Governance, Priorities & Finance Committee

Agenda

Monday, June 15, 2015
9:30 a.m. – Noon
La Cite Francophone – Hall Jean-Louis Dentinger
8627 Rue-Marie Gaboury NW, Edmonton

Agenda Items

1. Call to Order – Mayor Camille Berube, Chair

2. Chair’s Opening Remarks

3. Approval of Agenda – Mayor Camille Berube, Chair

4. Approval of Minutes of May 28, 2015 – Mayor Camille Berube, Chair Page 1 of 53

5. Board Chair Review – Mayor Camille Berube, Chair Page 1 of 53

   Recommended Motion: That the Governance, Priorities & Finance Committee recommend the Capital Region Board approve the update to Policy G010 and conduct the Board Chair Review.

6. Committee Structure Review – Mayor Camille Berube, Chair Page 1 of 53

   Recommended Motion: That the Governance, Priorities & Finance Committee recommend the Capital Region Board approve the updated committee membership and direct administration to bring the committee structure review back after the completion of the Growth Plan Update.

7. Business Plan – Mayor Camille Berube, Chair Page 2 of 53

   Recommended Motion: That the Governance, Priorities & Finance Committee recommend the Capital Region Board approve the Capital Region Board 2015/19 Business Plan.

8. Capital Region Geographic Information Services (CRGIS) Presentation
   – Brandt Denham, GIS Coordinator
9. **Information Requests from the Board** – Mayor Camille Berube, Chair

10. **CEO Update** – Malcolm Bruce, CEO

11. **Meeting Schedule** – Mayor Camille Berube, Chair

12. **Adjournment** – Mayor Camille Berube, Chair
Governance, Priorities & Finance Committee

Thursday, May 28, 2015
2:30 p.m. – 4:00 p.m.
Capital Region Board Office, Large boardroom
1100 Bell Tower, 10104 103 Avenue, Edmonton

Members:
Camille Berube, Town of Beaumont (Chair)
Randy Boyd, Town of Bon Accord
Art Erickson, Village of Wabamun
Glen Finstad, City of Leduc
Cathy Heron, City of St. Albert
Phyllis Kobasiuk, Parkland County (Vice-Chair)
Karen Shaw, Sturgeon County
Michael Walters, City of Edmonton
Wayne Woldanski, Lamont County

Regrets:
Wally Yachimetz, Town of Calmar

CRB Staff & Consultants:
Malcolm Bruce, CEO
Neal Sarnecki, Project Manager
Stephanie Chai, Project Manager
Loreen Lennon, Communications Manager

Guests:
Gibby Davis, City of Edmonton
Michael Epp, Hawkings Epp Dumont LLP
Jacquie Hansen, City of St. Albert
Doug Lagore, City of Leduc
Rick Preston, UDI
Yolande Shaw, Strathcona County
Dana Smith, City of Leduc
Kent Stewart, WMC

1. CALL TO ORDER
Chair, Mayor Camille Berube called the meeting to order at 2:33 p.m.

2. Chair’s Opening Remarks

3. Approval of Agenda

Motion: That the agenda of May 28, 2015 be approved with a change to the order of recommended motions on item 7.
Moved by: Mayor Art Erickson, Village of Wabamun
Decision: Carried unanimously
4. Approval of Minutes of April 16, 2015

Motion: That the minutes of April 16, 2015 be approved.
Moved by: Councillor Phyllis Kobasiuk, Parkland County
Decision: Carried unanimously

5. Audited Financial Statements (Jan 1/15 – Mar 31/15)

Presentation by Michael Epp, Hawkings Epp Dumont LLP

Motion: That the Governance, Priorities & Finance Committee recommend the Capital Region Board approve the Audited Financial Statements for the year ended March 31, 2015.
Moved by: Councillor Glen Finstad, City of Leduc
Decision: Carried unanimously

6. Annual Report

Motion: That the Governance, Priorities & Finance Committee recommend the Capital Region Board approve the 2014/2015 Annual Report as presented.
Moved by: Councillor Phyllis Kobasiuk, Parkland County
Decision: Carried unanimously

7. Economic Development Initiative

Motion: That the Governance, Priorities & Finance Committee recommend, in principle, the Capital Region Board approve the Edmonton Metropolitan Region Economic Development Strategy.
Moved by: Councillor Phyllis Kobasiuk, Parkland County
Decision: Carried unanimously

Motion: That the Governance, Priorities & Finance Committee recommend, in principle, the Capital Region Board approve the Edmonton Metropolitan Region Economic Development Framework.
Moved by: Councillor Phyllis Kobasiuk, Parkland County
Decision: Carried unanimously

8. CEO Update

9. Meeting Schedule

It was approved by unanimous consensus that the Governance, Priorities & Finance Committee receive for information the meeting schedule, as presented.

10. ADJOURNMENT
The Chair declared the meeting adjourned at 4:20 p.m.

Committee Chair, Camille Berube
Board Chair Review

Recommended Motion

That the Governance, Priorities & Finance Committee recommend the Capital Region Board approve the update to Policy G010 and conduct the Board Chair Review.

Background

In accordance with the Capital Region Board Regulation, the Capital Region Board may select a Chair from among the representatives of the participating municipalities. Effective April 1, 2012, Mayor Nolan Crouse became the first elected Chair of the Capital Region Board. With Board approval, Chair Course extended his term beyond the 2013 municipal election and into 2014.

Rationale

As per Policy G010 (see Attachment 1), the “Board shall review the term of the Chair after two (2) years of service prior to re-confirming the Chair’s appointment.” An update to Policy G010 (see track changes in Attachment 2) includes the proposed process review under Part A3:

a. The Board Chair must provide written notice to the Board of their intent to stay serving as Board Chair.
b. The CEO will recommend a process and date for the Board Chair Review, for review by the GPF Committee and for approval by the Board.
c. The CEO will circulate the Role and Authorities of Board Chair and Vice-Chair (Attachment 3 - Policy G014, Role and Authorities of Board Chair and Vice-Chair), to all Board members.
d. At a regularly scheduled or special meeting of the Board, the CEO will administer the Board Chair review process by secret ballot.
e. Prior to the ballot, the Board Chair will be provided an opportunity of no more than five minutes to address the Board.
f. The Board Chair will be excused from the Board Chair Review vote, and the Board Chair’s municipally designated alternate will fill the role of the Board Chair’s municipality for the Board Chair Review vote.
g. The Board Vice-Chair will assume role as Chair and the Board Vice-Chair’s municipally designated alternate will fill the role of the Board Vice-Chair’s municipality for the Board Chair Review vote.
h. Each Board member receives one vote; the review of the Board Chair requires a simple majority vote (fifty percent plus one of total membership).
i. If the Board Chair review process determines a new Board Chair is to be selected, the Board will follow the process as outlined in this policy in Part A, Section 1.
j. The Board Chair will remain in position until after the Board elects a new Board Chair.

Attachments

1) Policy G010 Selection of Board Chair or Interim Board Chair and Board Vice-Chair Track Changes
2) Policy G014 Roles and Authorities of the Board Chair, Interim Chair and Vice-Chair
PURPOSE

To establish the process for selecting a Board Chair or Interim Board Chair and Vice-Chair of the Capital Region Board; and to establish the process for reviewing the Board Chair.

POLICY

In accordance with the Capital Region Board Regulation, the Capital Region Board may select a Chair from among the representatives of the participating municipalities. The CRB Regulation also provides that the Minister of Municipal Affairs may appoint an Interim Chair of the Board who is not a representative from a participating municipality of the Capital Region Board. The process for selecting a Chair or Interim Chair shall be approved by the Capital Region Board. This selection process should be carried out in sufficient time to ensure that a Chair or Interim Chair is in place prior to the conclusion of the mandate of an existing Chair or Interim Chair. In addition, Board policy stipulates that a Board Chair review must be conducted every two years from the date of the Board Chair assuming the position of Board Chair.

GUIDELINES

Part A – Selection of a Chair for the Capital Region Board

1. FOLLOWING A MUNICIPAL ELECTION OR A BOARD DECISION TO ELECT A NEW BOARD CHAIR:
   a. The Chief Executive Officer (CEO) or designate shall recommend a process for electing the Board Chair for review by the Governance, Priorities and Finance Committee (GPF Committee) and for approval by the Board.
   b. The CEO or designate shall circulate the Role and Authorities of Board Chair and Vice-Chair (Policy G014, Role and Authorities of Board Chair and Vice-Chair), to all Board members and solicit Board Chair nominations, providing a date in which all nominations must be received.
   c. Upon nomination, the CEO or designate shall confirm with the Board member as to their ability and willingness to fulfill the role of Board Chair. The Board member must confirm that they wish to remain a nominee for the role of Board Chair.
   d. Once all nominations have been received and nominated members have confirmed their nomination status, the Chief Executive Officer or designate shall send an email with list of nominees to Board members prior to the meeting at which the election shall take place.
   e. At a regularly scheduled or special meeting of the Board, the CEO or designate shall administer the selection process of the Board Chair by secret ballot.
   f. Prior to the ballot, all standing nominees shall be provided an opportunity of no more than five minutes to address the Board.
   g. Each Board member receives one vote; the successful nomination of the Board Chair requires a simple majority vote (fifty percent plus one of total membership).
i. In cases where no nominee has received a total of thirteen (13) votes, then another secret ballot shall be conducted with the two nominees received the most votes; or
ii. If more than two nominees are tied with the most votes, then names shall be then the names of those nominees shall be placed in a hat, and two (2) names drawn after which another secret ballot shall be conducted.

