can manage alone.

The work of the EMRB and the introduction of the MRSP is demonstrative of the spirit of trust, collaboration and problem-solving that defines our Region. The EMRB continues to plan without boundaries to create the conditions, and provide the municipal supports and services necessary, for healthy individuals and a healthy environment, a thriving business and industrial community and livable municipalities.

**The MRSP – Working Together**

The development of the MRSP was led by a seven-member MRSP Task Force of Mayors and Councillors from across the Region. Representation on the MRSP Task Force is considerate of the distinct contexts, capacities, and experiences of member municipalities.

The work of the MRSP Task Force was further supported by an MRSP Advisory Group comprised of senior municipal administration, and by four MRSP Technical Working Groups consisting of subject matter experts from the four service areas.

The first project deliverable was the development of a *MRSP 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 service areas to inform the focus and future work of the MRSP.

The *MRSP Environmental Scan* identified three service areas – Stormwater, solid waste, and emergency services as having the greatest potential for achieving greater efficiency and optimization of resources through a collaborative regional approach. Through subsequent collaboration and discussion, emergency services was further divided into two service areas; fire/EMS and emergency management based on unique stakeholders and legislation.

For the four remaining four service areas water, wastewater, transportation – roads and transit the Task Force recognized current mechanisms, existing entities and regional partnerships already exist to effectively plan for future growth, and therefore do not require a regional level servicing plan at this time.

In particular, the Task Force acknowledged work is underway to establish a Regional Transit Commission which will provide leadership for the planning of regional transit services, and therefore will not be addressed as part of the inaugural MRSP.

In addition, the update to the Integrated Regional Transportation Master Plan is currently underway within the EMRB and will ensure the Region’s transportation infrastructure to include roads and transit service needs are reviewed and aligned in support of the continued implementation of the Growth Plan.
Our Approach – MRSP Regional Collaboratives

Acknowledging the findings of the *MRSP Environmental Scan* and through collaborative engagement with member municipalities, the MRSP Task Force unanimously agreed to recommend targeting and advancing work in the four regionally significant service areas.

The MRSP Task Force further acknowledged that identifying the four service areas for consideration and inclusion in the MRSP was simply a first step in the substantial work to be undertaken.

The MRSP Task Force explored a number of enabling structures to support the development of regional approaches for the four service areas that would leverage regional efforts and expertise, provide a supportive forum to foster research, share best practices and to build a common base of data and terminology necessary for evidence-based decisions and actions for regional planning and coordination of service delivery of identified municipal services. The Task Force endorsed establishing Regional Collaboratives for each of the four service areas as an effective approach to advance the MRSP to include all 13 member municipalities and identified stakeholders. The Regional Collaboratives will focus on a specific mandate, scope and set of stakeholders.

Each Regional Collaborative will have varying goals and objectives including specific plans of action to be approved by the EMRB. The expected outcomes, in time, include regional level planning and/or service delivery, prioritization of regional investments, and engagement and ongoing collaboration with key stakeholders towards the implementation of the Metropolitan Region Servicing Plan.

With final accountability and approvals required by the Board, and to ensure alignment to the Growth Plan, it is recommended the Regional Collaboratives would report to a MRSP Standing Committee; comprised of elected officials from the thirteen member municipalities. The MRSP Standing Committee will provide ongoing guidance and direction to the four Regional Collaboratives.

**MRSP Principles**

The following MRSP Principles were approved by the EMRB, are aligned to the Growth Plan Guiding Principles and provide critical guidance for the planning and/or service delivery of metropolitan services.

- Lead with a metropolitan mindset for the greater good.
- Pursue leading and innovative research, technology, and best practices.
- Build, collect, and share regionally relevant data, information and knowledge.
- Prioritize regionally scaled service investments informed by evidence.
- Leverage sub-regional service initiatives to the benefit of the Region.
- Recognize the unique urban and rural service contexts.
- Factor in the safety and wellness of citizens.
- Measure and report the results from servicing efficiency and effectiveness.
- Act in a regional manner with a unified voice.
Monitoring and Reporting

The development of the inaugural MRSP Report serves to confirm the MRSP strategic objectives and direction, the planning framework, and the enabling structures necessary to develop an implementable and operational shared municipal services model; however, the MRSP Report makes no attempt to detail the specific municipal coordinative service arrangements nor the actual execution of the shared services model – such is the critical, complex and multifaceted work to be undertaken by the Regional Collaboratives.

Therefore, monitoring, evaluating, and reporting on MRSP progress, including the work of the Regional Collaboratives action plans and/or projects is essential to ensure continued and ongoing incremental progress towards an implementable MRSP while ensuring continued alignment and support to the Growth Plan.

Key Performance Indicators (KPIs) will be developed by each respective Regional Collaborative based on approved action plans and projects. Critical to the measurement of results are the adoption and incorporation of the MRSP Guiding Principles into our actions and decisions as a Region. The action plans and/or projects of the Regional Collaboratives will propose measurable timelines and identify significant milestones to ensure continued progress towards development of an implementable plan for each municipal service area.

Once the priority service area has been fully implemented, the EMRB is committed to “evergreening” the MRSP through a review every two to three years and to undertake an update every five years. A comprehensive review of the MRSP will be completed in association with any major updates to the Growth Plan.

![Figure 1: MRSP Evolution](image)
Background

The Edmonton Metropolitan Region

The Edmonton Metropolitan Region is 9,879 km$^2$ of land in the heart of Alberta. As of 2016, the Region is home to approximately 1.3 million people and approximately 725,000 jobs, representing 30% of Alberta’s total population and economic activity. The Region is expected to reach approximately 2.2 million people and approximately 1.2 million jobs in the next 25 years.

To date, municipalities have largely planned, built and delivered the municipal services and infrastructure needed for their residents independently, but our growing pains will be shared, and our success as one metropolitan region will depend on a collaborative approach to planning for the future growth of the Region.

Our regional challenge is therefore two-fold: we must chart a path to sustainably while maintaining existing assets in an environment where shared regional use is increasing, and we must develop an effective model to plan as one interconnected Region, invest and build for our collective future needs to accommodate future growth.

The Edmonton Metropolitan Region Board

The Edmonton Metropolitan Region Board (EMRB) is a provincially mandated regional growth management board under the *Municipal Government Act* (section 708.02).

The EMRB is comprised of thirteen diverse rural and urban municipalities, including: four counties (Leduc, Parkland, Strathcona, and Sturgeon), six cities (Beaumont, Edmonton, Fort Saskatchewan, Leduc, Spruce Grove, and St. Albert) and three towns (Devon, Morinville, and Stony Plain).

In October 2017, the Government of Alberta passed the *Modernized Municipal Government Act* which transitioned the Capital Region Board (the “CRB”) to the EMRB through approval of the Edmonton Metropolitan Region Board Regulation (189/2017). In the transition from CRB to EMRB, the new Regulation refocused membership from 24 to 13 municipalities with a population of 5000 and greater and expanded the Board’s mandate to include the creation of a metropolitan region servicing plan (MRSP).
Context for the Metropolitan Region Servicing Plan

The development of the inaugural MRSP is our commitment to delivering on our mandate as a growth management board and to ensure the future sustainability, prosperity and livability of the Region.

The MRSP will provide, where appropriate, for intermunicipal planning and coordination of the delivery of efficient, cost-effective services and prioritized infrastructure vital to the needs of the current and future residents of the Region and will be a critical plan to support the implementation of the EMR Growth Plan.

MRSP will leverage the unique strengths and experiences of municipalities to realize efficiencies in planning for regionally significant services, identifying and prioritizing regional infrastructure investments and identifying opportunities to coordinate delivery of services. Through continued regional collaboration, the MRSP will help municipalities make evidence-based decisions that support efficient and cost-effective investments to reduce duplication and redundancy, optimize services between municipalities, and ensure citizens have the full range of services they require.
Why Act Now?

The addition of a MRSP as part of the mandate of the EMRB is an acknowledgement of the need and opportunity to collaborate among member municipalities on the planning and/or service delivery of regionally significant services and to create a more efficient and sustainable future for the Region. As the Region grows, municipalities and other service providers will be challenged to maintain existing infrastructure and service levels without considering the opportunity to plan at a regional level and to explore opportunity to better coordinate service planning and/or delivery in the future to benefit all regional citizens.

Municipal services form the backbone of vibrant, safe communities and a competitive regional economy. Some of these services are omnipresent in your day to day; they are the recreation centres where you stay active and connected to your neighbours, the streetlights that guide you home, the bus that gets you to work, or the clean water that comes from your taps.

While such municipal services are vital, there are just as many you don’t see until you need them; services like stormwater management to prevent flooding, solid waste management to keep our communities healthy, emergency management to enable recovery from major incidents, or fire/EMS services to save lives and property. They are vital services that keep our communities safe and healthy.

It is recognition that together we are stronger, more efficient and effective ensuring the highest quality of life and prosperity for citizens of the Region.

It is a recognition that citizens of the Region are already acting regionally, and as the communities within the Region grow - and grow closer together - the lines separating them continue to blur.

It is recognition that our regional growth challenges - like traffic congestion, accumulation of waste, water demand or major emergencies and disasters - won’t respect municipal boundaries.

It is recognition that the services and infrastructure in municipalities today, will not be able to support an additional million regional citizens without a collective approach.

Above all, the inaugural MRSP is a recognition that our thinking and decisions must embrace a regional mindset; MRSP is focused on those regionally significant services to ensure responsible growth as one interconnected region and will continue to provide value to citizens of the region for current and future generations.
Regionally Significant Service Areas for the Inaugural MRSP

In 2018, the EMRB established an MRSP Task Force to lead the development of the MRSP. An MRSP Environmental Scan was completed in 2018. That Environmental Scan considered the following service areas important to the implementation of the Growth Plan:

- (Transportation) Roads
- (Transportation) Transit
- Water
- Wastewater
- Stormwater
- Solid Waste
- Emergency Services (Fire)

The Environmental Scan Final Report and the Environmental Scan Summary, approved by the Board in February 2019, provided an understanding and context for each service area for member municipalities of the EMRB. This baseline assessment considered the following for the above service areas:

- existing agreements and collaborative service delivery structures;
- current infrastructure and service capacity;
- service levels; and
- service costs, where known.

A key challenge in the baseline assessment was the variation in information availability and interpretation of data for the service areas from member municipalities. This challenge represents a significant opportunity for the Region to plan and measure together and has been identified in the next steps for regional collaboration as MRSP advances.

