# Metropolitan Region Servicing Plan Task Force

## Agenda

May 24, 2019 – 8:00 a.m. - 2:00 p.m.

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

<table>
<thead>
<tr>
<th>1. <strong>Opening</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 <strong>Quorum</strong></td>
</tr>
<tr>
<td>Action: Confirmation</td>
</tr>
<tr>
<td>Lead: Chair Ralph</td>
</tr>
</tbody>
</table>

| 1.2 **Call to Order**  |
| Action: Declaration  |
| Lead: Chair Ralph  |

| 1.3 **Chair Opening Remarks**  |
| Action: Information  |
| Lead: Chair Ralph  |

| 2. **Approval of Agenda**  |
| Action: Approval  |
| Lead: Chair Ralph  |

**Recommended Motion:** That the Metropolitan Region Servicing Plan Task Force approve the May 24, 2019 meeting agenda.

| 3. **Approval of Minutes**  |
| Action: Approval  |
| Lead: Chair Ralph  |

**Recommended Motion:** That the Metropolitan Region Servicing Plan Task Force approve the March 15, 2019 meeting minutes.
### 4. Review
**Action:** Approval  
**Lead:** Chair Ralph  

**Recommended Motion:** That the Metropolitan Region Servicing Plan Task Force endorse the draft MRSP Principles.

### 5. Go-Forward Plan
**Action:** Discussion  
**Lead:** Chair Ralph/Mr. Huybens

### 6. Framework for Emergency Services
**Action:** Approval  
**Lead:** Chair Ralph/Mr. Huybens  

**Recommended Motion:** That the Metropolitan Region Servicing Plan Task Force endorse the Edmonton Metropolitan Region Fire/EMS Services Collaborative concept.

**Recommended Motion:** That the Metropolitan Region Servicing Plan Task Force endorse the Edmonton Metropolitan Region Emergency Management Collaborative concept.

### 7. Framework for Solid Waste
**Action:** Approval  
**Lead:** Chair Ralph/Mr. Huybens  

**Recommended Motion:** That the Metropolitan Region Servicing Plan Task Force endorse the Edmonton Metropolitan Solid Waste Collaborative concept.

### 8. Framework for Stormwater
**Action:** Approval  
**Lead:** Chair Ralph/Mr. Huybens  

**Recommended Motion:** That the Metropolitan Region Servicing Plan Task Force endorse the Edmonton Metropolitan Region Stormwater Collaborative concept.

### 9. Next Steps
**Action:** Information  
**Lead:** Chair Ralph/Mr. Huybens

### 10. Next Meeting
- July 12, 2019 TBD
| 11. Adjournment | Action: Declaration  
Lead: Chair Ralph |  
**Recommended Motion:** That the Metropolitan Region Servicing Plan Task Force meeting of May 24, 2019 be adjourned. |
Metropolitan Region Servicing Plan Task Force

Friday, March 15, 2019
9:00 a.m. – 12:00 p.m.
La Cité Francophone, Hall Jean-Louis Dentinger
8627 Rue Marie-Anne Gaboury NW, Edmonton, AB

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

Advisory Group Members:
Barry Belcourt, City of Edmonton
Rob McGowan, Parkland County
Eleanor Mohammed, Town of Beaumont
Shawn Olson, City of Leduc
Travis Peter, Sturgeon County
Brad White, Town of Morinville

Consultants:
Jeannie Bertrand, Dillon

EMRB Staff:
Karen Wichuk, CEO
Sharon Shuya, Director of Regional Growth Planning
Barry Huybens, Senior Project Manager
Debra Irving, Senior Project Manager
Taylor Varro, Project Manager
Carol Moreno, Project Coordinator

Guests:
Lauren Aebig, Parkland County
Grant Bain, Leduc County
Teaka Broughm, City of Beaumont
Leslie Chivers, Sturgeon County
Trevor Duley, City of St. Albert
Cameron Grayson, City of Edmonton
Cathy Heron, City of St. Albert
Greg Hofmann, City of Edmonton
Nancy Lyzaniwski, Strathcona County
Avril McCalla, City of Edmonton
Brian McCosh, City of Edmonton
Kendra Raymond, City of Beaumont
Peter Reeson, UDI
Grant Schaffer, City of Fort Saskatchewan
Robert Stephenson, Strathcona County
John Stewart, City of Beaumont
Michael Walters, City of Edmonton
1. Opening

1.1 Quorum

Quorum achieved; 7 of 7 voting members present.

1.2 Call to Order

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

1.3 Chair Opening Remarks

Chair Ralph offered words of welcome and identified the following primary objectives for the meeting:

- Ensure understanding, support, and/or direction for the MRSP Final Phase component of the project; and
- Provide guidance for the inaugural MRSP document and major outcome planned for completion by October 26, 2019.

2. Approval of Agenda

**Motion:** That the Metropolitan Region Servicing Plan Task Force approve the March 15, 2019 meeting agenda.

**Moved by:** Mayor Doblanke

**Accepted by:** Chair

**Decision:** Carried unanimously

3. Approval of Minutes

**Motion:** That the Metropolitan Region Servicing Plan Task Force approve the October 26, 2018 meeting minutes.

**Moved by:** Mayor Choy

**Accepted by:** Chair

**Decision:** Carried unanimously

4. Review and Status

Chair Ralph invited Mr. Huybens to lead the Task Force through the agenda’s discussion items.

