Preface

The Edmonton Metropolitan Region Board Annual Report for 2017/18 is a summary of the year’s activities and accomplishments, which were dominated by the significant transitions triggered mid-year by the provincial government’s declaration of a new Board regulation, and the 2017 municipal elections.

We are moving forward together confidently, based on a decade of experience and successful collaboration as the Capital Region Board. Our focus remains the management of growth to ensure continued prosperity and high quality of life for the people and businesses of the Edmonton Metropolitan Region.
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**Introduction**

This Annual Report catalogues the Board’s transitions during 2017/18, creating a new framework for planning together in support of a vital and valued region, as articulated by residents in this regional statement:

*The Edmonton Metropolitan Region is a collection of diverse communities, cooperating to bolster each other’s strengths, enhance connections and represent our strength to the world.*

*Together, our communities form a complete and sustainably growing region, with something to suit every ambition.*

By working together with the best interests of regional residents in mind, Board members managed a successful, smooth transition in 2017/18, from the formal closure of the Capital Region Board (CRB) to the introduction of the Edmonton Metropolitan Region Board (EMRB).

The work of the Board was halted for the municipal elections, which took place October 16, 2017.

*This is the story of 2017/18.*
View from the Chair

As the newly appointed Chair, I have had the great honour of being the first to serve in this role for the EMRB, which itself simultaneously represents stability and transformation.

As the CRB transitioned this year to the EMRB, it has been my privilege to learn its history and appreciate the Board’s significant accomplishments from the perspective of an “outsider.” It has been enlightening.

There has been remarkable progress in developing regional awareness since the Board’s inception in 2008, as evidenced by an increasing appreciation for the strength of this region’s diversity, resilience, and inherent value as an economic hub in this province, and in Canada.

That awareness is echoed in our regional statement, which comes right from research on how residents feel about the region. It is significant that they see it to be “borderless,” with something to suit every ambition.

This is the consequence of having a regional Board table, with its determined leadership in cultivating a collaborative approach and promoting and embracing the efficiencies and benefits of regionalism.

I believe it to be a transformational change, which will be better understood in the fullness of time, as regionalism becomes an operating norm.

And we can be proud that the roots of that change are deep in the Edmonton Metropolitan Region and our people.

DR. JODI L. ABBOTT
April 2018
View from the CEO

In one short year, our Board has transitioned smoothly to what could be considered the next level of regional collaboration. We have certainty, focus, and momentum:

- A fixed regional border and an intuitive, identifiable name make quantifying and communicating our work much easier.
- The leaner Board composition includes those municipalities most affected by our work and, importantly, have the capacity to contribute fully. This bodes well for better economy of effort.
- We are building on the former Board’s legacy of breakthroughs in collaborative success, which led to the creation of our national and provincial award-winning Edmonton Metropolitan Region Growth Plan, and Edmonton Global.

This new environment has already informed the tenor of Board relations. It is a clear and focused team, with mature aspirations.

In addition to the two major projects that will consume most of the Board’s effort in the coming year or two—the Regional Agriculture Master Plan and the Metropolitan Region Servicing Plan—the Board has strongly indicated its intention to tackle the concept of shared investment for shared benefit.

That will be a very complex and challenging endeavour, but it indicates the Board’s willingness to approach difficult issues in the pursuit of true regional cooperation. This may be the result of the demanding 30-month journey that led to the Growth Plan.

I am particularly proud of the efforts of my own team in navigating the unusual uncertainty of the past year. Their planning assistance and deft execution of details expedited the Board transition in October and prepared us well for the new challenges and opportunities that stem from it.

The EMRB stage is now set for bigger regional conversations and proportionately bigger regional wins!

MALCOLM BRUCE, MSM, ICD.D
April 2018
Structure in place as of October 2017

REGIONAL VISION
The Edmonton Metropolitan Region is a family of diverse, interdependent communities whose energy, talent, and resources combine to create insightful planning processes, sound fiscal and regulatory practices, environmental sensitivity, and empathy for the underprivileged in a strong expression of regional purpose. This regional vision embraces change and enables sound growth principles to ensure that the social, economic, environmental, and cultural well-being of the region’s current and future residents and communities is respected and sustained.

REGULATION
The EMRB Regulation identifies the Board’s 13 member municipalities and sets out its accountability, voting structure, powers, and duties. It also establishes the EMRB’s mandate, membership, governance, accountabilities, and regulatory authorities.

MANDATE
The EMRB’s mandate continues to be the coordination of long-range growth planning and implementation of the approved Edmonton Metropolitan Region Growth Plan.

Under the new regulation, the mandate also includes the preparation of a regional Metropolitan Servicing Plan in support of the objectives of the Growth Plan.

The Board also has the authority, under the Regional Evaluation Framework (REF – see authorities p. 9), to approve statutory plans within the region.

MEMBERSHIP
The Board is made up of the mayors of the 13 member municipalities.

Board members are:

- Mayor William Choy, Stony Plain
- Mayor Tanni Doblanco, Leduc County
- Mayor Rod Frank, Strathcona County
- Mayor Cathy Heron, St. Albert
- Mayor Stuart Houston, Spruce Grove
- Mayor Alanna Hnatiw, Sturgeon County
- Mayor Don Iveson, Edmonton
- Mayor Gale Katchur, Fort Saskatchewan
- Mayor Ray Ralph, Devon
- Mayor Rod Shaigec, Parkland County
- Mayor John Stewart, Beaumont
- Mayor Barry Turner, Morinville
- Mayor Bob Young, Leduc
Board Members
GOVERNANCE

The EMRB is a non-profit corporation consisting of the 13 member municipalities from within the Edmonton Metropolitan Region with populations of 5,000 or more. Its first meeting was November 9, 2017. Each member municipality is represented by an elected official appointed by its local council.

In addition to the elected officials, a non-voting Government of Alberta appointee also sits on the Board. The Government of Alberta has also appointed representatives to the committees of the Board to enhance communication and cooperation between the Board and Province.

It is important to note that the Board supports member municipalities from a regional perspective to achieve responsible growth. Elected municipal councils serve Edmonton Metropolitan Region residents directly; decisions without regional implications continue to be made locally.