Subsequent to the Environmental Scan, the Task Force prioritized three service areas for further collaboration and consideration within an inaugural MRSP. Three service areas were deemed to have the greatest near-term potential for regional coordination of planning and service delivery to the Region and in supporting the implementation of the Growth Plan and are:

- Stormwater
- Solid Waste
- Emergency Services (Fire)

While the four service areas of Water, Wastewater, Transportation – including Roads and Transit, are critical to the Region, the MRSP Task Force determined the existing services and service delivery mechanisms as provided through various entities (e.g., Commissions, Authorities, Groups, Alliances, and municipalities) do not require a metropolitan regional-level servicing plan, at this point in time. (See Appendix D)
Through further advice from Working Groups and technical advisors, the Task Force subsequently recommended the Emergency Services service area be split into two distinct service areas based on unique stakeholders, service needs, and legislation:

- Fire/EMS
- Emergency Management

**Regionally Significant Service Area Rationale**

Within the four regionally significant service areas in the inaugural MRSP, the Task Force identified specific areas of concern supporting a regional imperative for collaborative action for metropolitan region servicing. While growth pressures from within will challenge municipal servicing, external pressures will also have an impact on the future of the Region and will require that we plan without boundaries for a responsible and sustainable regional future.

Some of the growth pressures identified as part of this work include:

**Solid Waste Management:**
- Landfilling of solid waste, specifically organic material, contributes to greenhouse gas generation accelerating climate change;
- More effective waste management, including waste reduction and diversion, can be a significant contributor to greenhouse gas reductions and climate change mitigation;
- Waste is currently managed at a local level, and costs and efforts are duplicated across a small geography to achieve similar outcomes;
- Trends towards densification in urban centres will require updates and improvements to solid waste service delivery for multi-family buildings;
- Major infrastructure development is planned by member municipalities for the near future, making this an ideal time to forecast and address regional processing needs and consider opportunities for collaboration;
- Changing social and environmental attitudes and a global environment (e.g., recycling and landfills); the ban on recycling in China has left Canada with a very limited market for its recyclable materials, resulting in advantages for cooperative marketing of recyclables, and opportunities for new industry in the Region; and
- Cost of services and infrastructure.

**Stormwater Management:**
- Impacts of climate destabilization and increasing unpredictability of weather;
- Effects of densification and urban growth increasing pressure on stormwater management infrastructure;
- Impacts to community safety and public and private property; and
- Impacts stormwater drainage on natural water systems and the environment.
Fire/EMS:
- increasing call volumes relative to population growth and density;
- increasing resource challenges to accommodate population growth;
- provision of services across a larger service area;
- citizen expectation for response and services; and
- costs of maintenance and new services and infrastructure.

Emergency Management:
- increased occurrence of weather incidents and an evolving risk profile;
- increased demand for coordination and communication across a larger service area and relative to larger regional population;
- public costs and impacts of disasters and major incidents; and
- costs of not being resilient and costs of recovery/reconstruction.

Our Options for Proceeding
A major consideration for the inaugural MRSP is how to continue to advance and work towards an integrated the MRSP. The Task Force examined three possible scenarios for the future of the MRSP. Those scenarios include:

- Continuing “as-is” based current service levels and models
- Proceeding with four priority service area Regional Collaboratives
- Establishing a new legal entity to plan and provide municipal services

Many current mechanisms and entities for service planning and delivery are working well. In fact, this is the case for Water, Wastewater, Roads, and Transit, each having existing strategies that are reasonable and appropriate at this time.

For Transit, EMRB member municipalities are pursuing a new legal entity, a Regional Transit Commission, to position this service area going forward.

For other service areas, emerging and future challenges and opportunities indicate new models and an enhanced regional approach should be considered.
Municipalities and their related planning and service delivery entities and initiatives continue AS-IS.

Through the EMRB, establish and mandate a 13-member collaborative that focuses on regional-level planning and/or service delivery, prioritization of regional investments, and engagement with key stakeholders.

Municipalities (with consideration of existing planning and service delivery entities) form a regional commission, authority, corporation, or similar.

Figure 3: Go-Forward Options
Our Approach – MRSP Regional Collaboratives

The MRSP is built around eight distinct service areas, each presenting challenges and opportunities for collaboration now and into the future. Based on considerable collaborative study and engagement across the Advisory Group, Technical Working Groups, and Task Forces, the inaugural MRSP will focus initially on four regionally significant service areas: Solid Waste, Stormwater, Fire/EMS, and Emergency Management.

The remaining service areas (i.e., Water, Wastewater, Transportation - Roads and Transit) will continue to be planned for and delivered based on current mechanisms and entities. All eight services areas will continue to be reviewed against the Growth Plan, future MRSP updates, and future Growth Plan updates.

The MRSP Task Force further acknowledged that proceeding with the four service areas is simply a first step in the substantial work to be undertaken. The MRSP Task Force determined that an enabling structure was also required to concentrate and focus regional efforts and expertise, provide a supportive forum to foster research and to build and share regionally relevant intelligence, and to provide the data necessary for evidence-based decisions and actions in relation to municipal services.

The Task Force endorsed establishing Regional Collaboratives for each of the four service areas as an effective approach to advance the MRSP to include all 13 member municipalities and identified stakeholders. The collaboratives will focus on a specific mandate, scope and set of stakeholders.

Each Regional Collaborative will have varying goals and objectives including specific plans of action to be approved by the EMRB. The expected outcomes, in time, include regional level planning and/or service delivery, prioritization of regional investments, and engagement and ongoing collaboration with key stakeholders towards the development of a Metropolitan Region Servicing Plan.

Each Regional Collaborative will be guided by a unique Regional Collaborative Vision Statement reflecting the needs of the specific service area, the desired future state and demonstrating alignment with the Guiding Principles and Vision of the Growth Plan. (See Appendix C)
**MRSP Guiding Principles**

Creating common understanding of the shared servicing challenges is vital to creating an environment where municipalities can think and act in the best interest of the region. The MRSP Principles reflect the regional imperative for working together and will provide critical guidance for the planning, investment and coordination of the delivery of metropolitan region services. The MRSP Principles are aligned and reinforce the guiding principles of the Growth Plan.

The MRSP Principles are:

- Lead with a metropolitan mindset for the greater good.
- Pursue leading and innovative research, technology, and best practices.
- Build, collect, and share regionally relevant data, information and knowledge.
- Prioritize regionally scaled service investments informed by evidence.
- Leverage sub-regional service initiatives to benefit the Region.
- Recognize the unique municipal service contexts.
- Guarantee the safety and wellness of citizens.
- Act in a regional manner with a unified voice.

**EMRB Objectives for the Inaugural MRSP**

The MRSP Objectives are:

- identify existing services, including current capacity and service provision, and their ability to support current growth;
- identify existing municipal and intermunicipal services and existing shared servicing agreements;
- identify the services required to support future growth through the implementation of the Growth Plan;
- identify opportunities for increased efficiency and collaboration in the sharing of services;
- identify the benefits of enhanced efficiency and optimized services shared amongst municipalities in the Edmonton Metropolitan Region; and
- prepare implementation recommendations for consideration by the Board.
The Regional Significant Servicing

Common across all service areas is a desired future state for metropolitan region servicing. This desired future state is intended to support and complement the outcomes of the Growth Plan.

The intended MRSP outcomes are:

- harmonized data and information collection and sharing to support regional evidence-based decision making for service planning, investment and delivery;
- pro-active regional planning for future growth, where appropriate;
- seamless and optimized service delivery ensuring appropriate service levels, where needed;
- efficient and cost-effective regional investments supported by all levels of government;
- globally recognized metropolitan servicing leveraging best-practices and innovative service delivery technology and processes;
- effective engagement of stakeholders and communication to citizens;
- enhanced community safety, livability and sustainability; and
- an investment-ready region for business growth and investment attraction.

Achieving a regional future for metropolitan servicing will require the following:

- a unified voice in the Region;
- a structured, mandated, and supported regional approach;
- regional-level servicing information and data;
- common terminology, indicators, and measures;
- greater collaboration and knowledge sharing about metropolitan servicing;
- clear, well-defined, and evidence-based regional priorities; and
- regional leadership and change management.
Implementation Plan

The implementation of the Metropolitan Region Servicing Plan requires continued commitment and collaboration among EMRB member municipalities, the Government of Alberta, and other regional stakeholders.

As the mandate and authority of the EMRB are derived from the Municipal Government Act and the EMRB Regulation, the MRSP will come into force once approved by the Government of Alberta.

This section provides guidance and direction to implement the inaugural MRSP. It describes the intended approach and governance by the EMRB for the MRSP. It also lists the intended actions to support the go-forward strategies for each of four regionally significant service areas.

Governance

The EMRB will use existing governance mechanisms for the leadership and oversight of the MRSP. As the MRSP will represent several service areas over time, each with distinct legislation, stakeholders and subject matter expertise, the EMRB will use the following organizational structure for the MRSP:

The above governance structure is essentially what is in place today by the EMRB for its many strategic initiatives (e.g., Regional Agriculture Master Plan, Integrated Regional Transportation Master Plan, and Shared Investment for Shared Benefit).
The following defines some of the key roles for the above:

- **Board** – role as per the Regulation; comprised of elected officials from the 13 member municipalities.

- **MRSP Standing Committee** – role to oversee and lead the implementation and oversight of the MRSP including the four Regional Collaboratives ensure the alignment of the MRSP and go-forward strategies and actions with the Growth Plan; make recommendations to the Board; comprised of elected officials from 5-7 member municipalities, similar to a current Task Force.

- **Regional Collaboratives** – role to lead in the regional collaboration discussions for each service area centered around the defined action plan; develop a framework to identify additional areas deemed to be of regional significance and where the Region may undertake further collaborative municipal service initiatives, further advance coordinated planning and investment, and realize cost efficiency; report to and provide guidance to the MRSP Standing Committee; comprised of non-elected officials and may include senior subject matter experts for the service area from the 13 member municipalities.

- **Project Teams** – role to develop and implement projects, as needed, and approved by the Board; report to a specific Collaborative; comprised of Collaborative members, advisors, and regional stakeholders, as agreed.

- **Regional Stakeholders** – to be engaged where and when needed for the broader interests of the Region.

### Regional Collaboratives

For the inaugural MRSP, the EMRB will establish four Regional Collaboratives – one for Solid Waste, Stormwater, Fire/EMS, and Emergency Management. Where and when approved by the Board and/or member municipalities, Regional Collaboratives for other service areas may be established or replaced by an alternate governance mechanism.