2. TERM

An elected Board Chair shall remain in position until after the:

a. Next municipal election and until such time the Board has elected a new Board Chair;
b. The Board Chair resigns;
c. The Board elects a new Board Chair; or
d. An Interim Chair is appointed through Ministerial Order.

The Board shall review the term of the Chair after two (2) years of service prior to re-confirming the Chair’s appointment.

3. BOARD CHAIR REVIEW

a. The Board Chair must provide written notice to the Board of their intent to stay serving as Board Chair.
b. The CEO will recommend a process and date for the Board Chair Review, for review by the GPF Committee and for approval by the Board,
c. The CEO will circulate the Role and Authorities of the Board Chair and Vice-Chair (Policy G014, Role and Authorities of Board Chair and Vice-Chair), to all Board members.
d. At a regularly scheduled or special meeting of the Board, the CEO will administer the Board Chair review process by secret ballot.
e. Prior to the ballot, the Board Chair will be provided an opportunity of no more than five minutes to address the Board.
f. The Board Chair will be excused from the Board Chair Review vote, and the Board Chair’s municipally designated alternate will fill the role of the Board Chair’s municipality for the Board Chair Review vote.
g. The Board Vice-Chair will assume role as Chair and the Board Vice-Chair’s municipally designated alternate will fill the role of the Board Vice-Chair’s municipality for the Board Chair Review vote.
h. Each Board member receives one vote; the review of the Board Chair requires a simple majority vote (fifty percent plus one of total membership).
i. If the Board Chair review process determines a new Board Chair is to be selected, the Board will follow the process as outlined in this policy in Part A, Section 1.
j. The Board Chair will remain in position until after the Board elects a new Board Chair.

Part B – Selection of an Interim Chair for the Capital Region Board

Eight months prior to each municipal election, the CEO or designate shall recommend a process to the GPF Committee to facilitate a decision by the Board as to whether they wish to continue with a Board elected Chair or recommend an Interim Chair to the Province.

1. SHOULD THE BOARD DETERMINE THAT AN INTERIM BOARD CHAIR IS IN THEIR BEST INTERESTS, THE FOLLOWING STEPS SHALL OCCUR:

a. The Board shall assign an Interim Board Chair Selection Committee to facilitate the recruitment process.
b. The CEO or designate shall formally advise of the Province of the Board’s decision.
c. The CEO or designate shall support the Interim Board Chair Selection Committee in selecting a recruitment process and vendor.
d. In consultation with the Board, the Board Chair Selection Committee shall recommend candidate(s) for the Province’s consideration.
e. The Interim Board Chair shall be appointed once the Province has made a decision and issued a Ministerial Order.

2. ANNUAL PERFORMANCE REVIEW
   a. Each year, after consulting the Province, the CEO or designate shall recommend a process to the GPF Committee to assist the Board in conducting an annual performance review of the Interim Board Chair.
   b. The GPF Committee shall bring forward their recommendation to the Board for approval.

3. TERM
   An Interim Board Chair shall remain in position until after the:
   a. Ministerial Order expires or is rescinded;
   b. The Interim Board Chair resigns; or
   c. A Board Chair has been elected by the membership.

Part C – Selection of the Vice-Chair for the Capital Region Board

1. The acclaimed or elected Chair or Vice-Chair of the GPF Committee is deemed to be the Board Vice-Chair until such time a new Chair or Vice-Chair of the GPF Committee has been appointed, in that order.
2. Should the Chair and/or the Vice-Chair of the GPF Committee not be an appointed member of the Capital Region Board, the Vice-Chair of the Capital Region Board shall be the appointed Board representative from the member municipality of the Chair or Vice-Chair of the GPF Committee, in that order.
3. The Vice-Chair or Interim Vice-Chair shall chair Board meetings when the Chair or Interim Chair is absent or unable to act as Chair or Interim Chair and shall have all the powers and responsibilities of the Chair or Interim Chair under this policy during the absence or incapacity of the Chair or Interim Chair.
4. The Vice Chair/Interim Vice-Chair does have voting rights as a member on the Board representing their municipality.
5. At no time shall any municipality have more than one vote.
<table>
<thead>
<tr>
<th>Date</th>
<th>Status</th>
<th>Comments</th>
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<tbody>
<tr>
<td>May 28, 2015</td>
<td>Revised</td>
<td>Added Board Chair Review process</td>
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PURPOSE
This policy clarifies the Board Chair’s or Interim Board Chair, and Vice-Chair’s role and responsibilities.

POLICY
This role description outlines the delegated authorities provided to the Board Chair or Interim Board Chair required to carrying out his/her duties on behalf of the Board and ensure compliance with the Capital Region Board Regulation and any Ministerial Orders that are active.

GUIDELINES

1. POSITION SUMMARY
The Chair of the Capital Region Board is responsible for overseeing the implementation of the Capital Region Growth Plan and in so doing will ensure that the Capital Region Board satisfies the requirements of the Capital Region Board Regulation (Regulation).

The Chair will promote awareness of the Board’s mandate, goals, and established outcomes of the Capital Region Growth Plan and develop and maintain effective relationships and communication with member municipalities, government and key stakeholders.

The Chief Executive Officer reports to the Chair.

2. AUTHORITIES
The Capital Region Board was created in April 2008 with the promulgation by the Province of Alberta of the Capital Region Board Regulation. The Board is defined as a corporation that has some of the powers and duties of a regional services commission under the Municipal Government Act. The Regulation, as updated periodically by the Province, outlines the authorities and responsibilities of the Board including the requirement to prepare and implement the Capital Region Growth Plan and the administration of the Regional Evaluation Framework. The Regulation and CRB Policies govern the overall operations of the Board.

In accordance with CRB Policy G005, the Chair has voting rights as a member of the Capital Region Board representing their municipality. The Chair may participate in debate on any matter before the Board by relinquishing the Chair. The Chair may make a motion on any matter on the agenda but before doing so, the Chair must relinquish the chair to the Vice-Chair until the vote on the motion has been taken.
3. **RESPONSIBILITIES**
   - Responsible to the members of the Capital Region Board.
   - Ensures that the Board members are aware of their responsibilities under the Capital Region Board Regulation.
   - Prepare for and Chair meetings of the Capital Region Board in accordance with the Capital Region Board Regulation and CRB Policies.
   - On behalf of the Board, ensure that the Chief Executive Officer is satisfactorily carrying out his/her duties and is responsible for the annual performance review of the CEO.
   - Shall be designated by the Board and in CRB policies as one of the signing officers for certain Board documents.
   - The Chair is non-voting ex-officio on all Board Committees and Task Forces.
   - When required, represents the Capital Region Board to the federal and provincial governments, other stakeholders and attends external events.

4. **TIME COMMITMENT**
   Properly performing the duties of the Chair will require a time commitment of between three and four working days per month.

5. **REMUNERATION**
   An elected Board chair will be paid a retainer of $2,000 per month. The Chair will also be permitted to claim per diems and travel expenses for Board and Committee meetings (i.e. $200 per day). Per diems, travel and parking will be reimbursed in compliance with the CRB's Remuneration Policy. Parking at the CRB office building will be provided.

6. **BOARD VICE-CHAIR**
   In instances when the Chair rescinds his/her role during a Board meeting (refer to Policy G005) or at any other time, the Board Vice-Chair is authorized to perform the responsibilities and have the authority of the Board Chair.

[Signature]
Chief Executive Officer
CRB Committee Structure Review

Recommended Motion

That the Governance, Priorities & Finance Committee recommend the Capital Region Board approve the updated committee membership and direct administration to bring the committee structure review back after the completion of the Growth Plan Update.

Background

- Amended at the November 14, 2013 Board meeting, the Capital Region Board approved the implementation of the CRB Committee Structure as recommended in George Cuff’s Committee Structure Review Report.

- The Capital Region Board approved Terms of Reference for all committees and task forces in May 8, 2014 based on the new committee structure. As that time, the Regional Services Committee’s Terms of Reference included the Transit and Housing Task Forces.

- On July 10, 2014, the Board approved the committee status change of the Transit Task Force to revert back to a Standing Committee of the Board.

- On May 14, 2015, the Board disbanded the Regional Services Committee and reverted the Housing Task Force back to a Standing Committee of the Board effective immediately.

Rationale

The CRB reached out to the Towns and Villages asking about their capacity regarding sitting on Board Committees. Responses indicated that the Towns and Villages have a willingness to continue sitting on committees. Adapting the current committee structure to continue with status quo (see Attachment 1 for Draft Committee & Task Force Municipal Membership Listing) and completing a full review after the completion of the Growth Plan Update will better align the work of the Board and outcomes defined in the Update.

However, with the recent committee status changes there is an opportunity to explore other models:

- Streamlined Committee Structure: two less members (one town and one county) per committee for efficiency, for both the Land Use & Planning, and the Governance, Priorities & Finance Committees. This aligns with the size of the remaining Committees and Task Forces.

- Option C from the Committee Structure Review Report: One Standing Committee; Task Forces to Supplement (see Attachment 2)

It is the recommendation of administration to continue with status quo in updating the current committee structure and to conduct a comprehensive review upon the completion of the Growth Plan Update.