STATEMENT OF ACCOUNTABILITY

The EMRB is responsible to the member municipalities, to residents and key stakeholders of the Edmonton Metropolitan Region, and to the Government of Alberta. This ensures that the work of the Board is focused on appropriate priorities to promote the global economic competitiveness and sustainability of the region for future generations.

The Board operates within a corporate governance model that requires:

• Preparation of a Business Plan, updated annually, that sets direction, establishes regional priorities, and reports on progress toward Growth Plan objectives;
• Adherence to fiscal management and reporting in compliance with Alberta’s Financial Administration Act and Canadian generally accepted accounting standards;
• Preparation of an Annual Report for the Minister of Municipal Affairs, as required in the EMRB Regulation;
• Commitment to monitoring the implementation of the Growth Plan by reporting on performance measures related to the Board’s operations and the Growth Plan;
• Commitment to an “evergreening” process for updating the Growth Plan every five years;
• Ongoing advocacy in support of regional priorities; and
• Communication with member municipalities, stakeholders, and the public.
AUTHORITIES (REF)

On October 26, 2017, with the approval of the Edmonton Metropolitan Region Growth Plan and the establishment of the revised Regional Evaluation Framework (REF), the Board received the authority to approve municipal statutory plans through the REF process.

Under the REF, the Board reviews and approves municipal statutory plans to ensure their consistency with the Edmonton Metropolitan Region Growth Plan. This is a responsibility charged to the Board under Part 3 of the EMRB Regulation and established under Ministerial Order MS L111/17.

ROLE OF THE GOVERNMENT OF ALBERTA

The Government of Alberta is the enabling authority for the EMRB, under Alberta Regulation OC 355/2017.

The Minister of Municipal Affairs retains the authority to create Ministerial Orders to direct the following:

- The Board’s management, duties, and functions;
- Transitional matters related to the EMRB Regulation;
- The requisition of operating and capital funds, record keeping, and reporting; and
- Any other matters deemed necessary by the Minister under the Board’s regulation. This may extend to legislative amendments to enable the Board to carry out its mandate, and the facilitation of access by the Board to funds and to borrow from the Alberta Capital Finance Authority, for regional projects approved by the Board.

The Government of Alberta provides a core operating grant. In 2017/18 that grant was $2.25 million. The Board occasionally applies for and receives additional grant funding for regional collaboration.

ORGANIZATIONAL STAFF

Led by CEO Malcolm Bruce, EMRB’s 2017/18 Administrative support team included:

- Neal Sarnecki, Regional Project Manager
- Sharon Shuya, Regional Project Manager
- Stephanie Chai, Regional Project Manager
- Leslie Chivers, Operations Manager
- Loreen Lennon, Communications Manager
- Charlene Chauvette, Office Manager
- Brandt Denham, GIS Coordinator
- Amanda Borman, Executive Assistant to Chair and CEO
- Raquel Chauvette, Administrative Assistant
- Taylor Varro, Municipal Intern
## Elements of Transition

### APRIL - SEPTEMBER 2017: PRE-TRANSITION
- Capital Region Board activities completed
- Solid preparation for expected transitions:
  - Municipal elections – transition to new Board and Councils
  - New regulation – transition to new name and delineation of the region, new expanded mandate, reduced membership
  - Transition to non-elected Board Chair

### OCTOBER 2017: CHANGES
- **October 16** – municipal elections result in regional leadership changes
- **October 26** – Province enacts new EMRB regulation changing Board name, triggering full organizational rebrand
- **October 26** – New regulation reduces Board to 13 members and adds regional servicing to the Board mandate
- **October 26** – Province approves the Edmonton Metropolitan Region Growth Plan, triggering Growth Plan implementation and a new REF
- **October 31** – Province approves Board recommendation for non-elected Board Chair, Dr. Jodi L. Abbott

### NOVEMBER 2017 – APRIL 2018: TRANSITION IMPLEMENTATION
- New Board convened November 9, 2017
- Eight new members of 13 at the Board table
- Recommendations for Governance changes accepted
- Board hosts Regional 101 event for all regional elected officials
- Board strikes Regional Agriculture Master Plan Task Force to begin work on the Growth Plan’s first implementation activity
- Board strikes new Task Force to prepare the Metropolitan Region Servicing Plan
- Board undertakes deliberation on 2018-2023 Strategic Plan
- Board recommends Budget subject to Provincial Budget March 22, 2018 and Board approval in April
- Accompanying Business Plan and workplan development underway
# Changes: Comparative Snapshot

## Regulation

<table>
<thead>
<tr>
<th>Name</th>
<th>Capital Region Board</th>
<th>Edmonton Metropolitan Region Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership</td>
<td>24 regional municipalities</td>
<td>13 municipalities with pop. of 5K+</td>
</tr>
<tr>
<td>Region</td>
<td>Generally comprising five counties surrounding City of Edmonton</td>
<td>Officially bounded by four counties contiguous to City of Edmonton</td>
</tr>
</tbody>
</table>
| Mandate | • Regional long-term growth planning  
• Delivery of updated Growth Plan | • Implementation of approved updated Growth Plan  
• Preparation of new Regional Servicing Plan |

## Structure

| Board | • Elected Chair  
• 23 other regional municipal representatives | • Non-elected Chair  
• 13 mayors |
| Standing Committees | Five  
• Advocacy and Monitoring  
• Governance, Priorities, and Finance  
• Housing  
• Land Use and Planning  
• Transit | Two  
• Audit and Finance  
• Executive |
| Task Forces | Two  
• Selection of Board Chair  
• Transition Prep | Two  
• Metropolitan Region Servicing Plan (MRSP)  
• Regional Agriculture Master Plan (RAMP) |
1. Respect
- We build open and honest relationships through collaboration
- We are service oriented and treat others as we want to be treated

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

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

4. Innovation
- We are solutions oriented
- We take risks as we embrace better ways, and drive change
Working Together Now

The Region functions with interconnected elements:

- The EMRB
- The Growth Plan and Metro Servicing
- Municipalities and Stakeholders
- Edmonton Global
- Regional Economic Development
New Measures of Success

These 26 new Key Performance Indicators (KPIs) are directly aligned with the EMRB Growth Plan Regional Policies. Monitoring, evaluating and reporting on changes will be critical to analyzing and understanding the effectiveness of the Plan and enabling its success.