Each Regional Collaborative will have a common framework for the Terms of Reference; however, each Regional Collaborative will have a specific mandate, scope, and set of stakeholders. The following summarizes the key elements of the Terms of Reference:

- Report to the MRSP Standing Committee.
- Mandatory representation from all thirteen member municipalities; however, optional participation in projects, where approved by the Board.
- Chair representation from a member municipality.
- Meet 4-6 times per year, or as needed and approved.
- Optimize regionally relevant data and information gathering, sharing, and consensus.
- Advance the service areas regionally, where appropriate, while engaging with regional stakeholders.
- Determine the need for and scope of projects relevant for advancement of the service area regionally.
• Contribute to the support and implementation of the Growth Plan.

**Action Plans for Regional Collaboratives**

Each Regional Collaborative will have distinct goals and objectives including specific action plans. These action plans must be supported by the MRSP Standing Committee and approved by the Board.

EMRB capacity and resourcing is a major implementation consideration. As such, EMRB will be responsible for ensuring the Regional Collaborative action plans and related projects are effectively and efficiently prioritized, approved, resourced, and managed within the inaugural MRSP.

While not yet resourced nor approved by the Board, the following provides the intended direction for action plans for the four municipal service area Regional Collaboratives.

**Solid Waste**

- Develop a common set of Solid Waste terminology, measures, indicators, criteria for prioritization of investments.
- Discuss regional Solid Waste efforts with ERWAC and determine best strategy for the future of ERWAC.
- Gather a foundation of regional level Solid Waste data and information for residential Solid Waste management.
- Advance regional discussion and advocacy of Extended Producer Responsibility (EPR) toward enabling legislation.
- Conduct an enhanced Environmental Scan of processing capacity and waste generation including construction and demolition waste; disaster debris management; and industrial, commercial and institutional waste; identify opportunities for innovation in Solid Waste management.
- Determine impacts of landfill bans on waste management.
- Develop policy recommendations on single use items reduction.
- Advance a regionally relevant and common package for public education of Solid Waste.
- Determine opportunities for regionally scaled investments (e.g., organics processing, recycling facilities).
- Develop a common full cost accounting and life cost analysis including carbon footprint and the impact of greenhouse gases in the Region.
- Conduct a detailed service delivery analysis and best practices review for service delivery models; and make recommendations to EMRB.

**Stormwater**

- Develop a common set of Stormwater terminology, measures, indicators, criteria for prioritization of investments.
- Gather a foundation of regional level Stormwater data and information – a library and repository.
- Conduct an enhanced Environmental Scan of creeks, trunks, etc. – measures and monitoring.
• Determine risks (e.g., impacts, liability) of current practices.
• Advance and facilitate good practices and lessons learned.
• Consider projects for Design Standards, Sedimentation and Erosion.
• Advance/elevate regional discussion and advocacy of Water Quality and Design Standards.
• Determine opportunities for regionally scaled investments.

**Fire/EMS**

• Develop a common set of Fire/EMS terminology, measures, indicators, criteria for prioritization of investments.
• Discuss Regional Fire Chiefs Committee (including Sub-Committees) and determine best strategy for the future of same.
• Gather a foundation of regional level Fire/EMS data and information.
• Advance regional discussion and advocacy of interoperability and emergency communications.
• Advance regional discussion of “Auto-Aid” for priority calls.
• Inventory local and sub-regional initiatives and agreements – in detail.
• Inventory specialty services and equipment – put into EMRGIS.
• Conduct an enhanced Environmental Scan of servicing levels, ranges of services – descriptive in nature, not prescriptive.
• Determine opportunities for regionally scaled investments.

**Emergency Management**

• Develop a common set of Emergency Management terminology, measures, indicators, criteria for prioritization of investments.
• Discuss regional Emergency Management efforts with CREPP and determine best strategy for the future.
• Gather a foundation of regional level Emergency Management data and information.
• Determine opportunities for regionally scaled investments.

A more detailed summary of each Collaborative which includes a definition of the service area, a future vision, rationale, a description of current state, future state, a list of regionally significant topics for further discussion, next steps and measures of success under Appendix A.

**Monitoring and Reporting**

Monitoring, evaluating, and reporting on the MRSP including the work of Collaboratives and/or Collaborative projects is critical to ensuring support and alignment to the Growth Plan. Key Performance Indicators (KPIs) will be used to determine the effect of the Collaborative plans of action in achieving the desired outcomes of the MRSP and the Growth Plan. The KPIs will be developed by the Collaboratives based on any approved plans of action and/or projects.
EMRGIS

Central to the success of the MRSP is the quality and availability of current data and information. The Edmonton Metropolitan Region Geographic Information Services (EMRGIS) will be used as one of the principal tools to capture and share regionally relevant information and analysis.

The success of the MRSP and its alignment to the Growth Plan will enable regional maps, regional knowledge and regional KPIs to inform decision making and the advancement of regional collaboration.

The regional maps may be static (see Appendix F) or dynamic and will promote the sharing and leveraging of regional information for the member municipalities – both for EMRB purposes and for use sub-regionally (e.g., sub-regional service planning) or locally (e.g., local service delivery).

Updates to the MRSP

To ensure the MRSP continues to support and be aligned to the Growth Plan, the EMRB is committed to “evergreening” the MRSP through a review every two to three years and an update every five years. A comprehensive review of the MRSP will be completed with major updates to the Growth Plan.
APPENDIX A: Service Area Profiles
A1 Solid Waste Management
A2 Stormwater Management
A3 Fire/EMS
A4 Emergency Management
A1 Solid Waste Management

Definition

Solid waste means the collection, transfer and disposal of all solid waste material, including garbage, recyclables, and organics materials. Solid waste services consist of several components including generation, collection, transfer, processing and end-of-life or landfill facilities and/or sites.

Vision for a Regional Future

The vision for Solid Waste management in the Region is:

“Leading the way to a zero waste Edmonton Metropolitan Region.”

The Case for Regional Solid Waste Management

Identified by the MRSP Task Force as the service area with the highest priority, the case for a long-term regional plan for Solid Waste management is simple. The MRSP Environmental Scan identified a number of growth pressures already facing existing Solid Waste management facilities, as well as increasing costs of collection and processing as the Region grows.

The work of the Solid Waste service area Regional Collaborative will be to address the challenge of what to do with the waste created by an additional one million regional residents, and nearly half a million new jobs in the Edmonton Metropolitan Region by 2044.

In advancing a regional approach to Solid Waste management, municipalities have the opportunity to share valuable information on service delivery and data on current and projected service levels. By working collaboratively to plan services, municipalities could make more informed, efficient and cost-effective decisions about investment and service delivery that stretches taxpayer dollars further without compromising service levels.

A shared regional approach to Solid Waste management also has the potential to create opportunities for shared investment and service delivery that meets the needs of growth neighbouring communities and increased demands on waste management services and infrastructure.

In addition to developing a cost-effective plan to service Solid Waste management as a Region, we are also challenged to identify and advance strategies to reduce the overall volume of solid waste produced as a region to support a more sustainable and environmentally responsible region.

Solid Waste Management in the Region Today

Solid waste servicing or management is required for all communities including residential, commercial and industrial origins. solid waste servicing is primarily delivered locally. There is no single entity responsible for delivering solid waste services in the Region.
There are numerous sub-regional and local initiatives for solid waste servicing and management. Solid waste services are offered to residents and businesses though their local municipalities; however, the majority of the services are operated by private contractors under contract. Many of the private companies provide services to more than one municipality and operate privately on a sub-regional or regional scale.

The opportunity exists for an array of Solid Waste services to be provided to on a regional scale to all generators of waste within the Region, and address waste management from generation through to end-of-life disposal, or re-introduction into the material market stream. The goal of Solid Waste management is to minimize the impact of solid waste disposal on the environment, which includes managing risks associated with end-of-life disposal, as well as and to identify opportunities for beneficial use of waste.

The planning for Solid Waste services and Solid Waste management is conducted by individual municipalities and/or through various planning entities and processes.

**Future State**

In the future, Solid Waste services and Solid Waste management will meet new challenges and opportunities; some, will be of regional interest and significance.

<table>
<thead>
<tr>
<th>In the next 10 years</th>
<th>In the next 25 years</th>
</tr>
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<tr>
<td>landfill capacity and land availability for new landfills</td>
<td>changes in employment centres and industries</td>
</tr>
<tr>
<td>recycling capacity and availability of relevant materials</td>
<td>change in waste stream characterization</td>
</tr>
<tr>
<td>organics processing capacity</td>
<td>changes in technology for waste processing</td>
</tr>
<tr>
<td>urban densification and associated service levels</td>
<td>changes in technology</td>
</tr>
<tr>
<td>significant growth in population and employment</td>
<td>evolution of global markets</td>
</tr>
<tr>
<td>densification and intensification, requiring updates to Solid Waste service delivery models</td>
<td>climate change and disaster debris</td>
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<td>changes in employment centers</td>
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<tr>
<td>changes in waste stream characterization</td>
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<td>waste disposal capacity for construction and demolition waste</td>
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<td>disaster debris planning</td>
<td></td>
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<tr>
<td>funding constraints especially for major facilities</td>
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</tbody>
</table>
Future Solid Waste topics of interest in the Region may include:

- ensuring a single voice regarding solid waste;
- hazardous waste;
- waste diversion and recycling;
- waste as a resource;
- facility access and processing;
- waste reduction;
- landfill bans;
- Extended Producer Responsibility (EPR);
- staging and long-term servicing for major infrastructure; and
- continued engagement with the Government of Alberta.

Next Steps for a Regional Solid Waste Plan

EMRB member municipalities will establish a Regional Collaborative to advance regional collaboration for Solid Waste.