Attachments

1) Draft Committee & Task Force Municipal Membership Listing
2) Option C from the Committee Structure Review Report
### Advocacy & Monitoring Committee

<table>
<thead>
<tr>
<th>Role</th>
<th>City</th>
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<tbody>
<tr>
<td>Capital Region Board Chair</td>
<td>City of St. Albert</td>
</tr>
<tr>
<td>Governance, Priorities &amp; Finance Chair</td>
<td>Town of Beaumont</td>
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<tr>
<td>Housing Chair</td>
<td>Town of Stony Plain</td>
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<tr>
<td>Land Use &amp; Planning Chair</td>
<td>Sturgeon County</td>
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<tr>
<td>Regional Services Chair</td>
<td>Town of Redwater</td>
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<tr>
<td>Transit Chair</td>
<td>City of St. Albert</td>
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<td>City of Edmonton</td>
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<tr>
<td>Member at Large</td>
<td>City of Leduc</td>
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### Governance, Priorities & Finance Committee

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<th>Role</th>
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<tr>
<td>City of Edmonton</td>
<td>Lamont County</td>
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<tr>
<td>City of Leduc</td>
<td>Parkland County</td>
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<td>City of St. Albert</td>
<td>Sturgeon County</td>
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<td></td>
<td>Village of Wabamun</td>
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### Housing Committee

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<tr>
<th>Sub-Region</th>
<th>Alternate Sub-Region</th>
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<tbody>
<tr>
<td>Edmonton</td>
<td>(Edmonton, Cllr. Ben Henderson) (Edmonton, Cllr. Ed Gibbons)</td>
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<tr>
<td>Strathcona/Fort Saskatchewan</td>
<td>(Fort Sask., Mayor Gale Katchur) (Fort Sask., Cllr. Stew Hennig)</td>
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<tr>
<td>Parkland</td>
<td>(Spruce Grove, Ald. Louise Baxter) (Stony Plain, Cllr. Dwight Ganske)</td>
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<tr>
<td>Sturgeon</td>
<td>(St. Albert, Cllr. Wes Brodhead) (Redwater, Mayor Mel Smith)</td>
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<tr>
<td>Leduc</td>
<td>(Warburg, Mayor Ralph van Assen) (Leduc County, Cllr. Audrey Kelto)</td>
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<tr>
<td>Lamont</td>
<td>(Bruderheim, Cllr. Shelley Ross) (Lamont County, Cllr. Dan Warawa)</td>
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<td>Town of Devon</td>
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<td>Town of Lamont</td>
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<td>Town of Legal</td>
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<tr>
<td>Village of Warburg*</td>
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**Note:** It is proposed that the Village of Warburg join the Housing Committee at the completion of the Growth Plan Update and the disbanding of the Task Force.

### Land Use & Planning Committee

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<tbody>
<tr>
<td>City of Edmonton</td>
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<td>Town of Bruderheim</td>
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<td>Town of Gibbons</td>
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<td>Town of Morinville</td>
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<td>Town of Stony Plain</td>
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<td>Village of Thorsby</td>
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**TRANSIT COMMITTEE**

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<td>City of Leduc</td>
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<tr>
<td>City of Spruce Grove</td>
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<td>City of St. Albert</td>
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**GROWTH PLAN UPDATE TASK FORCE**

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<tr>
<th>City of Edmonton</th>
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<th>Town of Morinville</th>
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<tbody>
<tr>
<td>City of Fort Saskatchewan</td>
<td>Strathcona County</td>
<td>Village of Warburg</td>
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<td>City of St. Albert</td>
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Option C from the Committee Structure Review Report

Option C: One Standing Committee; Task Forces to Supplement
This third option reflects the most significant change of the three options. It is premised around the need for one omnibus standing committee which will have considerable clout and range of duties. It in turn will be supported by various task forces which will be established by the time of the 2013 municipal elections and the appointment of members to this Board. Thus, at the time of the organizational meeting following the election, the Board will have a complete list of task forces as well as the names of the recommended appointments.

Figure 3:
Option C: One Standing Committee; Task Forces to Supplement
Brief Background
A governance board is expected to provide a number of key functions including: strategic leadership (i.e. where are we at; where should we be going?); policy guidance (i.e. what is the stance of this body on this significant issue?); oversight to the business plan, budget, committees and task forces and administration; and adjudication of the primary challenges and issues which will obviously confront the body from time to time. In order to accomplish this in a reasonable, step-by-step fashion a governance board often employs a policy governance committee often consisting of some of its own members to act in an advisory capacity.

An Executive Policy Committee
Combining some of the elements of the current standing committees this revised “Executive Policy Committee” (EPC) should be expected to function as the strategic policy driver of the CRB. The proposed EPC would be a natural ally of the Board in terms of recommending a suitable approach to the CRB for thinking through its strategic agenda. It could assist the Board in the identification of key policy and project initiatives to be pursued by the CRB over the subsequent 12 month period and through discussing any areas for future inquiry which may not have been initially contemplated in the CRB mandate.

Based on those discussions, the EPC could assist in casting the task forces needed to move forward those initiatives; recommending their membership and terms of reference; setting dates for reporting on progress and a date for completing the assignment. The EPC (as noted below) could also assist in maintaining ongoing linkages to the Provincial Government to ensure that the committee/task force agendas are in sync with the priorities/budgets and CRB mandate.

Membership
The EPC’s expected membership of Board members will be set for a two year period. Permanent members would include: City of Edmonton, City of St. Albert and the Specialized Municipality of Strathcona County. The others will be rotated at the end of the two year period. The EPC roster is recommended to include: City of Edmonton, City of St. Albert, the Specialized Municipality of Strathcona County, 1 City, 2 Counties, 2 Towns, 1 Village. The initial chair for the EPC would be nominated by the
Chair of the Board for the first two year period and would subsequently be chosen from within the EPC (i.e. at the beginning of year three). The Chair of the Board and the CEO would act as ex officio without voting status.

This standing committee would hold responsibility for the following:

- **Strategic Leadership**
  - Act on behalf of the Board in coordinating the preparation of a rolling three-year Business Plan and budget, including annual updates
  - Assist the Board in establishing regional priorities based on the Capital Region Growth Plan (or any subsequent update) and the Board’s Business Plan

- **Governance**
  - Recommend new/revised policies which will guide the CRB
  - Recommend task forces or other instruments which enable the CRB to get its business done
  - Provide advice to the Board on governance issues
  - Recommend the appointment, term and duties of chairs for each task force or committee to the Board for its approval
  - Provide advice to guide the development of policy and procedures for the Board (i.e. corporate policy and by-laws)
  - Recommend changes to the Board/committee/task force meeting procedures as deemed necessary and timely

- **Provision and Care of Resources**
  - Advise the Board on its resource requirements to implement the Capital Region Growth Plan and the Board’s Business Plan

- **Audit**
  - Monitor and review the annual audit and also report to the Board regarding financial performance on a regular basis

- **Selection of Officers**
  - Assist with the recruitment and selection of the CRB Chair and Chief Executive Officer

- **Education and Awareness Building**
Recommend a plan and supporting strategies which will build awareness and understanding amongst regional stakeholders of the Board’s vision, role and mandate with respect to regional planning and growth management through the development and staged implementation of an education and communications strategy

- **Build Partnerships**
  - Identify and recommend strategies which are intended to build effective working relationships with stakeholders which enable progress toward regional priority initiatives, implementation of the Capital Region Growth Plan as well as the achievement of the Board’s mandate and vision

- **Brand Development/Communications**
  - Monitor both stakeholders and the public’s general awareness and perception of the Board, its strategic direction, priorities and the Capital Region Growth Plan
  - Recommend a plan and strategies which will facilitate the dissemination of the Board’s mandate and key messages to the intended audiences

- **Reporting and Evaluation**
  - Report to the Board regularly on overall results as achieved by the Board and its various committees and task forces
  - Ensure that the results are posted in the Annual Report.

The **arguments in favour** of Option C are generally as follows:

- One standing committee with sufficient breadth will streamline the advisory processes
- The EPC will still be subservient to the Board
- The EPC will clearly be agenda focused and closely aligned with the direction of the Board
- The EPC will be aware on an ongoing basis as to the impact on CRB administrative and fiscal resources which should improve operating efficiency
- The EPC will be able to distribute the workload to other task forces or committees as necessary
- The EPC will provide policy advice and be tasked with some decisions within existing policies
The EPC will be nimble and responsive based on its membership and the fact that it is intended as the only standing committee.

The EPC as a single standing committee will result in cost savings to the CRB.

The EPC should facilitate integration of the Growth Plan through its strategic direction (presuming that the Board has developed a clear strategy).

The EPC should be better able to facilitate better support for implementation of policies at a municipal level.

The EPC will consist of members of the Board and will thereby increase the engagement of Board members in the advisory process.

The **arguments opposed** to Option C:

- The Board may become a “rubber-stamp” by simply approving EPC recommendations.
- Management will refer matters to the EPC rather than task forces as the most expedient way to get issues moved forward.
- Those who have previously served on CRB committees will not feel as engaged as they once were.
- Non-Board members unlikely to serve on EPC.
- The range of task forces is not yet clear and thus the workload appears nebulous.

### 10.3 Committee and Task Force Protocols

Each committee and task force appointed by the Board should be guided by certain operating procedures or “protocols”. The initial protocols are suggested as follows:

- **Terms of Reference**
  - All committees and task forces will have their terms of reference approved by the Board prior to their start-up.
  - Any recommended changes to these terms of reference must be first approved by the Board.