<table>
<thead>
<tr>
<th>ECONOMIC COMPETITIVENESS AND EMPLOYMENT</th>
<th>NATURAL LIVING SYSTEMS</th>
<th>COMMUNITIES AND HOUSING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Targeted Outcome:</strong></td>
<td><strong>Targeted Outcome:</strong></td>
<td><strong>Targeted Outcome:</strong></td>
</tr>
<tr>
<td>Diverse, globally competitive</td>
<td>Healthy natural living systems and climate change adaptability.</td>
<td>Complete communities and housing diversity.</td>
</tr>
<tr>
<td>and prosperous Region.</td>
<td>Fuel sales and Emissions</td>
<td>Housing Mix</td>
</tr>
<tr>
<td>Employment Growth</td>
<td>We are producing less GHG emissions relative to fuel sales.</td>
<td>The housing diversity has marginally increased since the last census.</td>
</tr>
<tr>
<td>Employment Diversity</td>
<td>Ambient Air Quality</td>
<td>Household Spending</td>
</tr>
<tr>
<td>The region offers diverse employment opportunities.</td>
<td>On average the region experiences low risk air quality.</td>
<td>The amount being spent on housing is being monitored.</td>
</tr>
<tr>
<td>Employment Density</td>
<td>Protected Areas</td>
<td>Diversity of Greenfield Areas</td>
</tr>
<tr>
<td>The number of people employed per area is being tracked.</td>
<td>The amount and size of protected and environmentally significant areas are being monitored.</td>
<td>The diversity of land use categories is being monitored.</td>
</tr>
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</table>

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

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

**Latest Data Report**
- [Download Latest Data Report](#)

**Additional Resources**
- [EMRB Growth Plan](#)
- [Key Performance Indicators](#)
INTEGRATION OF LAND USE AND INFRASTRUCTURE

Targeted Outcome: Compact development and efficient infrastructure.

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

Residential Intensification
The amount of housing development in existing urban areas is being tracked.

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

Residential Construction
Residential construction has increased since the last census.

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

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

TRANSPORTATION SYSTEMS

Targeted Outcome: A multi-modal and integrated regional transportation system.

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

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

Commuting Duration
The average commute has increased.

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

Transit Ridership
Regional transit trips per capita has decreased.

AGRICULTURE

Targeted Outcome: Ensure the wise management of prime agricultural resources.

Agricultural Land Consumption
The amount of agricultural land being lost to development is being tracked.

Agricultural Fragmentation
The amount of agricultural land being split up is being tracked.

Value of Farm Receipts
The cash income received from the sales of agricultural commodities has increased.

IMPLEMENTATION

Targeted Outcome: Continued collaboration between all stakeholders.

REF Approvals
This indicator tracks the status of REF applications submitted to the EMRB.
ADVOCACY AND MONITORING COMMITTEE
(CRB – TO JUNE 2017)

Purpose
Recommend communications planning, provide advocacy, review key performance indicators (KPIs) (measurement of Strategic Plan priorities against KPIs).

Members
- **Mayors**
  - Greg Krischke, Leduc, Chair
  - Camille Berube, Beaumont
  - Nolan Crouse, St. Albert, Board Chair
  - Tom Flynn, Sturgeon County
  - Don Iveson, Edmonton, Vice Chair

- **Councillors**
  - Wes Brodhead, St. Albert
  - Dwight Ganske, Stony Plain

Accomplishments
- Met with Ministers to advocate Growth Plan approval.
- Updated Three-Year Strategic Advocacy and Communications Plan.

CHIEF ADMINISTRATIVE OFFICER (CAO) ADVISORY COMMITTEE
(CONTINUING)

Purpose
Provide support to EMRB CEO to enhance regional decision-making and leadership for operationalizing Board decisions and outcomes.

Members
- Paul Benedetto, CAO, Leduc
- Linda Cochrane, City Manager, Edmonton
- Duane Coleman, CAO, Leduc County
- Rob Coon, CAO, Strathcona County
- Robert Cotterill, CAO, Spruce Grove
- Troy Fleming, CAO, Fort Saskatchewan
- Thomas Goulden, CAO, Stony Plain
- Mike Heck, CAO, Parkland County
- Andy Isbister, CAO, Morinville
- Tony Kulisky, CAO, Devon
- Bill Minnes, Acting CAO, Sturgeon County
- Kevin Scoble, CAO, St. Albert
- Mike Schwirtz, CAO, Beaumont

Status
Regular meetings held about every six weeks.
GOVERNANCE, PRIORITIES, AND FINANCE COMMITTEE
(CRB – TO MAY 2017)

Purpose
Review budget, appoint auditors, and oversee policies, workplans, and auditing of financial statements.

Members
MAYORS
- Camille Berube, Beaumont, Chair
- Randy Boyd, Bon Accord
- Reeve Wayne Woldanski, Lamont County
- Wally Yakimetz, Calmar

COUNCILLORS
- Art Erickson, Wabamun
- Susan Evans, Sturgeon County
- Glen Finstad, Leduc
- Sheena Hughes, St. Albert
- Phyllis Kobasiuk, Parkland County, Vice Chair
- Michael Walters, Edmonton

Accomplishments
- Created Comprehensive Governance Manual.
- Approved 2017/18 Budget with a membership contribution.

HOUSING COMMITTEE
(CRB – TO APRIL 2017)

Purpose
Review and recommend implementation activities for the CRB’s mandate regarding social and market-affordable housing, specifically the general location of social housing, and options for increasing market-affordable housing. Supported and advised the Housing Advisory Working Group, composed of interested regional housing stakeholders, including housing foundations, municipalities, and the Province.

Members
MAYORS
- Mel Smith, Redwater – Sturgeon Sub-region
- Ralph van Assen, Warburg – Leduc Sub-region

COUNCILLORS
- Dwight Ganske, Stony Plain, Chair – Parkland Sub-region
- Fiona Beland-Quest, Strathcona County – Strathcona/Fort Saskatchewan Sub-region
- Ed Gibbons, Edmonton, Vice Chair – Edmonton Sub-region
- Dan Warawa, Lamont County – Lamont Sub-region

PROVINCIAL Liaison
- Dean Lussier, Alberta Seniors and Housing

Accomplishments
- Board unanimously approved the Regional and Sub-Regional Housing Planning Model on May 11, 2017.
- EMRB Housing Needs Assessment Framework was refreshed and presented at YYC Housing Day in Calgary, November 14, 2017.
LAND USE AND PLANNING COMMITTEE
(CRB – TO APRIL 2017)

**Purpose**

Review and recommend activities and policies to fulfill the CRB’s mandate for coordination of planning and development among the participating municipalities, regarding and complementary to implementation of the Growth Plan.