Measuring Our Success

As we proceed toward our shared vision for regional Solid Waste management, our success will reflect our progress in:

- planning collaboratively on regional topics and priorities;
  - we view Solid Waste management within the context of a regional circular economy;
  - we understand and recognize the full life cycle of a product or material, from raw material extraction through production, use, and end-of-life management;
  - we have developed Solid Waste management initiatives and innovation to address options throughout the material life cycle, and prioritize options based on the Waste Management Hierarchy;
  - we recognize materials as resources to be maintained at their highest value within the economy for as long as possible;
  - we are reducing negative impacts to the environment in which we live, including protection of groundwater and air quality;
- collecting and leveraging quality information and knowledge to support regional decision making and investments;
- advancing cost-efficient and cost-effective investments for regional benefits; and
- optimizing regional collaboration and intermunicipal framework for Solid Waste.
A2 Stormwater Management

Definition

Stormwater management means the collection, conveyance, storage and discharge of stormwater runoff (e.g., rainfall, snow melt). Stormwater servicing typically consists of collection and conveyance systems (e.g., swales, ditches, roadway gutters, storm sewers, major stormwater trunks), storage and control or management facilities (e.g., dry ponds, wet ponds, wetlands, control structures), water quality treatment and Low Impact Development facilities (e.g., wet ponds, wetlands, oil/grit separators, rain gardens, bioswales, green roofs), and discharge facilities (e.g., outfall trunk, outlet structures, erosion control).

Vision for a Regional Future

The vision for Stormwater management in the Region is:

“The Edmonton Metropolitan Region will have protected natural assets while achieving resilience from Stormwater impacts.”

The Case for Regional Stormwater Management

Rainfall does not respect municipal boundaries, and moreover, while rain may fall in one municipality, it may flow into many others downstream if Stormwater management facilities can’t keep up. The summer of 2019 provided ample context for this challenge as record levels of consistent precipitation caused overland flooding in multiple regional municipalities. The costs of such flood damage and responding to flood incidents are borne by municipalities and property owners, diverting tax dollars from other needed investment in public services and infrastructure.

As the effects of climate change continue to increase the unpredictability of weather events and natural disasters, and as communities across the Region continue to grow, municipalities will be challenged to ensure existing stormwater management assets are prepared to accommodate variability in rainfall, while also ensuring assets are planned and built to balance the impacts of urban growth, protect communities and investment, and manage natural water systems.

In planning for stormwater management regionally, by planning without boundaries, and by sharing information about existing capacity and regional needs regional Stormwater management plan, the Region will be positioned to prioritizing investment in growth areas and make regional-based decisions to protect regional neighbours form the impacts of flooding. In doing so, the Region will protect communities and natural water systems, realize efficiencies in planning and investment, and reduce the costs associated with emergency response and recovery from flooding.

Stormwater Management in the Region Today

Stormwater is unique in that stormwater runoff will occur naturally even if Stormwater servicing is not provided. Stormwater servicing is required to manage and convey Stormwater runoff from various types of development to the receiving water body. Without Stormwater servicing, naturally
occurring Stormwater runoff will result in adverse impacts such as flooding, erosion and sedimentation, and deterioration in the water quality of receiving water bodies.

Stormwater servicing is required for all new urban and rural development, including residential, commercial, institutional, industrial, transportation and recreational. Stormwater servicing is primarily delivered locally and sub-regionally within watersheds.

Stormwater servicing is a municipal responsibility in the Region under the governance of Alberta Environment and Parks (AEP). The Government of Alberta plays an important role in this service area through AEP as the stormwater regulator. Municipalities are generally allowed to discharge stormwater to downstream municipalities through creeks and rivers, with discharge controlled to approved unit discharge rates (e.g., Litres/second/hectare or L/s/ha).

Stormwater is typically managed by local municipalities, using local collection systems and stormwater management facilities to discharge stormwater runoff to natural waterbodies. EMRB member municipalities are responsible for delivering their own Stormwater servicing. Stormwater infrastructure is typically constructed as part of the land development process, including local storm sewers and/or ditches, Stormwater management facilities, and outfalls to natural watercourses.

Stormwater planning is conducted by individual municipalities and/or through various planning entities and processes. Municipalities or municipal utilities are responsible for the planning, approvals, asset management and operation and maintenance of the stormwater drainage system. Municipalities typically carry out Stormwater Master Drainage Plans for their entire municipality, which may define the overall drainage basin boundaries and the allowable discharge rates to the various receiving watercourses or existing stormwater infrastructure. These plans are then refined at the Area Structure Plan level, with increased level of detail in the location of stormwater management facilities, the basin and sub-basin boundaries, and the type of conveyance system (e.g., storm sewers and ditches). The plans are further refined at the development permit stage when developers obtain approval to construct specific Stormwater infrastructure.

Where necessary, municipalities collaborate to plan the Stormwater drainage system at the local watershed level (e.g., Whitemud/Blackmud Creek). This may include studying the existing hydrologic conditions and existing constraints to develop mutually agreed design criteria, such as the allowable discharge rate in L/s/ha. These municipalities then approach AEP with their recommendations. However, there are no known intermunicipal Stormwater agreements in the Region.

There are various watershed groups whom plan for, manage, and report on Stormwater at a sub-regional basis, either bilaterally or multilaterally. The Edmonton Metropolitan Region is part of the North Saskatchewan River watershed, with several sub-watersheds located within the EMRB boundaries. The watershed alliances are advocacy groups, promoting environmental protection with orderly development, and generally have limited authority provided to them by AEP. EMRB municipalities have organized watershed working groups on a sub-regional basis under the authority of the partner municipalities. These municipalities then approach AEP with key recommendations (e.g., allowable discharge rates in L/s/ha), applicable to that sub-watershed, for approval.
Future State

In the next 10 and 25 years, Stormwater servicing will see continuing and new challenges and opportunities; some, will be of an evolving regional interest and significance.

- changes to provincial legislation and standards, potentially including greater emphasis on water quality and/or erosion in natural watercourses;
- significant growth in population and employment, with the resulting land development, which will result in:
  - likely increase in annual runoff volume to receiving watercourses;
  - potential increases in erosion rates in watercourses;
- densification and intensification, which could impact flood risk, annual runoff volume and/or water quality;
- encroachment, infilling, and other urban development;
- climate change, with increase in extreme weather events, which can impact flood risk;
- flooding and drainage constraints;
- bed and bank erosion;
- sedimentation and silt accumulations;
- municipal servicing strategies and management criteria;
- on-site stormwater storage, treatment and reuse - interior (e.g., toilet flushing);
- pre-development run-off rates;
- funding constraints especially for major facilities; and
- stakeholder perspectives.

Future Stormwater topics of interest in the Region may include:

- ensuring a single voice regarding Stormwater;
- staging and long-term servicing for major infrastructure; and
- continued engagement with the Government of Alberta.

Next Steps for a Regional Stormwater Management Plan

EMRB member municipalities will establish a Regional Collaborative to advance regional collaboration for stormwater management.

Measuring Our Success

As we proceed toward our vision, our success will be measured by the following:

- we will plan on regional topics and priorities of significance and relevance;
- we will have quality information and knowledge to support regional investments;
- we will have cost-efficient and cost-effective investments for regional benefits; and
- we will have optimal regional collaborations and intermunicipal framework for Stormwater management.
A3 Fire/EMS

Definition

Fire/EMS means all fire services (e.g., suppression, alarms, and rescue) and emergency medical services (e.g., medical first response).

Vision for a Regional Future

The vision for Fire/EMS management in the Region is:

“An integrated citizen-centric approach to Fire/EMS with a holistic level of excellence in the Edmonton Metropolitan Region.”

The Case for Regional Fire/EMS

As we look to add another one million residents to the Region by 2044, our communities will grow, and so too will the demands placed on the first responders that keep our communities safe. Not only will service providers face increased demands from a larger population, but they will be challenged to ensure services can be provided across a larger service area; all while working to maintain the expectations of response time and service that residents currently receive at the costs that municipalities can afford.

Municipalities receive excellent fire and emergency medical services, but challenges persist in service delivery from the maintenance of existing assets, to the duplication of service provision between municipalities, and in allocating resources appropriately and strategically. Beyond the costs borne by individual budgets of municipalities, however, there are greater costs. Those costs are related to the safety and security of communities within the Region and the peace of mind of regional citizens that fire and ambulance services will be there when and where they are needed.

Good neighbours look after each other. Regional planning and decision making will benefit from consistent, timely information collection and sharing as well as further support the identification of system gaps and opportunities for shared investment in new technology and infrastructure to the benefit of the Region.

By planning collaboratively as one Region for fire and emergency medical services, municipalities will be able to make stronger evidence-based decisions in planning, investment, and service delivery that ensure cost-effective use of public dollars in resource allocation and support public safety across the Region. The MRSP Collaborative on Fire/EMS will help provide a pro-active plan to maintain services we have today, reduce duplication, and ensure future generations will be protected.
Fire/EMS in the Region Today

Fire/EMS servicing is primarily delivered locally. There is no single entity responsible for delivering fire services in the Region.

What is critical to understand is fire, medical aid, and other emergency situations do not know borders; and each incident or event requires a practical and affordable plan to service - whether that is in a metropolitan, urban, suburban, rural, or wilderness area. The plans to service may be local, between municipalities, and/or with other levels of government and partners.

EMRB member municipalities are responsible for delivering their own fire services and basic emergency medical services. In addition, each member municipality is accountable for emergency Management, within their jurisdictions. Funding of fire services is diverse, and municipalities use a variety of mechanisms including a tax levy for operating and capital, reserves, grants, and revenue generation.

Some municipalities in the Region have service and/or mutual aid agreements for the provision or support of emergency management and fire services. There are in addition, several industrial and commercial sites with emergency services capability. Alberta Health Services is responsible for delivering ambulance services, which for most of the population outside of the City of Edmonton is delivered through integrated service models.

The current processes or entities for planning are essentially those defined by each member municipality. In most cases the municipalities have developed a Fire Services By-law enabling and describing the services. In some cases, municipalities have By-laws or policies for Standards of Cover, Standard Operating Procedures, and Standard Operating Guidelines that describe the levels of service.

The current plans to service are typically local and include a wide variety of local Fire Master Plans, Fire Strategic Plans, and various Operating and Capital Plans supporting Fire Services or Departmental Business Plans. Services, service levels or targets, service capacity, and service staffing for Emergency Services vary broadly across the Region and amongst the member municipalities.

The Region has a wide variance in service delivery, service capacity and service standards for emergency services. However, each EMRB member municipality has unique cultures, assets, strengths, and needs.

Future State

In the next 10 and 25 years, each municipal service will meet new challenges and opportunities. Some of these challenges and opportunities will be of regional relevance including:

- significant growth in population and employment;
- overall influence of risk and risk management;
- funding constraints for infrastructure (e.g., facilities, apparatus, and specialty equipment);
- coordinated response to major incidents and disasters;
• changing demographics; and
• changing technology.