- **Frequency of Meetings**
  - Meetings will be held as needed; the Board will determine the meeting schedule; any changes to the schedule of meetings for a committee or
task force must be approved by the committee or task force or in special circumstances by its chair

- **Location and Timing**
  - Meetings will be held in location(s) as determined by the administration; the start time will be determined by the chair of the committee or task force subject to the approval of its members

- **Quorum**
  - The quorum for all task forces and committees shall be deemed to be 50% plus one

- **In Camera**
  - All meetings will be deemed to be public unless the committee or task force votes to go in camera
  - In camera rules as they apply to confidentiality of items discussed will apply (see FOIPP Regulation)

- **Membership**
  - The members to any committees or task forces will be as determined by the Board or as per a process approved by the Board

- **Chair**
  - The initial chair of any task force or committee may be as appointed by the Board or as delegated
  - All chairs may be members of the EPC

- **Chair and CEO**
  - The Board Chair and CEO are deemed to be ex officio to all committees and task forces with the right of attendance and discussion but not the right to vote or to be deemed a regular member

- **Agenda for Meetings**
  - The agenda for any meetings of task forces and committees will be determined by the chair of that committee or task force who will receive input on agenda matters from the senior staff member attached to that committee or task force and from the members at prior and subsequent meetings
Advisory Role
  o Any and all committees and task forces are considered advisory to the Board

Role of Staff Advisor
  o The staff advisor attached to any task force or committee will be to act in a liaison capacity, to ensure minutes are kept; to send out information to the members as expediently as possible; to advise on related agenda matters; to engage the appropriate advisory services of external agents as directed by the CEO
  o The staff advisor will be respected as an employee of the CRB reporting to the CEO

Reporting
  o All committees and task forces will submit reports to the Board on a regular basis within 3 days of any committee or task force meetings

10.4 Agendas Committee
An “Agendas Committee” could be established which will keep the focus and pressure on priorities and progress. Such a committee, consisting of the Chair of the Board and perhaps a rotating membership of three other Board members should meet as required with the CEO and his senior staff to discuss where projects are at; what agendas need to be moved forward; and how progress can best be made while maintaining an active watch on the scarce resources associated with the CRB. This “secretariat” function may appear at first blush to be routine but it is not. If successful it would act as the eyes and ears of the Board as a whole stimulating ideas, discussions, governance refocusing (as necessary) and as central to ongoing progress. This Agendas Committee is recommended in the event that either Option A or B are approved; in the event that Option C is approved, this role could be performed by the EPC.

10.5 The Board
The reader will note that we have adjusted some of the current committee terms of reference to place the obligation for certain matters directly at the Board table under the assumption that the best people to address these matters are the Chair, Vice-
Chair and Board members with support by the CEO. This includes such “high level” matters as:

- **Intergovernmental Relations**
  - Provide direction relative to matters related to intergovernmental relations affecting regional issues of concern to the Board and its mandate

- **Legal Status**
  - Ensure that the Board is meeting its reporting requirements with respect to the legislative/regulatory framework (i.e. Annual Report to the Minister of Municipal Affairs) and any other legal agreements (i.e. quarterly reporting required by Grant Agreement with the Minister of Municipal Affairs)

- **Public Policy**
  - Direct any legislative, policy and program issues and opportunities affecting the Board’s mandate and priorities relative to federal/provincial governments

- **Capacity Building**
  - Advocate to orders of government (Provincial and Federal) to ensure adequate and sustainable funding is available for regional priorities as approved by the Board
  - Support committees/task forces in fulfilling their mandate
  - Formulate positions and responses to provincial and federal issues (legislative, policy and program) affecting the CRB

- **Oversight**
  - Oversee the monitoring and reporting of performance in implementing the Capital Region Growth Plan
  - Oversee the performance of the CEO; appraise annually.
11.0 **Our Recommendations**

11.1 We recommend that the CRB move to accept this Report “in principle”.

11.2 We recommend that the Board commend the efforts of the committee members, staff advisors, regional CAOs and others involved in adding value through the current committee system.

11.3 We recommend that the results to date through the committee system (see Sec.7.6) be acknowledged and commended.

11.4 We recommend that the committee system principles (Sec. 7.7) be accepted “for information”.

11.5 We recommend that the CRB review the basis of membership and determine whether any changes to the current composition ought to be made.

11.6 We recommend that the CRB seek legal counsel on the matter of a Board member’s duty to serve the best interests of the CRB (Sec.7.8.2) while a member of it.

11.7 We recommend that the Board review and underline its responsibility to appoint the members of CRB committees and task forces (Sec.7.8.6).

11.8 We recommend that the frequency of committee and task force meetings (Sec.7.8.8) be reviewed and that a more flexible, “need driven” approach be adopted.

11.9 We recommend that a role statement for chairs of committees and task forces (Sec.7.8.9) be developed and adopted by the Board.

11.10 We recommend that our summary observations on the current committee system (Sec.9.2) be accepted “for information”.

11.11 We recommend that the Board role descriptors (Sec. 9.3) be accepted for information.
11.12 We recommend that the committee and task force protocols (Sec. 10.3) be adopted by the Board as guidance in these instruments of governance.

11.13 We recommend that the Board retain to itself those functions described (Sec. 10.5).

11.14 We recommend that Option C be accepted by the Board and referred to the CEO and his administration for a report on its implementation.
Capital Region Board 2015/19 Business Plan

Recommended Motion

That the Governance, Priorities & Finance Committee recommend the Capital Region Board approve the Capital Region Board 2015/19 Business Plan.

Background

- On October 9, 2014, the Capital Region Board approved the 2014-2018 Strategic Plan.
- On February 12, 2015, the Board approved the 2015-2016 budget along with projects deemed Priority “A”. The Board also voted to approve membership contributions to fund projects deemed Priority “B”, pending approval of matching funding from the Province.

Rationale

In March 2015, administration began working on a 2015/29 Business plan to bridge the Strategic Plan to the approved budgets and subsequently, to the key results listed in the Strategic Plan.

The 2015/19 Business Plan directs administrative operations responding to the Board’s strategic priorities while honouring the need to carry out and enhance, where appropriate, the ongoing operations of the Board related to Land Use, Inter-municipal Transit Services, Non-Market and Market-Affordable Housing and Geographic Information Services. The Business Plan Model used is a four-year model renewed/reviewed annually.

Attachments

1) Capital Region Board 2015/19 Business Plan
2015/19 Business Plan
Operationalizing the Mission, Values, and Strategic Plan of the Capital Region Board

June 15, 2015
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Executive Summary

Mission

The Capital Region Board (CRB) Administration enables the Board to meet its fiduciary obligations.

Values

The four key values administration believes are mission critical to success are; respect, integrity, accountability, and innovation.

Vision

The Capital Region is a family of diverse, interdependent communities whose energy, talent, and resources combine insightful planning processes, sound fiscal and regulatory practices, environmental sensitivity and empathy for the underprivileged. Strong expression of regional purpose and the ability to embrace change ensure the social, economic, environmental and cultural well-being of the region’s current and future residents and communities is respect and sustained.

Scope

The CRB must meet its obligations under Capital Region Board Regulation 38/2012 under the Municipal Government Act, and also forge a role outside the legislation building additional value in the eyes of stakeholders. This additional value will be delivered through building respectful relationships based on a set of well-defined values. The Business Plan directs CRB’s administrative operations for the year in a way that is responsive to the Board’s strategic priorities while honouring the need to carry out and enhance, where appropriate, the ongoing operations of the Board related to Land Use, Inter-municipal Transit Services, Non-Market and Market-Affordable Housing and Geographic Information Services. The Business Plan Model used is a four-year model renewed/reviewed annually.

For the purposes of the Alberta Freedom of Information and Protection of Privacy Act and Alberta Capital Finance Authority Act, the CRB is deemed to be a growth management board as provided in Bill 28 - Enabling Regional Growth Boards Act under the MGA.
Strategic Priorities

The Capital Region Board’s Strategic Priorities for 2014-18 are:

Strategic Priority 1: Regional Vision.
Strategic Priority 2: Collaborative Culture.
Strategic Priority 3: Regional Growth Plan.
Strategic Priority 4: Global Competitiveness.

The four Strategic Priorities including their sub-tasks or projects are mapped out over time and depicted graphically in the CRB Gantt Chart (Appendix A). This linked Chart reflects the key activities required to be accomplished to achieve the stated Strategic Plan objectives. However, not all activities are currently funded, and it is understood these items are forecasted and will be undertaken in the future to achieve Strategic Plan outcomes as funding is approved through the Business Plan/Budgeting process or as funding becomes available. A complete list of unfunded projects is found by functional area on the Forward Planning List (FPL) (Appendix D). These lists are reviewed annually to ensure they stay consistent. These unfunded projects are also reviewed annually as part of the budgeting process. Each Strategic Priority has a series of Key Results:

<table>
<thead>
<tr>
<th>Strategic Priorities</th>
<th>Purpose</th>
<th>Key Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>REGIONAL VISION</td>
<td>The Board develops a strong, long-term vision for the whole region based on the desires and dreams of the region’s municipalities and citizens.</td>
<td>KR 1.1: Regional stakeholders and citizens are engaged, and they develop a long term vision for the whole region.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KR 1.2: The Board adopts its long term Regional Vision.</td>
</tr>
<tr>
<td>COLLABORATIVE CULTURE (The How)</td>
<td>The Board’s activity promotes a collaborative culture among members. CRB focuses its efforts on high level issues that impact the region.</td>
<td>KR 2.1: The Board understands the distinctive characteristics and needs of rural and urban members.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KR 2.2: CRB improves collaboration and governance practices through education, best practice research, educational speakers and workshops.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KR 2.3: CRB members agree on priority high level issues for the region and are validated on a regular basis.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KR 2.4: CRB actively pursues partnerships and collaboration with specific regional stakeholder organizations.</td>
</tr>
<tr>
<td>REGIONAL GROWTH PLAN (The What)</td>
<td>The Board develops and implements a high level, long term growth plan for the region, which is approved by the Government of Alberta.</td>
<td>KR 3.1: A high level growth plan is prepared and adopted by the CRB.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KR 3.3: A process for approving and incorporating the Capital Region Growth Plan into Government of Alberta policy environments is developed, negotiated with Government of Alberta and approved by Capital Region Board.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KR 3.4: Municipal members ensure that municipal and sub-regional plans conform to the Regional Growth Plan.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KR 3.5: Outcomes of the Regional Growth Plan are measured, monitored and reported.</td>
</tr>
<tr>
<td>GLOBAL COMPETITIVENESS (The Why)</td>
<td>The Board understands the global situation and positioning of the region and the strategic opportunities to compete globally.</td>
<td>KR 4.1: The CRB explores the regional economic development landscape and identifies opportunities for CRB to add value.</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>KR 4.2: The economic landscape is mapped and understood, and regional stakeholders are educated on our regional strategic advantages.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>KR 4.3: Through this research on the economy, trust and collaboration increases and mutually agreed new roles evolve.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>KR 4.4: Development approval processes across the region are improved and streamlined.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>KR 4.5: A uniform regional site selector tool is developed.</td>
<td></td>
</tr>
</tbody>
</table>

*Figure 1 – Strategic Priorities’ Key Results*
2015/16 Business Plan Priorities

The CEO’s priorities of 2015/16 focus on two of the strategic priorities: the updating of the Regional Growth Plan, and deepening and broadening the Collaborative Culture of the CRB. While there are eight components within these two priorities, completing the GPU is our main effort in 2015:

<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>Activity</th>
<th>Outcome</th>
<th>Remarks</th>
</tr>
</thead>
</table>
| 2                  | Governance | ● Membership Review  
● Committee Structure Review  
● Chair Review  
● Governance Manual is completed |         |
| 3                  | GPU | ● Updated Plan approved by the Board and implementation started  
● Performance Measurement framework completed and reporting on Board objectives  
● Updates cycle amended to an 8 year cycle vice 5. | Main Effort |
| 2 (and 4)           | Economic Development Initiative | ● An Economic Development Strategy and draft structure approved by the Board  
● A Marketing Framework is approved by the Board  
● An approved governance and funding structure to support this strategy is developed | Draft Framework and Strategy complete. Funding model and Marketing Plan need to come before the Board. |
| 2                  | Performance Measurement | ● A Performance Measurement System for the Strategic Plan is established and reporting to the Board on how the CRB is performing against the Strategic Priorities |         |
| 2                  | Engagement Framework | ● CRB has an established Engagement Framework for all its stakeholders  
● We have successfully secured matching funding  
● We have established a robust advocacy Plan and implemented it |         |
| 2 (and 4)           | GIS | ● The successful launch of the GIS site |         |
| 2                  | Programme Delivery | ● The successful delivery of the funded projects outlined in the 2015/15 Budget |         |
| 2                  | CRB Risks | ● Create a CRB Risk and Mitigation framework  
● Define and build a DMS system for the CRB  
● Update the Website to ensure it is customer focused and user friendly. | Website update remains unfunded |

Figure 2 – Business Plan Priorities
Planning Framework

CRB’s Strategic Planning Framework is a combination of Board Vision, the Strategic Priorities, and Administration’s Values and Mission to ensure the completion and reporting of the Board’s strategic priorities.
Risk

Determining what Risks there are to the CRB and how to best mitigate them is an evolving process in the CRB. Three important steps have occurred toward a more robust and coherent model, which will help the CRB better manage risk into the future. Establishing the criteria used to determine what CRB considers a risk and developing a Risk Chart with mitigation strategies are outlined below at Figure 3.

CRB Criteria:

a. Impact reaches across CRB.
b. Potential reputational impact or risk to CRB & the jurisdictions it supports.
c. An issue of public interest.
d. Can be proactive (e.g. GPU or Economic Development Initiative) or reactive (e.g. Membership Review).
e. Source can be external or internal

<table>
<thead>
<tr>
<th>Risk</th>
<th>Probability</th>
<th>Financial Impact</th>
<th>P x Fl</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political Change - Loss of Regulation</td>
<td>1%</td>
<td>$3,000,000.00+ matching funding/Grants</td>
<td>Not Applicable</td>
<td>Return the balance of uncommitted funds to the province and municipalities</td>
</tr>
<tr>
<td>Staff Offence – FOIP, Criminal Act, Conflict of Interest</td>
<td>5%</td>
<td>$300,000</td>
<td>$15,000</td>
<td>• $10,000,000.00 annual aggregate coverage for Commercial General Liability</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• $1,155,000.00 Crime coverage</td>
</tr>
<tr>
<td>Board &amp; Staff General Coverage</td>
<td>5%</td>
<td>$1,000,000.00</td>
<td>$50,000</td>
<td>• $10,000,000.00 annual aggregate coverage for Primary Commercial General Liability</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• $7,500,000.00 annual aggregate coverage for Excess of Primary Commercial General Liability and Primary Professional Errors &amp; Omissions Liability</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• $5,000,000.00 per Occurrence coverage for Primary Non-Owned Automobile Liability</td>
</tr>
<tr>
<td>Major lawsuit and resulting damages awarded due to negligence</td>
<td>10%</td>
<td>$1,000,000.00</td>
<td>$100,000</td>
<td>• $10,000,000.00 annual aggregate coverage for Primary Commercial General Liability</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• $7,500,000.00 annual aggregate coverage for Excess of Primary Commercial General Liability and Primary Professional Errors &amp; Omissions Liability</td>
</tr>
<tr>
<td>Acts of God</td>
<td>1%</td>
<td>$1,500,000.00</td>
<td>$15,000</td>
<td>• $10,000,000.00 annual aggregate coverage for Primary Commercial General Liability</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• $7,500,000.00 annual aggregate coverage for Excess of Primary Commercial General Liability and Primary Professional Errors &amp; Omissions Liability</td>
</tr>
<tr>
<td>Total Loss of Workspace</td>
<td>3%</td>
<td>$1,500,000.00</td>
<td>$45,000</td>
<td>• $10,000,000.00 annual aggregate coverage for Primary Commercial General Liability</td>
</tr>
</tbody>
</table>

Figure 3 – Risk/Mitigation Matrix
2015/16 Programs and Operations

1. **Programs and Operations**: Appendix B outlines the program for the current fiscal year. Some represent standalone projects such as the Economic Development Initiative, some are logical outcomes of work from other projects within the various CRB functional areas, and some directly support the delivery of this Growth Plan Update. All are aligned to ensure coherence with each other and more importantly, provide, where applicable, input in the GPU. They are aligned with the Board Strategic Priorities.
Financial Plan

The Financial Plan of Record (POR) for 2015/16 at the summary level was approved by Board on February 12, 2015. The POR is presented in thousands of Canadian dollars, and consists of a Statement of Operations and a Capital Acquisition Budget. The Statement of Operations is based on the following key assumptions:

a. Membership matching funding is received provided by the Province and the CRB members.
b. Reduction of Programmatics (Unfunded Projects) by $510,000 (Appendix C)
c. The total full time staff complement remains at 10.
d. CRB Staff are now part of the LAPP pension plan.

Statement of Operations

The planned Statement of Operations for 2015/16 is as follows:

<table>
<thead>
<tr>
<th>Proposed &quot;Priority A Projects&quot; 2015-2016 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 1, 2015 - March 31, 2016</td>
</tr>
</tbody>
</table>

| **Revenue**                                    |
| GOA Operating Grant                           |
| Membership Contributions                      |
| GOA Planning Intern Grant                     |
| Revenue Carryover from prior years           |
| **Total Revenue**                             |

| **Expenditures**                               |
| Board and Committees                         |
| Administration                               |
| REF                                          |
| Planning Intern                              |
| Regional Projects                            |
| Project Costs                                |
| Carry over projects                          |
| **Capital**                                   |
| Office Furniture/Equipment                    |
| Unallocated Funds                            |
| **Total Expenditures**                       |

| **Surplus (Deficit)**                         |
| Accumulate surplus beginning of year         |
| Accumulate surplus end of year               |

* Alberta Community Partnership Grants
** includes honorarium, Chair’s Retainer, travel and meeting expenses
*** includes office lease, office supplies, legal fees, insurance, IT, salaries/benefits, communications and travel
**** includes GPU, Economic Development strategy, GIS, Records Management

Prepared January 14, 2015

Figure 4 – Statement of Operations
Land Use

The primary purpose of the Capital Region Land Use Plan is to manage sustainable growth that protects the Region’s environment and resources, minimizes the regional development footprint, strengthens communities, increases transportation choice and supports economic development. The Capital Region Land Use Plan aims to accomplish these objectives through an integrated and strategic approach to planning, that coordinates planning and development decisions in the Region and identifies a regional development pattern to complement existing infrastructure, services and land uses.

Building on the Land Use & Planning (LUP) Committee priorities of 2014: the Prioritization of Regional Transportation Projects, and the development of a Regional Energy Corridors Policy Framework, the committee is focused on the 2015 update of transportation priorities and development of a Regional Energy Corridors Master Plan. The Master Plan will identify policy and criteria for the location of future energy corridors within the Capital Region, and further, recommend a preferred management model for the corridors. The master plan project began late in 2014 and is expected to be completed in the second quarter of 2015.