**Members**

**MAYORS**
- Tom Flynn, Sturgeon County, Chair
- Gale Katchur, Fort Saskatchewan
- Rod Shaigec, Parkland County, Vice Chair

**COUNCILLORS**
- Dwight Ganske, Stony Plain
- Ed Gibbons, Edmonton
- Amber Harris, Gibbons
- Lloyd Jardine, Thorsby
- Pat Lee, Bruderheim
- David MacKenzie, Leduc
- Rick Smith, Leduc County
- Barry Turner, Morinville

**Accomplishments**

- Produced 2017 Annual Regional Transportation Priorities Report.
- Developed REF 2.0.

(BOARD CHAIR) SELECTION TASK FORCE
(CRB – TO SEPTEMBER 2017)

**Purpose**

Select a non-elected Board Chair.

**Members**

**MAYORS**
- William Choy, Stony Plain, Chair
- Camille Berube, Beaumont
- Roxanne Carr, Strathcona County
- Nolan Crouse, St. Albert, Board Chair
- Don Iveson, Edmonton

**Accomplishments**

- Selection Task Force recommended Dr. Jodi L. Abbott as new Board Chair. Dr. Abbott’s appointment was announced October 31, 2017.
TRANSIT COMMITTEE  
(CRB – TO JUNE 2017)  

Purpose  
Support the long-range planning and implementation of an integrated region-wide public transit service that addresses the efficient mobility of people.

Members  

MAYORS  
• Gale Katchur, Fort Saskatchewan  

PROVINCIAL LIAISON  
• Ashley Bhatia, Alberta Transportation  
• Ross Danyluk, Alberta Transportation

COUNCILLORS  
• Wes Brodhead, St. Albert, Chair  
• Dave Anderson, Strathcona County  
• Susan Evans, Sturgeon County  
• Ed McLean, Spruce Grove  
• Dana Smith, Leduc  
• Michael Walters, Edmonton, Vice Chair

Accomplishments  
• Completed Regional Household Travel Survey with City of Edmonton and Alberta Transportation.  
• Coordinated regional transit infrastructure priorities to access public transit infrastructure funding from federal government.  
• Monitored intermunicipal commuter transit initiative by Edmonton and St. Albert.

TRANSITION TASK FORCE  
(CRB – TO JUNE 2017)  

Purpose  
Develop a plan for Board transition through the election, the implementation of the new Growth Plan, and the update of the CRB Regulation, including a reduction in membership.

Members  

MAYORS  
• William Choy, Stony Plain, Chair  
• Randy Boyd, Bon Accord  
• Roxanne Carr, Strathcona County, Vice Chair  
• Don Iveson, Edmonton  
• Greg Krischke, Leduc  
• Mel Smith, Redwater

CAOS  
• Robert Cotterill, Spruce Grove  
• Mike Heck, Parkland County  
• Andy Isbister, Morinville  
• Gary Klassen, Deputy City Manager, Edmonton  
• Robyn Singleton, Lamont County

COUNCILLORS  
• Dwight Ganske, Stony Plain

Accomplishments  
• Developed and approved Transition Plan.  
• Revised Board Governance Manual and Delegation of Authority.
Committee/Task Force Activity Post-transition

AUDIT AND FINANCE COMMITTEE
(EMRB – FROM DECEMBER 2017)

Purpose
Provide strategic leadership and advice to the Board regarding its fiduciary responsibilities, compliance, risk management, external reporting, and internal control policies and practices.

Members
MAYORS
• Tanni Doblanko, Leduc County, Chair
• Ray Ralph, Devon
• John Stewart, Beaumont

COUNCILLORS
• Wes Brodhead, St. Albert, Vice Chair
• Michael Walters, Edmonton

Status
• First meeting held January 11, 2018.

EXECUTIVE COMMITTEE
(EMRB – FROM DECEMBER 2017)

Purpose
Provide leadership; advice on the governance of the Board, Board priorities, and strategic agenda; and monitoring and reporting of the Board’s progress toward its goals, in accordance with the Strategic Plan and Regional Growth Plan.

Members
• Dr. Jodi Abbott, EMRB Chair, Chair – non-voting

MAYORS
• Tanni Doblanko, Leduc County
• Don Iveson, Edmonton
• Rod Shaigec, Parkland County

COUNCILLORS
• Barry Turner, Morinville
• Bob Young, Leduc, Vice Chair

Status
• First meeting held January 11, 2018.
REGIONAL AGRICULTURE MASTER PLAN TASK FORCE
(EMRB – FROM FEBRUARY 2018)

**Purpose**

Develop a Regional Agriculture Master Plan and Regional Land Evaluation and Site Assessment tool, as per Edmonton Metropolitan Region Growth Plan. The task force will provide strategic direction and oversight on all aspects of the project on behalf of the Board.

**Members**

**MAYORS**
- Rod Shaigec, Parkland County, Chair
- Tanni Doblanke, Leduc County
- Alanna Hnatiw, Sturgeon County
- Barry Turner, Morinville

**COUNCILLORS**
- Michael Walters, Edmonton, Vice Chair
- Kathy Barnhart, Beaumont
- Paul Smith, Strathcona County

**TECHNICAL ADVISORS**
- Garrett Broadbent, Leduc County
- Joel Gould, Strathcona County
- Darren Haarsma, Parkland County
- Kathryn Lennon, Edmonton
- Peter Vana, Parkland County
- Collin Steffes, Sturgeon County

**PROVINCIAL LIAISONS**
- Jason Cathcart, Land Use Secretariat, Ministry of Environment and Parks
- Karen Sundquist, Ministry of Agriculture and Forestry

**Accomplishments**

- First meetings held March 2 and 29, 2018.

METROPOLITAN REGION SERVICING PLAN TASK FORCE
(EMRB – FROM FEBRUARY 2018)

**Purpose**

Develop a Metropolitan Region Servicing Plan Task Force, as per new direction in the EMRB Regulation. The task force will provide strategic direction and oversight on all aspects of the project on behalf of the Board.