Regional growth will have a broad set of influences and impacts beyond increases in population and employment. While not linear to population and employment changes, Emergency Services can reasonably be anticipated to change in the following ways:

• increased fire calls;
• increased fire stations;
• increased and diversified fire equipment and apparatus;
• increased firefighters (not including management); and
• increased need for public awareness and education.

Future Fire/EMS topics of interest in the Region may include:

• ensuring a single voice regarding Fire/EMS;
• risk identification and management;
• training, education and standards;
• recruitment and human resource support;
• specialty services response (e.g., hazardous materials);
• major facilities, apparatus, and equipment;
• service agreements;
• staging and long-term servicing for major infrastructure and technology; and
• continued engagement with the Government of Alberta.

Next Steps for a Regional Fire/EMS Plan
EMRB member municipalities will establish a Regional Collaborative to advance regional collaboration for Fire/EMS.

Measuring Our Success
As we proceed toward our vision, our success will be measured by the following:

• we will plan on regional topics and priorities of significance and relevance;
• we will have quality information and knowledge to support regional investments;
• we will have cost-efficient and cost-effective investments for regional benefits; and
• we will have optimal regional collaborations and intermunicipal framework for Emergency services.
A4 Emergency Management

Definition

Emergency Management means services in preparation and mitigation, prevention, response, and recovery to major incidents and disasters.

Vision for a Regional Future

The vision for Emergency Management in the Region is:

“The Edmonton Metropolitan Region Board will collectively mitigate against all-hazards by preparing for, responding to, and recovering from major incidents and disasters that optimize the interests of the Region and Albertans.”

Current State

In Alberta, the Emergency Management Act, RSA 2000, c E-6-8 defines that municipalities are responsible for the direction and control of emergency responses, and the preparation and approval of emergency plans and programs. Municipalities must also appoint an Emergency Advisory Committee (members of Council) and an Emergency Management Agency (responsible to Council) to exercise responsibilities under the Emergency Management Act, updated in November 2018.

In addition, the Municipal Government Act, RSA 2000, c M-26 provides for Councils to establish By-laws. One other item of legislation is the Local Authorities Emergency Management Regulation which defines expectations of municipalities in the areas of regional collaboration, training, emergency management plans and emergency management exercises. This regulation comes into effect January 1, 2020.

Emergency management in the Edmonton Metropolitan Region is characterized by the following:

- servicing is primarily planned for and delivered locally;
- some support is provided through the Alberta Emergency Management Agency (AEMA);
- all member municipalities, with many other municipalities in the Region, are members of the Capital Region Emergency Preparedness Partnership (CREPP), an ad hoc entity representing local municipalities;
- most member municipalities do not have full-time positions supporting this service area;
- much of emergency management has evolved out of emergency services and now engages a cross-municipal set of representatives;
- the Edmonton Metropolitan Region plays a major role in supporting the consequences of disasters in this province;
- there are acknowledged gaps in the regional approach to emergency management, especially in business continuity, emergency social services, and crisis communications;
• local capacity is a major issue including the ability to support Incident Management Teams for response and recovery of municipalities; and
• emergency management is now a political and economic risk for municipal executive and elected officials.

Future State
The future state of emergency management will be characterized by the following:
• there is a rapidly changing landscape of risks and a risk profile in the region;
• major incidents and disasters do not respect borders nor jurisdictions;
• emergency management is increasingly multi-sectoral issue (e.g., public, business, industry);
• collaboration will lead to innovation and resulting region-wide and collective strategies, and
• the requirements for education, training and exercises are evident and will increase in time.

The Case for an Emergency Management Collaborative
The case for an Emergency Management Collaborative includes the following:
• there is a clear willingness and desire by front-line municipal emergency management professionals to work together;
• a collaborative approach can optimize investment decisions and the sharing of resources and capacity;
• the occurrence and cost implications of major incidents and disasters are increasing; and
• regional emergency management is a strategy in optimization of investments for collective benefits – not a cost saving strategy.

Next Steps for a Regional Emergency Management Plan
EMRB member municipalities will establish a Regional Collaborative to advance regional collaboration for Emergency Management.

The priorities for action the Regional Collaborative are:
• develop a common set of emergency management terminology, measures, and indicators;
• prepare a Region-wide hazard and threat assessment to inform decisions and actions;
• discuss regional Emergency Management efforts with CREPP and determine best strategy for the future;
• gather a foundation of regional level Emergency Management data and information in an integrated and accessible repository or clearinghouse;
• engage with public, not-for-profit, business, and industrial partners on advancing emergency management challenges and opportunities;
• develop criteria for prioritization of investments; and
• determine opportunities for regionally-scaled investments.
Appendix B – Additional Service Areas

B1 Water

Definition

Water means potable water. Water servicing includes the supply, treatment, transmission, storage and distribution of potable water.

Water Services in the Region Today

Water servicing is delivered through a combination of regional, sub-regional, and local means. Almost all of the supply and treatment is delivered by EPCOR including all EMRB municipalities (except Devon, which has its own water treatment plant). Regional water servicing focuses on water treatment and major water pumping and transmission systems.

EPCOR provides water treatment plus transmission within the City of Edmonton boundary. Treated water is then transferred to adjacent municipalities and/or the three connecting water commissions (Capital Region Parkland Water Services Commission, Capital Region Northeast Water Services Commission and Capital Region Southwest Water Services Commission). Water is then transferred to other EMRB members and to other water commissions and municipalities beyond the EMRB boundaries.

Storage and local distribution are provided locally within each municipality. There are no known locations where one municipality’s distribution system connects directly to the distribution system of another municipality (Enoch and CFB Edmonton may be exceptions).

EPCOR Water undergoes a Transmission Master Planning Exercise every five years focusing on the upcoming 10-year capital requirements. They are currently in the process of updating the Transmission Master Plan which will include a greater focus on potential transmission upgrades to accommodate regional growth in the long term (up to 2060).

Most municipalities also prepare master plans on a regular basis and use the results to budget for major water transmission and storage facilities. Master plans are typically updated every 10 years with a 20 to 30-year planning horizon.

Future State

To ensure that EPCOR Water can meet water treatment and transmission needs and accommodate regional growth in the near term, they undertake the following process:

- Annually, each regional customer provides EPCOR a written forecast of the quantity of water the customer reasonably expects to purchase during each of the next five calendar years (procedure is outlined in each regional water commission’s Water Supply Agreement with EPCOR).

- EPCOR approves this quantity of water, or suggests a reduced amount based on a bona fide reason including economic, legal, regulatory, technical or engineering aspects. As stated in each Water Supply Agreement, it is not reasonable for EPCOR to refuse to agree to a quantity of water primarily for the purpose of limiting the growth of residential, commercial or industrial development within the customer’s boundaries.
EPCOR anticipates regional customer growth. To meet increased regional demands EPCOR can either 1) construct capital upgrades to the Edmonton municipal water supply system or 2) potentially operate the system in an alternate manner. Future infrastructure/upgrades will be designed and constructed to accommodate both internal and regional growth, ensuring servicing standards are achieved.

In the next 10 and 25 years, water services will meet new challenges and opportunities. Some of these challenges and opportunities will be of regional relevance including:

- Significant growth in population and employment - Water conservation has generally mitigated the impact of regional growth on withdrawals from the North Saskatchewan River, however it is not clear to the degree that this will continue to be the case in the future.
- Increases in population and employment may lead to increased water demands on the North Saskatchewan River at a time when the long-term supply available may be impacted by climate change.
- Densification and intensification - upgrades in the water storage, transmission and distribution systems will allow infill development without impacting available fire flows.

Water has seen a number of leading practices being embraced locally and regionally across North America and Canada more specifically. These have included:

- regionalization of treatment and transmission services, primarily when the water commissions were set up;
- water conservation has resulted in the total demands for treated water to stay fairly constant for several years as the Region’s population and employment has increased; and
- water treatment technologies continue to evolve. The current challenges include removal of pharmaceuticals from the raw water.

Future Water topics of interest in the Region may include:

- ensuring a single voice regarding the North Saskatchewan River water withdrawals;
- water conservation;
- staging and long-term servicing for major infrastructure;
- servicing of major growth areas; and
- continued engagement with the Government of Alberta.

Next Steps for Regional Water Servicing

The current “as-is” approach by EPCOR, various Water Commissions, the Town of Devon, and EMRB member municipalities will continue to lead and manage all aspects of this service area.

This service area will be monitored by EMRB for implications to the Growth Plan. The EMRB may consider specific go-forward strategies in the coming years including the collection and awareness of sub-regional and local plans including Master Plans, Engineering Studies so as to better position knowledge and information about the Region for future updates to the MRSP and the Growth Plan.
B2 Wastewater

Definition

Wastewater means wastewater generated from residential, industrial, commercial and institutional developments. Wastewater servicing is primarily regional and focuses on major wastewater transmission and treatment facilities.

Wastewater Management in the Region Today

Wastewater services are delivered through a combination of regional, sub-regional and local means. Almost all of the transmission and treatment is delivered by either EPCOR or the Alberta Capital Region Wastewater Commission (ACRWC). Collection is delivered locally, with some larger municipalities providing their own transmission systems. There are almost no locations where one municipality’s distribution system connects directly to the distribution system of another municipality (34 St Trunk in Edmonton & Strathcona is exception).

The ACRWC and EPCOR Drainage Services (formerly City of Edmonton Drainage Services) regularly carry out joint wastewater system planning studies. They also developed a Master Regional Servicing Agreement that dictates how wastewater transmission and treatment services are shared between the two organizations. In addition, the ACRWC and EPCOR meet quarterly to conduct joint planning of wastewater transmission and treatment facilities. EPCOR and the ACRWC’s current long-term plan include wastewater transmission and treatment servicing to 2059.

In addition to the above joint planning initiatives, EPCOR Drainage Services regularly undertakes wastewater system planning studies for each of the main wastewater trunk systems servicing the City of Edmonton and the ACRWC south system. These studies typically review historic and projected growth, estimate peak wastewater flows using hydraulic models, and plan for staged construction of the wastewater transmission system.

The ACRWC regularly undertakes planning studies to assess the capacity of the transmission and treatment facilities. Recent planning studies has indicated that upgrading to their Parkland Sanitary Trunk Sewer (PSTS) and St. Albert Regional Trunk Sewer (START) is required to convey peak wet weather flows. Portions of these trunks have been upgraded and plans are in place to continue upgrading for further upgrading over the next 10 years. The upgrading is generally to address growth to approximately 2045.