Transit

The inter-municipal transit network plan sets a bold vision for the future of the region envisioning a more interconnected Region. An efficient transportation system for the movement of people and goods is essential to remain globally competitive, protect the environment and improve the quality of life in the Region.

Inter-municipal transit is the lifeblood of successful growth and regional prosperity, connecting the Region’s vital employment, services and housing options for a growing population.

The priorities and focus of the Transit Committee in 2014 included continuing discussions on regional transit governance, specialized transit needs and support for regional GreenTRIP projects as part of the implementation of the Board’s 30 year Regional Transit Services Plan.

The Transit Committee held its first joint workshop with the Province and Calgary Regional Partnership to discuss the development of a Provincial Transit Policy in March 2015. The Committee is preparing a second joint workshop in the fall of 2015.

The Transit Committee sponsored the CRB’s partnership with the City of Edmonton and Alberta Transportation to undertake a regional Household Travel Survey, which will provide travel pattern data and information for the entire Capital Region to support regional transportation planning. The Survey is planned for the fall of 2015, with a completed report and data set being provided to the CRB in the spring of 2016.

Housing

The Housing Needs Assessment Framework began in 2014 with two sub-regional needs assessments in Leduc and Strathcona/Fort Saskatchewan now completed to provide the Board with a comprehensive, standardized, consistent method for analyzing current and future housing needs, and
the necessary information to develop effective policy options to address the identified housing gaps. The remaining four needs assessments to complete the regional perspective are expected to be completed in 2015, pending funding. Also pending funding, the annual ReEnvision Housing Symposium is being planned for October 1, 2015 with the theme “Housing for the Next Generation”. Two other projects are also subject to matching funding, the Regional Housing Plan, Our Affordable Future: Implementation, and the Sub-Regional Housing Plan Model are expected to begin in 2015 to further advance the regional housing agenda.

GIS

The report of the Capital Region GIS Spatial Data Demonstration Project was delivered to the Land Use & Planning Committee in early 2014 and led to the hiring of a GIS coordinator in May 2014. The role of the GIS Coordinator is to support the operationalization of the GIS component of the Capital Region Board Growth Plan and other regional projects. The Board later approved a GIS Policy to give administrative direction to the GIS program. To date, an in-house server has been installed and a regional GIS database created. All datasets from previous work have been collected, organized and standardized. This has enabled internal GIS and mapping support for Capital Region Board projects and initiatives including the Growth Plan Update, the Monitoring and Reporting Project, and other ongoing committee work. A regional GIS technical advisory group was formed in early 2015 to give feedback on regional GIS initiatives and to collaborate on regional GIS solutions. With the support of this group, a Capital Region GIS website is currently under development to enable easy access to maps and data. The GIS website will also act as platform for ongoing sharing and collaboration between and amongst member municipalities.

Growth Plan Update

Capital Region Board Growth Plan Update 2.0 – is the main effort of the Board for 2014/15, and will result in a revised growth management plan for the Region. The comprehensive update began in 2013 with the development of a Project Charter followed by a Plan Review and Policy Evaluation in 2014, which informed the scope and approach for the update of the 2010 Growth Plan. The provincially-approved Growth Plan is a regulatory requirement of Board. To ensure the Plan continues to provide direction for sustainability of the region, the Board commitment is to ‘evergreen’ the Plan by conducting a full review of all aspects of the Growth Plan at least every five years as part of its ongoing business planning process”. Several Provincial Grants have been received to support this work totaling $1.25 million and an additional $280,000 from the organization’s operating budget. The Project is expected to be completed in the fall of 2016.

Economic Development

The Economic Development Initiative approved by the November 2014 Board outlined a mandate: “That the Capital Region Board facilitate collaboration with existing organizations and key stakeholders to develop a member/stakeholder based non-political entity to expedite framework development, collective marketing, economic development planning, and continuing advocacy; and present their findings to the Regional Services Committee and the Governance, Priorities & Finance Committee [of the CRB].” The process started on January 21, 2015. The intent is to have a Charter, Framework, Strategy and draft structure for Board approval in June and a Market Framework to the
Board in September 2015. Several provincial grants totaling $180,000.00 have been received to support this initiative.

Organizational Structures for 2015/16

![Organizational Structure Diagram]

*Figure 5 – Capital Region Board Structure*
Figure 6 – Capital Region Board Administration Structure
Appendices:

Appendix B – 2015/16 Business Plan Funded Programs
Appendix C – Unfunded Future Projects
Appendix D – 2015/16 Business Plan Forward Planning List
### Strategic Priorities and Key Results

<table>
<thead>
<tr>
<th>Key Influencers/Activities</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>KR 1.1 Regional stakeholders and citizens are engaged, and they develop a long term vision for the whole region.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>KR 1.2 The Board adopts its long term Regional Vision.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>CRB Review</td>
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</tr>
<tr>
<td>CRB Brand Review</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Strategic Priority 1: REGIONAL VISION
The Board develops a strong, long-term vision for the whole region based on the desires and dreams of the region's municipalities and citizens.

- North Saskatchewan Regional Plan end date TBD
- Cost Benefit Analysis (TPT)
- Transit Branding Strategy
- Sustainable Development Index
- Housing - Marketing + Assessment

### Strategic Priority 2: COLLABORATIVE CULTURE
The Board's activity promotes a collaborative culture among members. CRB focuses its efforts on high level issues that impact the region.

#### CRB Focus Areas:
- Regional Housing Plan
- Housing Plan Model
- Energy Corridors Master Plan
- Transportation Prioritization (annual)
- GreenTRIP
- Specialized Transit
- Public Transit Advocacy
- Regional HOV
- Recreation Corridors
- Post GPU URTP Review

#### Key Influencers/Activities:
- Annual Report
- Business Plan Review
- MGA Review
- GPU Implementation
- National Census
- CRB Regulation

#### Implementation Timeline:
- 2014
- 2015
- 2016
- 2017
- 2018
- 2019

---

**APPENDIX A: 2015/19 Business Plan Gantt Chart**

**Capital Regional Board Strategic Plan - IMPLEMENTATION GANTT CHART, 2014-2019**

<table>
<thead>
<tr>
<th>Strategic Priorities and Key Results</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>KR 1.1 Regional stakeholders and citizens are engaged, and they develop a long term vision for the whole region.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>KR 1.2 The Board adopts its long term Regional Vision.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>CRB Review</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>CRB Brand Review</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Strategic Priority 1: REGIONAL VISION
The Board develops a strong, long-term vision for the whole region based on the desires and dreams of the region's municipalities and citizens.

- North Saskatchewan Regional Plan end date TBD

### Strategic Priority 2: COLLABORATIVE CULTURE
The Board's activity promotes a collaborative culture among members. CRB focuses its efforts on high level issues that impact the region.

**Key Influencers/Activities:**
- Annual Report
- Business Plan Review
- MGA Review
- GPU Implementation
- National Census
- CRB Regulation

### Implementation Timeline:
- 2014
- 2015
- 2016
- 2017
- 2018
- 2019
### KR 2.4
CRB actively pursues partnerships and collaboration with specific regional stakeholder organizations.

- Housing Symposium/Annual Conference/Symposium
- Our Affordable Future: Implementation
- Website Review
- Advocacy + Communications
- Roadshow
- Retreat

### KR 3.1
A high level growth plan is prepared and adopted by the CRB.

### KR 3.2
Government of Alberta reviews and approves the Regional Growth Plan.

### KR 3.3
A process for approving and incorporating the Capital Region Growth Plan into Government of Alberta policy environments is developed, negotiated with Government of Alberta and approved by Capital Region Board.

### KR 3.4
Municipal members ensure that municipal and sub-regional plans conform to the Regional Growth Plan.

### KR 4.1
The CRB explores the regional economic development landscape and identifies opportunities for CRB to add value.

### KR 4.2
The economic landscape is mapped and understood, and regional stakeholders are educated on our regional strategic advantages.

### KR 4.3
Through this research on the economy, trust and collaboration increases and mutually agreed new roles evolve.

### KR 4.4
Development approval processes across the region are improved and streamlined.

---

**Strategic Priority 3: REGIONAL GROWTH PLAN:** The Board develops and implements a high level, long term growth plan for the region, which is approved by the Government of Alberta.