**Members**

**MAYORS**
- William Choy, Stony Plain
- Tanni Doblanke, Leduc County
- Don Iveson, Edmonton
- Gale Katchur, Fort Saskatchewan
- Ray Ralph, Devon

**COUNCILLORS**
- Dave Anderson, Strathcona County
- Ray Watkins, St. Albert

**ADVISORY GROUP**
- Grant Bain, Leduc County
- Barry Belcourt, Edmonton
- Paresh Dhariya, Devon
- Kevin Glebe, Strathcona County
- Tom Goulden, Stony Plain
- Greg Hofmann, Morinville
- Corey Levasseur, Spruce Grove
- Rob McGowan, Parkland County
- Ian McKay, St. Albert
- Eleanor Mohammed, Beaumont
- Shawn Olson, Leduc
- Janel Smith, Fort Saskatchewan
- Collin Steffes, Sturgeon County

**Status**

- First meeting held April 2018.
Board Accomplishments in 2017/18

GROWTH PLAN IMPLEMENTATION (EMRB – FROM OCTOBER 2017)

• Received first Regional Context Statement from the Town of Devon in implementing the Edmonton Metropolitan Region Growth Plan.
• Launched Regional Agriculture Master Plan development.

REGIONAL EVALUATION FRAMEWORK

• Purpose: Regulatory responsibility of the Board to review and approve municipal statutory plans to ensure consistency with the Edmonton Metropolitan Region Growth Plan.
• In 2017/18 – 21 applications were submitted, 17 approved, 3 withdrawn, 1 rejected.

INCUBATION OF REGIONAL ECONOMIC DEVELOPMENT ENTITY

• June 9, 2017: Incorporated Edmonton Global with 15 regional municipal partners (all of EMRB membership and the Towns of Bon Accord and Gibbons).
• Edmonton Global is mandated to conduct its operations worldwide in alignment with the principles and objectives of the Edmonton Metropolitan Region Growth Plan.

MEASUREMENTS

• Transitioned from 16 KPIs for the 2010 Growth Plan to 26 grounded and measurable KPIs for the Edmonton Metropolitan Region Growth Plan.
• Successfully completed 2013–2018 Strategic Plan KPIs.
• Developed new KPIs for 2018–2023 Strategic Plan, expected in July 2018.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

• Launched new, improved Edmonton Metropolitan Region GIS (EMRGIS) website, www.emrgis.emrb.ca
• ESRI Canada recognizes EMRGIS site for Award of Excellence.

EVENTS

• Spring 2017: CEO regional tour to visit each member on home turf complete; spring 2018: Chair and CEO tour
• May 2017: Collaborate to Compete Regional Symposium – co-hosted as adjunct to FCM Annual National Conference
• Spring 2018: Regional 101 event for regional elected officials, and launch of EMRB 101 introductory booklet
• Regional Energy Corridors Forum
• Municipal Government Board orientation
• Edmonton Metropolitan Region Growth Plan education sessions for municipal administrations
MUNICIPAL INTERN
EMRB and Alberta Municipal Affairs have fostered great relationships together, and through the Municipal Internship Program, have developed well-rounded future leaders of the province and municipalities.

- Over the last two years, beginning in 2016 and ending in 2018, the EMRB hosted a municipal planning intern, enabled by a partnership with the Town of Gibbons.
- Specific work was accomplished in Growth Plan implementation, including the development of an interactive growth plan online, and contributions to land use studies and the REF.
- EMRB will host another planning intern for 2018-2020 in partnership with the Town of Devon.

OTHER PARTNERSHIPS
The EMRB is committed to continuing to shape the leaders of tomorrow as an outcome of regional collaboration in action.

- In 2017/18, worked with two University of Alberta student teams under the direction of Dr. Sandeep Agrawal on their final studio projects: regional agriculture and regional fire services.
- In 2017/18, worked with NAIT BTech student teams led by Dr. Joseph Varughese, mapping regional schools and a targeted online scanning platform.
- Currently developing a memorandum of understanding with Alberta Transportation to establish a closer working relationship with respect to planning the future regional transportation network.

NEW 2018–2023 BOARD STRATEGIC PLANNING
- The strategic planning process began with a retreat in February 2018; final approval of the 2018-2023 Strategic Plan is anticipated in July 2018.

OPERATIONAL

- Created Comprehensive Governance Manual as a one-stop resource for all Board policies and practices.
- Rebranded and refreshed the EMRB website, posted October 26, 2017.
- To address risk mitigation, launched a custom document management system to ensure the safety and security of Board documents.

AWARDS AND RECOGNITION

- May 2017 – Edmonton Metropolitan Region Growth Plan received 2017 Award of Merit from Alberta Professional Planners Institute, and the Merit Award for City and Regional Planning from the Canadian Institute of Planners.
- June 8, 2017 – At final CRB meeting, congratulations were offered by Premier Rachel Notley on the occasion of the Board’s 10th anniversary.
- September 2017 – ESRI Canada recognized the Board for innovation in the field of geographic information systems for the Edmonton Metropolitan Region GIS website.
Financial Statements
FOR THE YEAR ENDED MARCH 31, 2018
Independent Auditors’ Report

To the Members of Edmonton Metropolitan Region Board

We have audited the accompanying financial statements of Edmonton Metropolitan Region Board, which comprise the statement of financial position as at March 31, 2018 and the statements of operations and accumulated surplus, changes in net financial assets (debt), and cash flows for the year ended, and a summary of significant accounting policies and other explanatory information.

MANAGEMENT’S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

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

AUDITORS’ RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors’ judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the financial statements present fairly, in all material respects, the financial position of Edmonton Metropolitan Region Board as at March 31, 2018, and the results of its operations, change in its net financial assets (debt) and its cash flows for the year ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants

June 14, 2018
Edmonton, Alberta
The financial statements have been prepared by management in accordance with Canadian public sector accounting standards and the integrity and objectivity of these statements are management’s responsibility. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

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

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

The external auditors, Metrix Group LLP Chartered Professional Accountants, conducted an independent examination, in accordance with Canadian generally accepted auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of Edmonton Metropolitan Region Board and meet when required.