The ACRWC site was designed to facilitate significant expansion. The ACRWC adds plant capacity as needed to meet both growth requirements and changing environmental regulations for discharges to the North Saskatchewan River. Most municipalities also prepare wastewater master plans on a regular basis and use the results to budget for expanding their wastewater collection and transmission systems. Master plans are typically updated every 10 years with a 20 to 30-year planning horizon.

Future State

In the next 10 and 25 years, Wastewater services will meet new challenges and opportunities. Some of these challenges and opportunities will be of regional relevance including:

- Significant growth in population and employment – the latest regional planning studies document how wastewater servicing will be provided to the Region (excludes Devon) to the
year 2059. This will require expansion of the major wastewater transmission systems including new trunks within Edmonton and upgrading of ACRWC systems. Expansion of the two major wastewater treatment plans will eventually be required but is currently being offset by reduced water use across the Region.

- Densification and intensification causing increases in wastewater flows can adversely impact downstream sewer systems and upgrading is often needed.
- Funding constraints, especially for major facilities such as major trunk systems and wastewater treatment plants, is currently managed through construction staging and long-term interim servicing. The wastewater utilities and commissions generally have predictable long-term funding through utility rates.

Wastewater has seen a number of leading practices being embraced locally and regionally across North America and Canada more specifically. These have included:

- regionalization of transmission and treatment services, primarily when the ACRWC was set up in the mid-1980s;
- water conservation has resulted in the total wastewater flows to the Region’s wastewater treatment plants increase at well below the rate of population/employment increases;
- wastewater treatment technologies continue to evolve, with removal of nutrients (e.g., nitrogen, phosphorus) and bacteria now being standard practice. The current challenges include removal of pharmaceuticals and the treating wastewater within a smaller plant footprint; and
- detailed wastewater planning studies are now standard practice for both servicing new greenfield areas and redevelopment/intensification of existing development areas.

Future Wastewater topics of interest in the Region may include:

- ensuring a single voice regarding the North Saskatchewan River assimilative capacity and allowable effluent discharge parameters;
- management of inflow and infiltration to the Wastewater system;
- staging and long-term servicing for major infrastructure; and
- continued engagement with the Government of Alberta.

**Next Steps for Regional Wastewater Management**

The current “as-is” approach by EPCOR, ACRWC and EMRB member municipalities will continue to lead and manage all aspects of this service area.

This service area will be monitored by EMRB for implications to the Growth Plan. The EMRB may consider specific go-forward strategies in the coming years including the collection and awareness of sub-regional and local plans including Master Plans, Engineering Studies so as to better position knowledge and information about the Region for future updates to the MRSP and the Growth Plan.
B3 Transportation - Roads

Definition

Transportation - Roads means the transportation system of roadways, air, and rail.

Regionally significant roadways are identified in the Integrated Regional Transportation Master Plan (IRTMP) as linking municipalities, major destination centres, and employment centres as well as providing access to air and rail.

Roadways in the Region Today

The primary mechanism for Transportation Planning is the IRTMP.

- **Roads**

  This service area is provided locally through regional, sub-regional and provincial collaboration. Examples of these include the IRTMP (Regional), Transportation Master Plans (Local), Alberta Transportation (Provincial) and Intermunicipal Development Plans (IDP) and Intermunicipal Collaboration Frameworks (ICF), both sub-regionally. Transportation (roads) networks in the Region comprise of several regionally significant roads classified as either arterial, expressway or freeway, and are identified in the IRTMP. The IRTMP regional roadway classifications system serves to respect the correlation between moving people and reflecting the nature and character of the surrounding land uses and development pattern. The Government of Alberta owns and operates the majority of regionally significant roadways in the Edmonton Metropolitan Region, but often works with EMRB municipalities in completing planning studies for future roadways.

- **Goods Movement**

  Goods movement networks are provided provincially and locally through high and heavy load corridors, dangerous goods routes and truck routes. All provincial highways, which form part of the regional network, are designated as truck routes and dangerous goods routes. The Province also designates specific corridors as high/heavy load routes. Local goods movement networks provide connectivity to the provincial goods movement network.

- **Air**

  Air services are operated regionally by the Edmonton Regional Airport Authority (ERAA) and regulated federally. ERAA currently operates two airports in the Edmonton Metropolitan Region, Edmonton International airport (EIA) and Villeneuvee airport in the best interests of the Region.

- **Rail**

  Rail services are provided federally and regulated by Transport Canada. An extensive network of railway facilities serve passenger and cargo needs in the Edmonton Metropolitan Region. Rail based cargo transportation in the Region is provided by the Canadian National and Canadian Pacific railways.

The EMRB Transportation Priorities working group reviews regional transportation priorities annually. Priority transportation projects are identifying by inventorying regional projects, scoring each project against policy areas weightings based on the EMRB Growth Plan and adjusting for priority. Each transportation project in the EMRB is given a score using the policy area weightings,
which is multiplied by a priority score of one, two or three, depending on the priority, with three being the highest priority.

**Future State**

The future state of transportation includes how demand for transportation services changes and how transportation services are delivered.

Factors affecting the demand for transportation services are as follows:

- increased population and employment growth result in increasing demands on the transportation system;
- changes in development patterns affecting the transportation services in demand;
- changes in demographics affecting the transportation services in demand; and
- economic factors, including changes in goods movement needs, affecting the transportation services in demand.

Factors affecting how transportation services are delivered are as follows:

- new technologies changing how transportation systems are provided;
- changes to how existing transportation networks are used;
- changes in public policy and funding mechanisms and priorities affecting the types of transportation services provided;
- maintenance costs for existing (and future) infrastructure affecting funding decisions; and
- balancing the need to accommodate future changes while maintaining or limiting impacts on current services.

Future Transportation - Roads topics of interest in the Region may include:

- ensuring a single voice regarding Roads;
- staging and long-term servicing for major infrastructure; and
- continued engagement with the Government of Alberta.

**Next Steps for Regional Road Management**

The current "as-is" approach by EMRB member municipalities will continue to lead and manage all aspects of this service area. This service area will be monitored by EMRB for implications to the Growth Plan.

The IRTMP 2.0 project will address the longer-term servicing needs of this service area consistent with the Growth Plan. The EMRB may consider specific go-forward strategies in the coming years including the collection and awareness of sub-regional and local plans including Master Plans, Engineering Studies so as to better position knowledge and information about the Region for future updates to the MRSP and the Growth Plan.
B4 Transportation - Transit

Definition

Transportation - Transit means the transportation system of transit. The Transportation - Transit service area will focus on intermunicipal transit services offered between EMRB members, as such, local routes are not considered, although intermunicipal routes with connections to local routes are noted as needed. Intermunicipal transit services focus on intermunicipal transit routes, park and ride facilities, and accessible transit.

Transit in the Region Today

Public transit is expected to play a significant role in servicing Priority Growth Areas and reducing the regional footprint. The Metropolitan Region Servicing Plan Environmental Scan was completed in November 2018. This is an important input to understanding the Transportation (Transit) service area including the reports detailed information on the current state.

The components of the transit system include routes, vehicles, stations and facilities. In addition, the major influencers to the transit system include – legislation, governance, funding/maintenance, policies, enforcement, and design standards and criteria.

Intermunicipal Transit Routes

- Seven of the 13 EMRB members operate intermunicipal transit routes.
- All members offering transit connect to at least one City of Edmonton Transit Centre. Spruce Grove is the only member providing a transit connection to an area outside of Edmonton (Acheson).
- Currently, Beaumont, Edmonton, Fort Saskatchewan, Leduc, Spruce Grove, Strathcona County, St. Albert, and Morinville offer intermunicipal transit services with Edmonton transit stations as the primary destinations. The most common destinations of the intermunicipal services are the Northern Alberta Institute of Technology (NAIT), Century Park Transit Centre, MacEwan University, Downtown Edmonton, University of Alberta (U of A), Government Centre, and Edmonton International Airport (EIA).

Park and Ride Facilities

- Park and ride facilities are an essential part of an integrated multi-modal transportation system as they offer commuters in low-occupancy automobiles a convenient connection to local and intermunicipal transit thus increasing the transit mode share.
- Park and ride utilization varies greatly within the Edmonton Metropolitan Region. The majority of Edmonton’s park and ride facilities are approaching capacity. Strathcona County’s and St. Albert’s park and ride facilities are at or above capacity.

Accessible Transit

- The following EMRB members: Edmonton, Fort Saskatchewan, Leduc, Spruce Grove, St. Albert, Stony Plain, and Strathcona County offer accessible transit, including trips to local and regional destinations.
• Booking process for an accessible transit ride varies by municipality and is either by phone, email and/or online. Accessible transit service providers apply different age thresholds for providing their service, ranging from 16 years old and up to 65 years old and up.

• Edmonton Transit System (ETS) Disabled Adult Transit Service (DATS) provides all trip administration services for both St. Albert and Leduc (registration, bookings, complaints, scheduling, and dispatch).

The EMRB Transportation Priorities working group reviews regional transportation priorities annually. Priority transportation projects are identifying by inventorying regional projects, scoring each project against policy areas weightings based on the EMRB Growth Plan and adjusting for priority. Each transportation project in the EMRB is given a score using the policy area weightings, which is multiplied by a priority score of one, two or three, depending on the priority, with three being the highest priority.

**Future State**

In the next 10 and 25 years, transit services will meet new challenges and opportunities. Some of these challenges and opportunities will be of regional relevance including:

• Funding requirements for future build out of the LRT system, including connections that penetrate the Anthony Henday, especially to support where intensification, densification and complete communities are planned. This includes expansion of intermunicipal bus transit routes, connecting to more areas in the Region and providing more opportunities for park and ride facilities connecting to the LRT system.

• Integrating land use and transit services, including build out of existing and future transit-oriented developments (TOD), improving access for more people to use transit as a primary mode of transportation.

• Integrating non-vehicular transportation infrastructure with transit services, including enhancement of active transportation infrastructure, reducing the demand for vehicle only modes connecting to a transit service and improving access for more people to use transit as a primary mode of transportation.

• Developing and adopting intermunicipal and accessible transit service standards, including frequency, scheduling, fares, ride quality, utilization, park and ride, route performance and others, developed in collaboration with EMRB members and the Regional Transit Commission, to plan and improve future intermunicipal transit services.

• Obtaining provincial regulation for the creating of the Edmonton Region Transit Commission and further development and future implementation of the objectives of the commission, which could include the follow aspects: improving service efficiencies, reducing costs for all, coordinating planning efforts, creating a better customer experiences, supporting long-term regional developments and others, as needed.