**Strategic Priority 4: GLOBAL COMPETITIVENESS:** The Board understands the global situation and positioning of the region and the strategic opportunities to compete globally.
APPENDIX B: 2015/19 Business Plan Funded Programs

Table 1: Projects by Strategic Priority

<table>
<thead>
<tr>
<th>Strategic Priority 1: Regional Vision</th>
<th>Project</th>
<th>Owner</th>
<th>Lead Person</th>
<th>Backup Person</th>
<th>Amount*</th>
</tr>
</thead>
<tbody>
<tr>
<td>KR 1.1: Regional stakeholders and citizens are engaged, and they develop a long term vision for the whole region.</td>
<td>Board</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KR 1.2: The Board adopts its long term Regional Vision.</td>
<td>Board</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Priority 2: Collaborative Culture</th>
<th>Project</th>
<th>Owner</th>
<th>Lead Person</th>
<th>Backup Person</th>
<th>Amount*</th>
</tr>
</thead>
<tbody>
<tr>
<td>KR 2.1: The Board understands the distinctive characteristics and needs of rural and urban members.</td>
<td>Major Employment Land Use Study</td>
<td>Growth Plan Task Force</td>
<td>S.S.</td>
<td>N.S.</td>
<td>$75,000</td>
</tr>
<tr>
<td></td>
<td>Density Implementation Analysis</td>
<td>Growth Plan Task Force</td>
<td>S.S.</td>
<td>N.S.</td>
<td>$25,000</td>
</tr>
<tr>
<td></td>
<td>Internal Communications (Roadshow support)</td>
<td>Advocacy &amp; Monitoring Committee</td>
<td>L.L.</td>
<td>L.C.</td>
<td>$5,000</td>
</tr>
<tr>
<td></td>
<td>Regional Household Travel Survey</td>
<td>Transit Committee</td>
<td>N.S.</td>
<td>S.C.</td>
<td>$300,000</td>
</tr>
<tr>
<td></td>
<td>Specialized Transit – Regional Needs Assessment</td>
<td>Transit Committee</td>
<td>N.S.</td>
<td>S.C.</td>
<td>$125,000</td>
</tr>
<tr>
<td>KR 2.2: CRB improves collaboration and governance practices through education, best practice research, educational speakers and workshops.</td>
<td>Regional Housing Symposium</td>
<td>Housing Committee</td>
<td>S.C.</td>
<td>N.S.</td>
<td>$25,000</td>
</tr>
<tr>
<td></td>
<td>Agriculture Land Use Study</td>
<td>Growth Plan Update Task Force</td>
<td>S.S.</td>
<td>N.S.</td>
<td>$80,000</td>
</tr>
<tr>
<td></td>
<td>Sub-regional Housing Needs Assessment</td>
<td>Housing Committee</td>
<td>S.C.</td>
<td>N.S.</td>
<td>$50,000</td>
</tr>
<tr>
<td></td>
<td>Website Review</td>
<td>Advocacy &amp; Monitoring Committee</td>
<td>L.L.</td>
<td>L.C.</td>
<td>$3,500</td>
</tr>
<tr>
<td>KR 2.3: CRB members agree on priority high level issues for the region and are validated on a regular basis.</td>
<td>Transportation Prioritization Report</td>
<td>Land Use Committee</td>
<td>N.S.</td>
<td></td>
<td>$50,000</td>
</tr>
<tr>
<td></td>
<td>Regional Housing Plan</td>
<td>Housing Committee</td>
<td>S.C.</td>
<td>N.S.</td>
<td>$30,000</td>
</tr>
<tr>
<td>KR 2.4: CRB actively pursues partnerships and collaboration with specific regional stakeholder organizations.</td>
<td>Public Transit Advocacy Strategy</td>
<td>Transit Committee</td>
<td>N.S.</td>
<td>S.C.</td>
<td>$25,000</td>
</tr>
<tr>
<td></td>
<td>Our Affordable Future: Implementation</td>
<td>Housing Committee</td>
<td>S.C.</td>
<td>N.S.</td>
<td>$35,000</td>
</tr>
<tr>
<td>Growth Plan Advocacy/Communications</td>
<td>Growth Plan Task Force</td>
<td>S.S.</td>
<td>N.S.</td>
<td>$50,000</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>------------------------</td>
<td>------</td>
<td>------</td>
<td>--------</td>
<td></td>
</tr>
<tr>
<td>Integrated Regional Energy Corridors Master Plan</td>
<td>Land Use Committee</td>
<td>N.S.</td>
<td>N.S.</td>
<td>$25,000</td>
<td></td>
</tr>
<tr>
<td>Growth Plan Advocacy/Communications</td>
<td>Advocacy &amp; Monitoring Committee</td>
<td>L.L.</td>
<td>S.S.</td>
<td>$7,500</td>
<td></td>
</tr>
</tbody>
</table>

**Strategic Priority 3: Regional Growth Plan**

<table>
<thead>
<tr>
<th>Key Result (desired outcome)</th>
<th>Project</th>
<th>Owner</th>
<th>Lead Person</th>
<th>Backup Person</th>
<th>Amount*</th>
</tr>
</thead>
<tbody>
<tr>
<td>KR 3.1: A high level growth plan is prepared and adopted by the CRB.</td>
<td>Growth Plan Update</td>
<td>Growth Plan Task Force</td>
<td>S.S.</td>
<td>N.S.</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>KR 3.3: A process for approving and incorporating the Capital Region Growth Plan into Government of Alberta policy environments is developed, negotiated with Government of Alberta and approved by Capital Region Board.</td>
<td>Growth Plan Update</td>
<td>Growth Plan Task Force</td>
<td>S.S.</td>
<td>N.S.</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>KR 3.4: Municipal members ensure that municipal and sub-regional plans conform to the Regional Growth Plan.</td>
<td>Growth Plan Update Implementation</td>
<td>Growth Plan Task Force</td>
<td>S.S.</td>
<td>N.S.</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>KR 3.5: Outcomes of the Regional Growth Plan are measured, monitored and reported.</td>
<td>Growth Plan Update Implementation</td>
<td>Growth Plan Task Force</td>
<td>S.S.</td>
<td>N.S.</td>
<td>$1,500,000</td>
</tr>
</tbody>
</table>

**Strategic Priority 4: Global Competitiveness**

<table>
<thead>
<tr>
<th>Key Result (desired outcome)</th>
<th>Project</th>
<th>Owner</th>
<th>Lead Person</th>
<th>Backup Person</th>
<th>Amount*</th>
</tr>
</thead>
<tbody>
<tr>
<td>KR 4.1: The CRB explores the regional economic development landscape and identifies opportunities for CRB to add value.</td>
<td>EcDev Framework</td>
<td>Board</td>
<td>L.C.</td>
<td>S.C.</td>
<td>$50,000</td>
</tr>
<tr>
<td>EcDev Strategy</td>
<td>Board</td>
<td>L.C.</td>
<td>S.C.</td>
<td>$50,000</td>
<td></td>
</tr>
<tr>
<td>EcDev Strategy</td>
<td>Board</td>
<td>L.C.</td>
<td>S.C.</td>
<td>$50,000</td>
<td></td>
</tr>
<tr>
<td>KR 4.3: Through this research on the economy, trust and collaboration increases and mutually agreed new roles evolve.</td>
<td>EcDev Framework</td>
<td>Board</td>
<td>L.C.</td>
<td>S.C.</td>
<td>$50,000</td>
</tr>
</tbody>
</table>
**KR 4.4:** Development approval processes across the region are improved and streamlined.

<table>
<thead>
<tr>
<th>Ownership</th>
<th>Project Description</th>
<th>Lead Person</th>
<th>Backup Person</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>EcDev Framework Board</td>
<td></td>
<td>L.C.</td>
<td>S.C.</td>
<td>$50,000</td>
</tr>
</tbody>
</table>

**KR 4.5:** A uniform regional site selector tool is developed.

<table>
<thead>
<tr>
<th>Ownership</th>
<th>Project Description</th>
<th>Lead Person</th>
<th>Backup Person</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRB Core Service (GIS) Admin</td>
<td></td>
<td>B.D.</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Business Plan Funded Programs - Other

<table>
<thead>
<tr>
<th>Key Result (desired outcome)</th>
<th>Project Description</th>
<th>Owner</th>
<th>Lead Person</th>
<th>Backup Person</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AMC Retreat/Intergovernmental Advocacy</strong> Board</td>
<td></td>
<td>L.C.</td>
<td>S.C.</td>
<td>$7,500</td>
<td></td>
</tr>
<tr>
<td><strong>Sub-Regional Housing Plan Model</strong> Board</td>
<td></td>
<td>L.C.</td>
<td>S.C.</td>
<td>$50,000</td>
<td></td>
</tr>
<tr>
<td><strong>Regional HOV Study</strong> Board</td>
<td></td>
<td>L.C.</td>
<td>S.C.</td>
<td>$150,000</td>
<td></td>
</tr>
</tbody>
</table>

* Dollars listed are total project dollars independent of timeline

Table 1 – Projects by Strategic Priority
## APPENDIX B: 2015/19 Business Plan Funded Programs