On behalf of Edmonton Metropolitan Region Board:

MALCOLM BRUCE, MSM, ICD.D
CHIEF EXECUTIVE OFFICER

Edmonton, Alberta
June 14, 2018
## Statement of Financial Position

**AS AT MARCH 31, 2018**

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FINANCIAL ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents (Note 3)</td>
<td>$2,639,170</td>
<td>$2,246,201</td>
</tr>
<tr>
<td>Goods and Services Tax recoverable</td>
<td>18,751</td>
<td>43,328</td>
</tr>
<tr>
<td></td>
<td><strong>2,657,921</strong></td>
<td><strong>2,289,529</strong></td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>71,260</td>
<td>30,120</td>
</tr>
<tr>
<td>Deferred revenue (Note 4)</td>
<td>2,485,246</td>
<td>2,066,284</td>
</tr>
<tr>
<td>Deferred lease inducement (Note 5)</td>
<td>126,980</td>
<td>149,065</td>
</tr>
<tr>
<td></td>
<td><strong>2,683,486</strong></td>
<td><strong>2,245,469</strong></td>
</tr>
<tr>
<td><strong>NET FINANCIAL ASSETS (DEBT)</strong></td>
<td><strong>(25,565)</strong></td>
<td>44,060</td>
</tr>
<tr>
<td><strong>NON FINANCIAL ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible capital assets (Note 6)</td>
<td>210,766</td>
<td>240,185</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>99,044</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>309,810</strong></td>
<td><strong>240,185</strong></td>
</tr>
<tr>
<td><strong>ACCUMULATED SURPLUS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>$284,245</strong></td>
<td><strong>$284,245</strong></td>
</tr>
</tbody>
</table>

**ON BEHALF OF THE BOARD:**

[Signatures]

**Dr. Jodi L. Abbott**
CHAIR

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

**FOR THE YEAR ENDED MARCH 31, 2018**

<table>
<thead>
<tr>
<th></th>
<th>2018 Budget (Note 11)</th>
<th>2018 Actual</th>
<th>2017 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Province of Alberta operating grant (Note 4)</td>
<td>$2,250,000</td>
<td>$1,801,980</td>
<td>$2,449,299</td>
</tr>
<tr>
<td>Province of Alberta Economic Development Entity grant</td>
<td>-</td>
<td>136,495</td>
<td>-</td>
</tr>
<tr>
<td>Alberta Community Partnership grants</td>
<td>24,000</td>
<td>29,058</td>
<td>461,288</td>
</tr>
<tr>
<td>Member contributions</td>
<td>500,000</td>
<td>500,000</td>
<td>-</td>
</tr>
<tr>
<td>Interest and other income</td>
<td>-</td>
<td>109,724</td>
<td>15,048</td>
</tr>
<tr>
<td>Cost recovery</td>
<td>-</td>
<td>49,203</td>
<td>-</td>
</tr>
<tr>
<td>Symposium</td>
<td>-</td>
<td>-</td>
<td>43,799</td>
</tr>
<tr>
<td></td>
<td>2,774,000</td>
<td>2,626,460</td>
<td>2,969,434</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board and committee expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Honoraria</td>
<td>81,400</td>
<td>44,400</td>
<td>92,600</td>
</tr>
<tr>
<td>Meetings</td>
<td>35,000</td>
<td>64,694</td>
<td>65,878</td>
</tr>
<tr>
<td>Chair retainer</td>
<td>24,000</td>
<td>24,000</td>
<td>24,000</td>
</tr>
<tr>
<td>Travel</td>
<td>24,000</td>
<td>7,721</td>
<td>19,394</td>
</tr>
<tr>
<td></td>
<td>164,400</td>
<td>140,815</td>
<td>201,872</td>
</tr>
<tr>
<td>Administrative expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>1,529,000</td>
<td>1,507,582</td>
<td>1,450,596</td>
</tr>
<tr>
<td>Consulting fees</td>
<td>297,500</td>
<td>402,743</td>
<td>799,846</td>
</tr>
<tr>
<td>Office lease and operating costs</td>
<td>300,000</td>
<td>236,058</td>
<td>240,542</td>
</tr>
<tr>
<td>Travel</td>
<td>30,000</td>
<td>29,978</td>
<td>50,855</td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>-</td>
<td>49,419</td>
<td>42,090</td>
</tr>
<tr>
<td>Administration</td>
<td>98,000</td>
<td>57,830</td>
<td>41,185</td>
</tr>
<tr>
<td>Professional fees</td>
<td>50,000</td>
<td>37,063</td>
<td>37,685</td>
</tr>
<tr>
<td>Information technology</td>
<td>55,000</td>
<td>80,753</td>
<td>21,932</td>
</tr>
<tr>
<td>Communications</td>
<td>38,000</td>
<td>20,357</td>
<td>19,700</td>
</tr>
<tr>
<td>Meetings</td>
<td>20,000</td>
<td>14,380</td>
<td>19,700</td>
</tr>
<tr>
<td>Insurance</td>
<td>8,000</td>
<td>1,013</td>
<td>3,989</td>
</tr>
<tr>
<td></td>
<td>2,425,500</td>
<td>2,437,176</td>
<td>2,729,620</td>
</tr>
<tr>
<td>Program expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Municipal Internship</td>
<td>50,000</td>
<td>48,469</td>
<td>37,942</td>
</tr>
<tr>
<td></td>
<td>2,639,900</td>
<td>2,626,460</td>
<td>2,969,434</td>
</tr>
<tr>
<td><strong>ANNUAL SURPLUS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>134,100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>ACCUMULATED SURPLUS, BEGINNING OF YEAR</strong></td>
<td>284,245</td>
<td>284,245</td>
<td>284,245</td>
</tr>
<tr>
<td><strong>ACCUMULATED SURPLUS, END OF YEAR</strong></td>
<td>$418,345</td>
<td>$284,245</td>
<td>$284,245</td>
</tr>
</tbody>
</table>
Statement of Changes in Net Financial Assets (Debt)