• Accounting for the impacts of new transportation technologies that could be leveraged to improved transit services or potentially impact the utilization of transit services, including ride sharing technologies allowing more people to connect and share non-transit transportation and autonomous vehicles.
Continual maintenance requirements, including replacement to the aging bus fleet (if applicable at the regional level, depending on the Commission’s role) and/or improvements/replacement of bus fleets and facilities appurtenances accounting for environment initiatives, including change over to electric vehicles to reduce emissions.

Future Transportation - Transit topics of interest in the Region may include:

- ensuring a single voice (e.g., Regional Transit Commission) regarding Transit;
- staging and long-term servicing for major infrastructure; and
- continued engagement with the Government of Alberta.

Next Steps for Regional Transit

The current “as-is” approach by EMRB member municipalities will continue to lead and manage all aspects of this service area.

This service area will be monitored by EMRB for implications to the Growth Plan. The EMRB may consider improving the collection and awareness of sub-regional and local plans including Master Plans, Engineering Studies so as to better position knowledge and information about the Region for future updates to the MRSP and the Growth Plan.

The Regional Transit Commission project will address the longer-term servicing needs of this service area. The EMRB may consider specific go-forward strategies in the coming years.
Appendix C – MRSP Alignment to the Growth Plan

Edmonton Metropolitan Region Growth Plan (EMRGP)

The EMRB completed the EMR Growth Plan in 2016. The Government of Alberta approved the EMRGP on October 26, 2017 in conjunction with the EMRB Regulation. The EMRGP provides an integrated policy framework to plan for and manage the challenges and opportunities of growth through a holistic approach to land use planning, infrastructure and servicing, and investment.

The EMR Growth Plan is a 50-year vision for the Region, including Guiding Principles, a framework for responsible growth, an Edmonton Metropolitan Regional Structure, and an implementation plan, all working together to achieve the following outcomes:

- a diversified, globally competitive economic region;
- a smaller more compact urban footprint;
- coordinated regional land use and infrastructure decisions;
- resilient, adaptable and complete communities;
- an interconnected multi-modal transportation system;
- the growth and sustainability of the agriculture sector; and
- environmental stewardship.
Alignment of the Metropolitan Region Servicing Plan to the Growth Plan

The MRSP is an integral component contributing toward effective management of growth in the Region. The MRSP can be seen as well-aligned to the EMRGP as illustrated by some of the many interrelationships between the MRSP service areas and the six policy areas defined within the EMRGP:

The following sections will summarize the strategies to advance the MRSP for each of eight service areas. In the future, the EMRB may add other service areas (e.g., recreation) and may establish new strategies to address the growth and change in regional servicing needs.
The following tables illustrate more of the alignment of MRSP service areas to policy objectives along with examples of touchpoints or initiatives reflecting current and future planning and service delivery of metropolitan services.

Water

<table>
<thead>
<tr>
<th>Policy Area</th>
<th>Economic Competitiveness and Employment</th>
<th>Natural Living Systems</th>
<th>Communities and Housing</th>
<th>Integration of Land Use and Infrastructure</th>
<th>Transportation Systems</th>
<th>Agriculture</th>
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<tr>
<td>Water</td>
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<td>Policy</td>
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<td>Objective</td>
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<tr>
<td>1.2.4</td>
<td>1.2.4 Regional infrastructure investment, including municipal services, and utilities, will support commercial and industrial development</td>
<td>2.2 Protect regional watershed health, water quality and quantity. 2.3 Plan development to promote clean air, land and water and address climate change impacts. 2.4 Minimize and mitigate the impacts of regional growth on natural living systems.</td>
<td>3.2.2 Within the built-up urban area and centres, infill development … will be encouraged. 3.2.3 The greatest density … will be directed to centres and areas with existing or planned regional infrastructure</td>
<td>4.1 Establish a compact and contiguous development pattern to accommodate employment and population growth. 4.2 Enable growth within built-up urban areas to optimize existing infrastructure and minimize the expansion of the development footprint. 4.3 Plan and develop greenfield areas in an order and phased manner. 4.6 Prioritize investment and funding of regional infrastructure to support planned growth.</td>
<td>n/a</td>
<td>n/a</td>
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<tr>
<td>Touchpoints</td>
<td>Regional water planning studies, water master plans</td>
<td>Advances in water conservation will mitigate the impact of growth on withdrawals from the North Saskatchewan River</td>
<td>Upgrades in the water storage, transmission and distribution systems will allow infill development without impacting available fire flows</td>
<td>Regional water planning studies, water master plans, water servicing plans to support Area Structure Plans</td>
<td>n/a</td>
<td>n/a</td>
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Table 1: Water
### Wastewater

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<thead>
<tr>
<th>Policy Area</th>
<th>Economic Competitiveness and Employment</th>
<th>Natural Living Systems</th>
<th>Communities and Housing</th>
<th>Integration of Land Use and Infrastructure</th>
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<tbody>
<tr>
<td>Policy Objective</td>
<td>1.2.4 Regional infrastructure investment, including municipal services, and utilities, will support commercial and industrial development</td>
<td>2.2 Protect regional watershed health, water quality and quantity. 2.3 Plan development to promote clean air, land and water and address climate change impacts. 2.4 Minimize and mitigate the impacts of regional growth on natural living systems.</td>
<td>3.2.2 Within the built-up urban area and centres, infill development … will be encouraged. 3.2.3 The greatest density … will be directed to centres and areas with existing or planned regional infrastructure</td>
<td>4.1 Establish a compact and contiguous development pattern to accommodate employment and population growth. 4.2 Enable growth within built-up urban areas to optimize existing infrastructure and minimize the expansion of the development footprint. 4.3 Plan and develop greenfield areas in an order and phased manner, 4.6 Prioritize investment and funding of regional infrastructure to support planned growth.</td>
<td>n/a</td>
<td>n/a</td>
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</tbody>
</table>

| Touchpoints | Regional wastewater planning studies, wastewater master plans | Advances in wastewater treatment will mitigate impact of growth on the North Saskatchewan River ecosystem | Upgrades in the wastewater collection and transmission systems will allow infill development without impacting flooding risk or impacts on the environment | Regional wastewater planning studies, wastewater master plans, wastewater servicing plans to support Area Structure Plans | n/a | n/a |

**Table 2: Wastewater**
Roads

<table>
<thead>
<tr>
<th>Policy Area</th>
<th>Economic Competitiveness and Employment</th>
<th>Natural Living Systems</th>
<th>Communities and Housing</th>
<th>Integration of Land Use and Infrastructure</th>
<th>Transportation Systems</th>
<th>Agriculture</th>
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</thead>
<tbody>
<tr>
<td>Policy Objective</td>
<td>1.1.1.e Coordinating sustained investment in infrastructure and planning for the efficient movements of goods, services, and people.</td>
<td>2.3.1 Planning, design, and construction of new development and infrastructure in greenfield areas and build-up urban areas will incorporate green building practices.</td>
<td>4.2.4 Intensification will optimize existing and planned infrastructure. Infrastructure investments to support intensification will be identified and planned appropriately. 4.6.1 Regional infrastructure priorities will be identified to target and focus public investments to support employment and population in the Region and the policies of this Plan.</td>
<td>5.1.1 The regional transportation system … will … ensure that regional transportation corridors provide connections to major employment areas and link the Region with local and extra-regional markets in Canada and abroad… provide an efficient system of regional truck routes and over dimensional corridors to ensure the effective and efficient movement of goods… ensure that access, intersection and interchange practices recognize and support the economic activities and provide a reasonable balance between access, efficiency and safety.</td>
<td>4.7.5 Future multi-use corridors will minimize the fragmentation of greenfield areas, prime agricultural lands and natural living systems.</td>
<td></td>
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<tr>
<td>Touchpoints</td>
<td>Annual updating of the transportation priorities</td>
<td>Land development</td>
<td>Access of communities</td>
<td>Land development</td>
<td>Integrated Regional Transportation Master Plan (IRTMP)</td>
<td>Regional Agriculture Master Plan (RAMP)</td>
</tr>
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</table>

Table 3: Roads
<table>
<thead>
<tr>
<th>Policy Area</th>
<th>Economic Competitiveness and Employment</th>
<th>Natural Living Systems</th>
<th>Communities and Housing</th>
<th>Integration of Land Use and Infrastructure</th>
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<td>Transit contributes to …</td>
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<tr>
<td><strong>Policy Objective</strong></td>
<td>1.1.1.e Coordinating sustained investment in infrastructure and planning for the efficient movements of goods, services, and people. 1.2.3.b. Planning for and promoting … increasing employee density in areas with multi-modal transportation access in the metropolitan core and metropolitan area. 1.4.2 Downtown Edmonton, urban centres, TOD centres, … will be planned… with multi-modal transportation access.</td>
<td>2.3.1 Planning, design, and construction of new development and infrastructure in greenfield areas and build-up urban areas will incorporate …green building practices.</td>
<td>3.1.3. …areas will be planned and developed as complete communities and support active transportation 3.1.4 …areas will be planned. incorporate higher density uses along existing and planned transit corridors. 3.3.3 Priorities will be established for location of … housing … 800 meters of a major transit station.</td>
<td>4.2.4 Intensification will optimize existing and planned infrastructure. 4.3.1.d incorporate an interconnected street network and open space network to support… transit viability. 4.5.3. Urban centres will be planned and developed to provide connections between local and intermunicipal transit and promote … transit 5.4.5.e downtown Edmonton will be planned and developed to optimize investment in existing and planned transit service and infrastructure, and support integration of regional transit services.</td>
<td>5.1.1 The regional transportation system… will be planned [to] deliver viable multi-modal transportation choices</td>
<td>4.7.5 Future multi-use corridors will minimize the fragmentation of greenfield areas, prime agricultural lands and natural living systems.</td>
</tr>
<tr>
<td><strong>Touchpoints</strong></td>
<td>Regional Transit Commission</td>
<td>Land development</td>
<td>TODs</td>
<td>Implementing or improving transit systems to make existing infrastructure more efficient</td>
<td>IRTMP</td>
<td>RAMP</td>
</tr>
</tbody>
</table>