### Table 2: Project List A & B, Project Descriptions

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAJOR EMPLOYMENT LAND USE STUDY</td>
<td>Develop policies for the growth of Major Employment Areas in the Region from a study that includes an inventory and analysis of employment area types, absorption rates, land supply, etc.</td>
</tr>
<tr>
<td>DENSITY IMPLEMENTATION ANALYSIS</td>
<td>Analysis of Density Target implementation throughout the Region.</td>
</tr>
<tr>
<td>INTERNAL COMMUNICATIONS (ROADSHOW SUPPORT)</td>
<td>Tactical plan to expand and enhance communications between and amongst CRB members to build trust and collaboration toward regional vision</td>
</tr>
<tr>
<td>REGIONAL HOUSEHOLD TRAVEL SURVEY (1/3 DEFERRED)</td>
<td>This City of Edmonton led survey includes participation by the CRB, Alberta Transportation and Alberta Infrastructure. The survey collects comprehensive travel pattern data and information for the region. The survey provides data to update the regional travel model (RTM). The RTM is a tool used by city administration, developers and consultants to forecast future travel and infrastructure needs critical to planning for the future of Edmonton and the region.</td>
</tr>
<tr>
<td>SPECIALIZED TRANSIT - REGIONAL NEEDS ASSESSMENT</td>
<td>This assessment determines the demand for transit services in the region for persons with disabilities and to determine the CRB’s role in enabling specialized transit service across the region.</td>
</tr>
<tr>
<td>HOUSING SYMPOSIUM</td>
<td>The symposium is an annual event that brings together stakeholders from the region and beyond to discuss and share information on housing issues, opportunities, and successes in the Capital Region.</td>
</tr>
<tr>
<td>AGRICULTURE LAND USE STUDY</td>
<td>Review and research the value of agricultural land, the impact of growth, rate of conversion and absorption, etc.</td>
</tr>
<tr>
<td>SUB-REGIONAL HOUSING NEEDS ASSESSMENT</td>
<td>Collection and analysis of housing data to assess current and future housing requirements. Studies to be carried out in Lamont, Parkland, Sturgeon and Edmonton sub-regions.</td>
</tr>
<tr>
<td>PROJECTS</td>
<td>DESCRIPTION</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>WEBSITE REVIEW</td>
<td>The CRB website is the primary means of communication for the Board of its mandate and activities. Continuous review and improvement through updates to the website’s functionality and design is critical to successfully providing and distributing the CRB’s news and information.</td>
</tr>
<tr>
<td>TRANSPORTATION PRIORITIZATION REPORT</td>
<td>Review and update of Regional Transportation priorities of the Board</td>
</tr>
<tr>
<td>REGIONAL HOUSING PLAN</td>
<td>Building on the work from the sub regional housing needs assessments, this project aims to identify priorities and actions by the CRB on housing in the Capital Region.</td>
</tr>
<tr>
<td>PUBLIC TRANSIT ADVOCACY STRATEGY</td>
<td>The purpose of the project is to develop an Advocacy Strategy and Implementation Plan in establishing partnerships with other levels of government in the advancement of inter-municipal transit.</td>
</tr>
<tr>
<td>OUR AFFORDABLE FUTURE: IMPLEMENTATION</td>
<td>Our Affordable Future was approved in 2012. To date the recommendations from the report have not been implemented. Implementation includes establishing a housing vision and strategy, identifying ambassadors and champions, pilot projects, and ongoing education and development.</td>
</tr>
<tr>
<td>GROWTH PLAN UPDATE</td>
<td>Update to the Regional Growth Plan.</td>
</tr>
<tr>
<td>GROWTH PLAN ADVOCACY AND COMMUNICATIONS</td>
<td>Tactical Plan to align organizational vision, activities and priorities with communications strategies</td>
</tr>
<tr>
<td>GROWTH PLAN UPDATE IMPLEMENTATION</td>
<td>Implementation of the Capital Region Growth Plan.</td>
</tr>
<tr>
<td>ECONOMIC DEVELOPMENT STRATEGY</td>
<td>Facilitate collaboration with existing organizations and key stakeholders to develop a member/stakeholder-based non-political entity to expedite framework development, collective marketing, economic development planning, and continuing advocacy</td>
</tr>
<tr>
<td>ECONOMIC DEVELOPMENT FRAMEWORK</td>
<td>Facilitate collaboration with existing organizations and key stakeholders to develop a member/stakeholder-based non-political entity to expedite framework development, collective marketing, economic development planning, and continuing advocacy</td>
</tr>
</tbody>
</table>
### Table 2 – Project List A & B, Project Descriptions

<table>
<thead>
<tr>
<th>PROJECeTS</th>
<th>DESCRIPTION</th>
</tr>
</thead>
</table>
| AMC RETREAT/INTER-GOVERNMENTAL ADVOCACY| Annual retreat with facilitated discussion for Advocacy & Monitoring Committee to create Intergovernmental Advocacy Plans for 2015-17. In 2015, focused attention to generate plans for intergovernmental advocacy based on:  
  - Regional Vision / Growth Plan Update  
  - Economic Development initiative                                                                                                                                                                                                                           |
| GIS                                    | A single source website for regional datasets and interactive maps. Centralized data warehouse for regional datasets as well as an interactive map archive. One of the core services that CRGIS will be able to provide the CRB members.                                                                                       |
| SUB-REGIONAL HOUSING PLAN MODEL        | This plan model confirms the contents and format of sub-regional housing plans, including the determination of required planning processes, roles/responsibilities, targets, timelines, KPIs to be monitored, and implementation strategy for completed plans.                                                                 |
| REGIONAL HIGH OCCUPANCY VEHICLE (HOV) STUDY | As identified in Transportation Prioritization Report, this study identifies where HOV lanes may be considered in the region to improve mobility. This study will include public transit and HOV’s and consider Transit Priority and Queue Jumping within municipalities. This study requires collaboration with Alberta Transportation. |
### Project “C” Priority Projects

<table>
<thead>
<tr>
<th>Key Result (desired outcome)</th>
<th>Project</th>
<th>Owner</th>
<th>Lead Person</th>
<th>Backup Person</th>
<th>Amount*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision Communications Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$35,000</td>
</tr>
<tr>
<td>Communications 4-yr Strat/Bus Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$10,000</td>
</tr>
<tr>
<td>Sustainable Development Index-Target Setting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$50,000</td>
</tr>
<tr>
<td>CRB Brand Review</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$75,000</td>
</tr>
<tr>
<td>Marketing and Awareness Strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$90,000</td>
</tr>
<tr>
<td>Board Retreat</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$50,000</td>
</tr>
<tr>
<td>Board Initiatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$200,000</td>
</tr>
</tbody>
</table>
## APPENDIX D: 2015/19 Business Plan Forward Planning List (Unfunded)

<table>
<thead>
<tr>
<th>In Priority</th>
<th>Item</th>
<th>Total Cost</th>
<th>Any Amount Provided for in the 2015 Budget</th>
<th>Unfunded</th>
<th>Last Safe Purchase Date (if applicable)</th>
<th>Expected Delivery</th>
<th>Strategic Priority</th>
<th>Function</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Annual Conference/Symposium</td>
<td>120,000.00</td>
<td>NO ACP 2015 TBD</td>
<td>ACP 2016 TBD</td>
<td>Oct-15</td>
<td>2</td>
<td>Strategic Plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Site Selector</td>
<td>TBD</td>
<td>NO</td>
<td>ACP 2015 TBD</td>
<td>ACP 2016 TBD</td>
<td></td>
<td></td>
<td>4</td>
<td>Strategic Plan</td>
</tr>
<tr>
<td>3</td>
<td>Recreation Corridors</td>
<td>$50,000</td>
<td>NO</td>
<td>ACP 2015 TBD</td>
<td>ACP 2016 TBD</td>
<td>2</td>
<td>Strategic Plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Board Initiatives</td>
<td>$200,000</td>
<td>NO</td>
<td>Unfunded</td>
<td>Unfunded</td>
<td></td>
<td></td>
<td>2</td>
<td>Strategic Plan</td>
</tr>
<tr>
<td></td>
<td>Cost Benefit Analysis (TPT)</td>
<td>TBD</td>
<td>NO</td>
<td>ACP 2015 TBD</td>
<td>ACP 2016 TBD</td>
<td></td>
<td></td>
<td>2</td>
<td>Strategic Plan</td>
</tr>
<tr>
<td></td>
<td>Transit Branding Strategy</td>
<td>$100,000</td>
<td>NO</td>
<td>Unfunded</td>
<td>Unfunded</td>
<td></td>
<td></td>
<td>Transit</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Housing Education + Awareness</td>
<td>$100,000</td>
<td>NO</td>
<td>Unfunded</td>
<td>ACP 2016 TBD</td>
<td>3</td>
<td>Strategic Plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Energy Corridor Advocacy Plan</td>
<td>$100,000</td>
<td>NO</td>
<td>Unfunded</td>
<td>Land Use</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Growth Plan Monitoring + Performance KPIs</td>
<td>TBD</td>
<td>NO</td>
<td>Unfunded</td>
<td>ACP 2016 TBD</td>
<td></td>
<td></td>
<td>3</td>
<td>Strategic Plan</td>
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<td>ACP 2016 TBD</td>
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<td>Sustainable Development Index</td>
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<td>Housing - Marketing + Awareness</td>
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<td>Document Management System</td>
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<tr>
<td>May 14, 2015</td>
<td>Town of Bon Accord</td>
<td>Members request administration report to the Governance, Priorities &amp; Finance Committee the impact that disbanding the Regional Services Committee will have on the Financials, and how the funds, if any, will be allocated?</td>
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<th>Response Date</th>
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<tr>
<td>June 2, 2015</td>
<td>Administration to GPF June 15, 2015</td>
<td>Upon disbandment, there were five meetings left in the Regional Services Committees 2015 schedule. Costs for these meetings, including per diems, travel and venues are estimated at $ 5,185.00. These savings are expected to be absorbed by Board initiatives.</td>
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</tbody>
</table>
CRB administration would like to recommend that the remaining 2015 Governance, Priorities & Finance Committee meetings take place at the CRB Office, the main motivation for this being cost control.

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Current Venue</th>
<th>Recommendation</th>
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<tbody>
<tr>
<td>Monday, August 17, 2015</td>
<td>9:30 a.m. – Noon</td>
<td>La Cite Francophone – Classroom 040A</td>
<td>CRB Office Large Boardroom</td>
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<td>Monday, October 19, 2015</td>
<td>9:30 a.m. – Noon</td>
<td>La Cite Francophone – Hall Jean-Louis Dentinger</td>
<td>CRB Office Large Boardroom</td>
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<td>Monday, December 14, 2015</td>
<td>9:30 a.m. – Noon</td>
<td>La Cite Francophone – Hall Jean-Louis Dentinger</td>
<td>CRB Office Large Boardroom</td>
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