FOR THE YEAR ENDED MARCH 31, 2018

<table>
<thead>
<tr>
<th></th>
<th>2018 Budget (Note 11)</th>
<th>2018 Actual</th>
<th>2017 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ANNUAL SURPLUS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquisition of tangible capital assets</td>
<td>$ -</td>
<td>$ (20,000)</td>
<td>$ (64,644)</td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>-</td>
<td>49,419</td>
<td>42,090</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>29,419</td>
<td>(22,554)</td>
</tr>
<tr>
<td><strong>INCREASE (DECREASE) IN NET FINANCIAL ASSETS</strong></td>
<td>-</td>
<td>(69,625)</td>
<td>(22,554)</td>
</tr>
<tr>
<td><strong>NET FINANCIAL ASSETS, BEGINNING OF YEAR</strong></td>
<td>44,060</td>
<td>44,060</td>
<td>66,614</td>
</tr>
<tr>
<td><strong>NET FINANCIAL ASSETS (DEBT), END OF YEAR</strong></td>
<td>$ 44,060</td>
<td>$ (25,565)</td>
<td>$ 44,060</td>
</tr>
</tbody>
</table>
### Statement of Cash Flows

**FOR THE YEAR ENDED MARCH 31, 2018**

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual surplus</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Non cash items included in annual surplus:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>49,419</td>
<td>42,090</td>
</tr>
<tr>
<td>Change in non cash working capital balances:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short term investments</td>
<td>-</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>-</td>
<td>37,000</td>
</tr>
<tr>
<td>Goods and Services Tax recoverable</td>
<td>24,577</td>
<td>(8,934)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(99,044)</td>
<td>-</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>41,140</td>
<td>(100,036)</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>418,962</td>
<td>(293,587)</td>
</tr>
<tr>
<td>Unamortized deferred lease inducement</td>
<td>(22,085)</td>
<td>(22,085)</td>
</tr>
<tr>
<td><strong>Total change in cash and cash equivalents</strong></td>
<td>412,969</td>
<td>1,154,448</td>
</tr>
<tr>
<td><strong>CAPITAL ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of tangible capital assets</td>
<td>(20,000)</td>
<td>(64,644)</td>
</tr>
<tr>
<td><strong>CHANGE IN CASH AND CASH EQUIVALENTS DURING THE YEAR</strong></td>
<td>392,969</td>
<td>1,089,804</td>
</tr>
<tr>
<td><strong>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</strong></td>
<td>2,246,201</td>
<td>1,156,397</td>
</tr>
<tr>
<td><strong>CASH AND CASH EQUIVALENTS, END OF YEAR</strong></td>
<td>$ 2,639,170</td>
<td>$ 2,246,201</td>
</tr>
</tbody>
</table>
1. NATURE OF OPERATIONS

Edmonton Metropolitan Region Board (the “Board”) formerly known as Capital Region Board, was established by the Edmonton Metropolitan Region Board Regulation 189/2017 (the “Regulation”) under the Municipal Government Act of the Province of Alberta on October 26, 2017, updating and replacing previous legislation dating back to April 2008. The Board is an other government entity and is exempt from income taxes.

Membership of the Board changed mid fiscal year with the updated Regulation, when the number of municipalities participating on the Board were reduced from 24 to 13, representing those with populations of more than 5,000. These now include five cities: Edmonton, Fort Saskatchewan Leduc, Spruce Grove, and St. Albert; four towns: Beaumont, Devon, Morinville, and Stony Plain; four counties: Leduc County, Parkland County, Strathcona County, and Sturgeon County. Participating until October 2017 were Lamont County; the towns of Bon Accord, Bruderheim, Calmar, Gibbons, Lamont, Legal, Redwater, and Thorsby, and two villages: Wabamun and Warburg.

The Board was established by the Province to coordinate responsible long range growth planning via implementation of the Edmonton Metropolitan Region Growth Plan (the “Growth Plan”), to approve Statutory Plans, and to develop a Metropolitan Servicing Plan for the Region within two years of the Regulation coming into force.

The Province of Alberta approved the Growth Plan on October 26, 2017. Since that time the Board is focused on implementation of the Growth Plan development of the Servicing Plan and working to close out the 2014-2018 Strategic Plan and develop a new strategy for 2018 and beyond.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards for other government entities established by the Canadian Public Sector Accounting Board. The financial statements have, in management’s opinion, been properly prepared within reasonable limits of materiality and within the framework of the accounting policies summarized below:

(a) Revenues

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

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

Interest income is recorded as it is earned.

(b) Cash and Cash Equivalents

Cash and cash equivalents consist of cash on deposit and term deposits with original maturities of three months or less at the date of acquisition and are recorded at cost.

(c) Tangible Capital Assets

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

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

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

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

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

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

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

(f) Measurement Uncertainty
The preparation of financial statements in conformity with Canadian public sector accounting standards, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include the useful life of tangible capital assets, rates for amortization, and impairment of assets.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from these estimates.

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

(h) Deferred Lease Inducement
Deferred lease inducement represents the unamortized value of an inducement received when the Board entered into a new ten year lease arrangement for rental of the new office space which commenced on February 1, 2014. Amortization is provided on a straight line basis over the 10-year term of the related lease as a reduction in office rent.

3. CASH AND CASH EQUIVALENTS

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating account</td>
<td>$ 2,639,170</td>
<td>$ 2,246,201</td>
</tr>
</tbody>
</table>
4. DEFERRED REVENUE

<table>
<thead>
<tr>
<th></th>
<th>Deferred Revenue Beginning of Year</th>
<th>Amounts Received/ Recognized/ Repaid</th>
<th>Deferred Revenue End of Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Province of Alberta:</td>
<td>2016 2017 Operations</td>
<td>$2,037,226</td>
<td>$-</td>
</tr>
<tr>
<td></td>
<td>2017 2018 Operations</td>
<td>-</td>
<td>$2,250,000</td>
</tr>
<tr>
<td></td>
<td>Economic Development Entity</td>
<td>-</td>
<td>$300,000</td>
</tr>
<tr>
<td></td>
<td>Alberta Community Partnership</td>
<td>$29,058</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Member contributions</td>
<td>-</td>
<td>$300,000</td>
</tr>
</tbody>
</table>

|                      | $2,066,284                         | $3,050,000                          | $2,631,038                  |
|                      |                                     |                                     | $2,485,246                  |

**Operations:**

The balance carried forward of $2,037,226 represents the unspent portion of the 2016 2017 funding. Of this amount $1,801,980 was recognized as revenue during the year.