Table 4: Transit
### Stormwater

<table>
<thead>
<tr>
<th>Policy Area</th>
<th>Economic Competitiveness and Employment</th>
<th>Natural Living Systems</th>
<th>Communities and Housing</th>
<th>Integration of Land Use and Infrastructure</th>
<th>Transportation Systems</th>
<th>Agriculture</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy Objective</strong></td>
<td>1.2.4 Regional infrastructure investment, including municipal services, and utilities, will support commercial and industrial development</td>
<td>2.1 Conserve and restore natural living systems. 2.2 Protect regional watershed health, water quality and quantity. 2.3 Plan development to promote clean air, land and water and address climate change impacts. 2.4 Minimize and mitigate the impacts of regional growth on natural living systems.</td>
<td>3.2.2 Within the built-up urban area and centres, infill development ... will be encouraged. 3.2.3 The greatest density ... will be directed to centres and areas with existing or planned regional infrastructure.</td>
<td>4.1 Establish a compact and contiguous development pattern to accommodate employment and population growth. 4.2 Enable growth within built-up urban areas to optimize existing infrastructure and minimize the expansion of the development footprint. 4.3 Plan and develop greenfield areas in an order and phased manner. 4.6 Prioritize investment and funding of regional infrastructure to support planned growth.</td>
<td>5.3 Coordinate and integrate land use and transportation facilities and services ...</td>
<td>6.3 ... the diversification and value-added agriculture sector</td>
</tr>
</tbody>
</table>

| **Touchpoints** | Sub-regional watershed studies, stormwater master plans | Stormwater Management Facilities for water quality and quantity control; Low Impact Development; integrate wetlands into development | Stormwater Management Facilities for water quality and quantity control; Low Impact Development; integrate wetlands into development | Watershed studies, stormwater master plans, stormwater plans to support Area Structure Plans | Integrated land use planning and transportation planning stormwater studies | Stormwater quality control, Low Impact Development |

*Table 5: Stormwater*
## Solid Waste

<table>
<thead>
<tr>
<th>Policy Area</th>
<th>Economic Competitiveness and Employment</th>
<th>Natural Living Systems</th>
<th>Communities and Housing</th>
<th>Integration of Land Use and Infrastructure</th>
<th>Transportation Systems</th>
<th>Agriculture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy Objective</td>
<td>1.1 ... Promote global economic competitiveness and diversification of the regional economy</td>
<td>2.3 ... Plan development to promote clean air, land, water and address climate change impacts</td>
<td>3.1 ... the planning and development of complete communities, to accommodate people’s daily needs</td>
<td>4.4 ... Plan for and accommodate rural growth in appropriate locations with sustainable levels of servicing</td>
<td>4.6 ... Prioritize investment and funding of regional infrastructure to support planned growth</td>
<td>6.2 ... minimize the conversion of agricultural lands for non-agricultural use</td>
</tr>
</tbody>
</table>

### Touchpoints

- **Solid Waste diversion can create opportunity for recyclers and waste processors to build local presence**
  - Market Opportunities,
  - International recognition for Solid Waste Management sustainability goals
  - Service Delivery Innovation
- **Solid waste reduction will decrease environmental impacts, and proper waste management practices will decrease GHG emissions and impacts to groundwater**
  - Organics Diversion
  - Solid Waste Management Regulations and Policy (AEP)
- **Solid Waste Services will need to evolve to provide collection for areas of increased densification, while continuing to provide service to rural areas**
  - Collection Service Capacity
  - Efficiency of service delivery
- **Costs associated with providing Solid Waste Management services to rural communities tend to be high, and may benefit from regionalizing services deliver to rural areas**
  - Regional waste disposal facilities
  - Efficiencies from regional service delivery
- **Solid Waste Infrastructure could be built with a regional funding and operations approach to decrease cost to rate payers**
  - Shared Investment in Solid Waste Infrastructure
- **Regional appetite for developing new landfills on agricultural land is decreasing. Opportunities exist for diverting biosolids and compost material and applying to agricultural land for increased yields**
  - Organics Processing, Biosolids Land Application, Recycling Initiatives

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 6: Solid Waste</td>
<td></td>
</tr>
</tbody>
</table>
### Table 7: Fire/EMS

<table>
<thead>
<tr>
<th>Policy Area</th>
<th>Economic Competitiveness and Employment</th>
<th>Natural Living Systems</th>
<th>Communities and Housing</th>
<th>Integration of Land Use and Infrastructure</th>
<th>Transportation Systems</th>
<th>Agriculture</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy Objective</strong></td>
<td>1.4 … the livability and prosperity of the Region and plan for the needs of a changing population and workforce</td>
<td>2.4 … the minimization and mitigation of the impacts of regional growth</td>
<td>3.1 … the planning and development of complete communities</td>
<td>4.7 … the investment into infrastructure and the compatible land use patterns and risks to public safety and health</td>
<td>5.3 … the efficient and safe movement of people, goods and services</td>
<td>6.3 … the diversification and value-added agriculture sector</td>
</tr>
<tr>
<td><strong>Touchpoints</strong></td>
<td>Master Plans, Strategic Plans</td>
<td>Mutual Aid and Service Agreements</td>
<td>Fire Planning</td>
<td>Fire Stations, Fire Apparatus</td>
<td>Fire Services</td>
<td>Fire Protection</td>
</tr>
</tbody>
</table>

### Table 8: Emergency Management

<table>
<thead>
<tr>
<th>Policy Area</th>
<th>Economic Competitiveness and Employment</th>
<th>Natural Living Systems</th>
<th>Communities and Housing</th>
<th>Integration of Land Use and Infrastructure</th>
<th>Transportation Systems</th>
<th>Agriculture</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy Objective</strong></td>
<td>1.4 … the livability and prosperity of the Region and plan for the needs of a changing population and workforce</td>
<td>2.4 … the minimization and mitigation of the impacts of regional growth</td>
<td>3.1 … the planning and development of complete communities</td>
<td>4.7 … the investment into infrastructure and the compatible land use patterns and risks to public safety and health</td>
<td>5.3 … the efficient and safe movement of people, goods and services</td>
<td>6.3 … the diversification and value-added agriculture sector</td>
</tr>
<tr>
<td><strong>Touchpoints</strong></td>
<td>Emergency Management Programs</td>
<td>Mutual Aid and Service Agreements</td>
<td>Community Resilience, Community Partnerships</td>
<td>Emergency Operations Centres, Risk Assessments</td>
<td>Emergency Evacuations</td>
<td>Disaster Recovery and Relief</td>
</tr>
</tbody>
</table>
## Appendix D – Summary of Current State Governance / Planning / Service Delivery / Funding Model by Service Area

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Governance</th>
<th>Planning</th>
<th>Service Delivery</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>Local (e.g., Utility, Commissions)</td>
<td>Local, Sub-Regional</td>
<td>Local, Sub-Regional</td>
<td>Various local, utility, user-based, provincial, etc. sources</td>
</tr>
<tr>
<td>Wastewater</td>
<td>Local, Commission</td>
<td>Local, Sub-Regional</td>
<td>Local, Sub-Regional</td>
<td>Various local, utility, user-based, provincial, etc. sources</td>
</tr>
<tr>
<td>Roads</td>
<td>Local, Provincial</td>
<td>Local, Regional</td>
<td>Local, Provincial</td>
<td>Various local, utility, user-based, provincial, etc. sources</td>
</tr>
<tr>
<td>Transit</td>
<td>Local, Regional (Transit Commission)</td>
<td>Local, Regional</td>
<td>Local, Regional</td>
<td>Various local, utility, user-based, provincial, etc. sources</td>
</tr>
<tr>
<td>Emergency Services (i.e., Fire/EMS, Emergency Management)</td>
<td>Local</td>
<td>Local</td>
<td>Local</td>
<td>Various local, utility, user-based, provincial, etc. sources</td>
</tr>
<tr>
<td>Solid Waste</td>
<td>Local, Commission, Authority</td>
<td>Local, Sub-Regional</td>
<td>Local, Sub-Regional</td>
<td>Various local, utility, user-based, provincial, etc. sources</td>
</tr>
<tr>
<td>Stormwater</td>
<td>Local, Alliances, Groups, Provincial</td>
<td>Local, Sub-Regional</td>
<td>Local</td>
<td>Various local, utility, user-based, provincial, etc. sources</td>
</tr>
</tbody>
</table>

Table 9: Summary of Current State by Service Area
Appendix E – Acknowledgements
In addition to the EMRB member municipalities, the following are acknowledged for their contributions to this inaugural MRSP:

Task Force Members

Ray Ralph - Chair  
Mayor, Town of Devon

Dave Anderson – Vice Chair  
Councillor, Strathcona County

Don Iveson – Member  
Mayor, City of Edmonton

Gordon Harris – Member  
Councillor, City of Fort Saskatchewan

Tanni Doblanko – Member  
Mayor, Leduc County

Ray Watkins – Member  
Councillor, City of St. Albert

William Choy – Member  
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Sharon Shuya, Director, Regional Growth Planning
Bryan Haggarty, Director, Strategic Initiatives and Operations
Stephanie Chai, Project Manager
Taylor Varro, Project Manager
Dan Rose, Senior Communications Advisor
Carol Moreno, Project Coordinator
Joseana Lara, Municipal Planning Intern
Appendix F – Regional Maps
The following provide some of the relevant regional maps representing some components of the service areas:

Map 1: Regional Roads
Map2: Air and Rail Facilities
Map 3: Regional Transit
Map 5: Major Water Bodies
Map 6: Major Water Bodies and Watersheds
Map 7: Watersheds and Planning Bodies
Map 8: Solid Waste Facilities
Map 9: Planning Entities for Solid Waste
Map 10: Facilities and Planning Entities for Solid Waste
Map 11: Regional Fire Stations
Appendix G – Environmental Scan

(See Supplemental Reading)
Metropolitan Region Servicing Plan (MRSP) Municipal Council Engagement Plan

Background

On September 6, 2019, the MRSP Task Force discussed the communication and engagement of municipal councils on the direction and recommendations of the inaugural Metropolitan Region Servicing Plan.

The request for a 6-month extension from the Province, in submitting the MRSP report, was to address concerns raised by Councils about the intent of the MRSP and the resource implications contemplated in the implementation of the inaugural MRSP.

The consensus of the Task Force was to present the final report to Councils as information, following Board approval, and to direct any comments to inform the implementation and initial work of the four Regional Collaboratives to ensure the timely delivery of the inaugural MRSP.

Next Steps

EMRB administration is seeking further direction from the Task Force as to:

a) How much time to ask for on Councils’ agendas?

b) Whether the presentations can be organized sub-regionally or is the preference by municipality? and

c) Other considerations?