An updated 2017/2018 conditional operating grant agreement between the Province of Alberta and the Board was signed on April 13, 2017. The Agreement provides a conditional contribution in the amount of $2,250,000, which was received by the Board during fiscal 2018. The contribution, including any income earned thereon, is to be used to fund the Board’s operations and to allow it to carry out its mandated responsibilities for the period from April 1, 2017 to March 31, 2018, unless an extension is agreed to by the Minister.

**Economic Development Entity:**

During the year, the Board received $300,000 relating to a project entitled “Edmonton Metropolitan Regional Economic Development Entity”. The Board incurred $136,495 of expenses to develop an environmental scan, asset inventory, and community profile for the Edmonton Metropolitan Region. A corresponding amount of revenue was recognized by the Board. The remaining unexpensed portion of $163,505 was transferred to Edmonton Metropolitan Region Economic Development Entity.

**Alberta Community Partnership:**

Alberta Community Partnership provided the Board with a $67,000 grant to assist the Board with the salary and expenses of a municipal land use planner intern. Out of this amount, $37,942 was recognized as revenue during fiscal 2017 and the remaining $29,058 was recognized in the March 31, 2018 year end.

**Member contributions:**

During the year, the Board received $500,000 in member contributions to assist the Board with the delivery of the projects listed in the Edmonton Metropolitan Region Growth Plan and other mandated items.
5. DEFERRED LEASE INDUCEMENT

Pursuant to a premises lease agreement for the new office, the landlord provided the Board with a total inducement of $220,835 to be used for leasehold improvements. The inducement has been deferred and is being applied as a reduction of rent expense over the term of the lease as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$22,083</td>
</tr>
<tr>
<td>2020</td>
<td>$22,083</td>
</tr>
<tr>
<td>2021</td>
<td>$22,083</td>
</tr>
<tr>
<td>2022</td>
<td>$22,083</td>
</tr>
<tr>
<td>2023</td>
<td>$22,083</td>
</tr>
<tr>
<td>2024</td>
<td>$16,565</td>
</tr>
</tbody>
</table>

Total deferred lease inducement $126,980

6. TANGIBLE CAPITAL ASSETS

<table>
<thead>
<tr>
<th>Book Value</th>
<th>Accumulated Cost</th>
<th>Accumulated Amortization</th>
<th>2018 Net</th>
<th>2017 Net</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office equipment</td>
<td>$66,517</td>
<td>$46,211</td>
<td>$20,306</td>
<td>$25,383</td>
</tr>
<tr>
<td>Computer hardware</td>
<td>66,853</td>
<td>63,511</td>
<td>3,342</td>
<td>4,773</td>
</tr>
<tr>
<td>Computer software</td>
<td>115,825</td>
<td>57,228</td>
<td>58,597</td>
<td>59,425</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>220,835</td>
<td>92,314</td>
<td>128,521</td>
<td>150,604</td>
</tr>
</tbody>
</table>

Total $470,030 $259,264 $210,766 $240,185

7. FINANCIAL INSTRUMENTS

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

Unless otherwise noted, the carrying values of the financial instruments approximate their fair values.

8. LOCAL AUTHORITIES PENSION PLAN

Employees of the Board participate in the Local Authorities Pension Plan ("LAPP"), which is one of the plans covered by the Alberta Public Sector Pension Plans Act. LAPP is financed by employer and employee contributions and by investment earnings of the LAPP Fund.

Contributions for current service are recorded as expenses in the year in which they become due.

The Board is required to make current service contributions to the LAPP consisting of 11.39% of pensionable earnings up to the year’s maximum pensionable earnings under the Canada Pension Plan ("CPP") and 15.84% on pensionable earnings above this amount. Employees of the Board are required to make current service contributions of 10.39% of pensionable salary up to the year’s maximum pensionable salary and 14.84% on pensionable salary above this amount.

Total current service contributions made by the Board to the LAPP in 2018 were $146,061 (2017 $149,174). Total current service contributions made by the employees of the Board to the LAPP in 2018 were $135,288 (2017 $138,312).

At December 31, 2016, the LAPP disclosed an actuarial deficiency of $0.64 billion (2015 $0.9 billion).
9. RELATED PARTY TRANSACTIONS

Edmonton Metropolitan Region Board has the following transactions with the Province of Alberta:

<table>
<thead>
<tr>
<th>Grants received from Province of Alberta (Note 4)</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,550,000</td>
<td>2,617,000</td>
</tr>
</tbody>
</table>

10. COMMITMENTS

The Board entered into a ten year lease agreement which commenced on February 1, 2014. Under the terms of the lease agreement, the Board is responsible for the following annual payments:

<table>
<thead>
<tr>
<th>ANNUAL LEASE</th>
<th>LEASE INDUCEMENT</th>
<th>NET LEASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$ 263,015</td>
<td>$ (22,083)</td>
</tr>
<tr>
<td>2020</td>
<td>263,015</td>
<td>(22,083)</td>
</tr>
<tr>
<td>2021</td>
<td>263,015</td>
<td>(22,083)</td>
</tr>
<tr>
<td>Thereafter</td>
<td>745,213</td>
<td>(60,731)</td>
</tr>
</tbody>
</table>

| $ 1,534,258 | $ (126,980) | $ 1,407,278 |

The above lease payments include a proportionate share of operating expenses.

In addition, the Board entered into a contract with TrimFiles for provision of electronic document and records management services. The term of the agreement commenced on March 1, 2016 and will end on March 31, 2021. The annual payment under this contract is $8,800.

11. BUDGET

The budget figures presented in these financial statements are based on the amended budget approved by the Board on May 11, 2017.

<table>
<thead>
<tr>
<th>ORIGINAL</th>
<th>AMENDMENTS</th>
<th>AMENDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approved budget</td>
<td>3,024,000</td>
<td>(250,000)</td>
</tr>
<tr>
<td>EXPENSES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approved budget</td>
<td>3,024,000</td>
<td>(384,100)</td>
</tr>
<tr>
<td>ANNUAL SURPLUS</td>
<td>$</td>
<td>- $ 134,100</td>
</tr>
</tbody>
</table>
Endpiece

At publication, the EMRB enters 2018/19 with new certainty about its responsibilities—armed with a defined region, a solid Growth Plan, a refreshed mandate, and a rejuvenated Board committed to continued fruitful collaboration. It is well positioned to continue transformation: managing responsible regional growth and preparing the region for a bright future.