Mr. Huybens described the changes to the project charter and the final phase approach. He reported on the project status and project governance, including the Regional Fire Chiefs and three Technical Working Groups. Project communication was identified as an opportunity for improvement.
5. MRSP Contents

Mr. Huybens provided some context related to MRSP content as per the EMRB Regulation and Advisory Group input. Task Force members provided some insights and comments on what the MRSP document and process should identify including – principles, and a framework for going forward.

Break 10:12 a.m. – 10:30 a.m.

Following the break, Mayor Doblanko rejoined the meeting at 10:37 a.m.

6. Regional Significance/Regional Priorities

Mr. Huybens led the Task Force through the following workshop questions:

1. What is of regional significance?
2. What are the regional priorities?

Task Force members provided perspectives on what is important for regional collaboration of Metropolitan Regional Services including – regional risk, regional focus, regional opportunities, regional value, and a sense of urgency.

Mayor Doblanko left the meeting at 11:16 a.m. and returned at 11:18 a.m.

7. Next Steps

Mr. Huybens shared the objectives and timelines for project work going forward. Task Force members provided suggestions for future meeting topics and requested that a summary of this meeting be shared at the next Board meeting.

8. Next Meeting

MRSP Task Force
May 24, 2019, 9:00 a.m. – 12:00 p.m.
Aspen Conference Centre, Room 2
#401 Bell Tower, 10104 103 Ave, Edmonton, AB

9. Adjournment

Motion: That the Metropolitan Region Servicing Plan Task Force meeting of March 15, 2019 adjourn at 11:46 a.m.
Moved by: Mayor Iveson
Accepted by: Chair
Decision: Carried unanimously
Task Force Chair, Ray Ralph
Edmonton Metropolitan Region Board
Metropolitan Region Servicing Plan (MRSP) Task Force May 24, 2019
1. Opening
2. Agenda
3. Minutes
4. Background and Context
5. Go-Forward Plan
6. Framework - Emergency Services
7. Framework - Solid Waste
8. Framework - Stormwater
9. Next Steps
10. Next Meeting
11. Adjournment
2. Approval of Agenda

**Recommended Motion:** That the Metropolitan Region Servicing Plan Task Force approve the May 24, 2019 meeting agenda.
3. Approval of Minutes

**Recommended Motion:** That the Metropolitan Region Servicing Plan Task Force approve the March 15, 2019 meeting minutes.
Background

- MRSP Environmental Scan (2018) has provided a solid foundation and has informed the content of this presentation and the work on the Final Phase of the inaugural MRSP.

- MRSP Task Force direction
  - October, 2018 to focus on 3 of the 7 Service Areas - Emergency Services, Solid Waste, and Stormwater.
  - March, 2019 to establish a draft framework for discussion for each of the 3 service areas. The framework includes MRSP Principles, and Vision and Principles for each of the three service areas.

- Approach:
  - The Advisory Group have met 3 times; their guidance supports the presentation of the draft Frameworks for Emergency Services, Solid Waste, and Stormwater for consideration by the Task Force.
  - The Technical Working Groups (with municipal experts) have met 4-5 times each; their guidance created the Frameworks.
  - The Subject Matter Experts have completed best practice research, assessment of existing plans to service, and analysis of the future state and gaps (opportunities and challenges) and informed the TWGs.
Meeting Outcomes

- The outcomes for this meeting is for the Task Force to:
  - endorse the draft MRSP Principles
  - endorse the draft Frameworks for Emergency Services
  - endorse the draft Framework for Solid Waste
  - endorse the draft Framework for Stormwater
  - recommend any next steps for the MRSP to the EMRB
4. Context
EMRB and the Growth Plan

EMR Growth Plan

Metropolitan Region Servicing Plan

Shared Investment/Shared Benefit

Regional Agriculture Master Plan, Integrated Regional Transportation Master Plan, etc.
The development of a Metropolitan Region Servicing Plan (MRSP) is a significant addition to the EMRB’s mandate and will provide a framework and strategic guidance to optimize the planning and implementation of regional services to support the vision of the Growth Plan in collaboration with a broad range of regional stakeholders.

The MRSP seeks to capitalize on regional opportunities and challenges for metropolitan services, now and in the future, through the identification of opportunities for efficiency from planning through to service delivery.

The process of developing a MRSP is enabling the Board to identify areas of regional significance in which to work together to achieve greater efficiencies and to establish regional priorities across all service areas.
Identify existing services, including current capacity and service provision, and their ability to support current growth;

Identify existing municipal and intermunicipal services and existing shared servicing agreements;

Identify the services required to support future growth through the implementation of the Growth Plan;

Identify opportunities for increased efficiency and collaboration in the sharing of services;

Identify the benefits of enhanced efficiency and optimized services shared amongst municipalities in the Edmonton Metropolitan Region; and

Prepare implementation recommendations for consideration by the Board.
MRSP: Evolution

Inaugural MRSP
Direction set through an initial Environmental Scan, Vision and Principles

Enhanced MRSP
Built on consistent regional level knowledge and decision-making about metropolitan servicing

Robust MRSP
Built on evidence-based regional experience and implementation of metropolitan servicing
MRSP: Table of Contents

1. Executive Summary
2. Overview of the Region
3. Overview of the Growth Plan
4. Overview of the MRSP
5. Summary of the Service Areas
6. Frameworks for Regional Collaboration
   ▪ Emergency Services (Fire/EMS and Emergency Management)
   ▪ Solid Waste
   ▪ Stormwater
7. Implementation plan
8. Appendices
## MRSP Project Plan: Status as of May 2019

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
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<tr>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>Environmental Scan</td>
<td></td>
<td></td>
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<tr>
<td>3</td>
<td>Project Elaboration</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>3</td>
<td>Future Needs Assessment/Gap Analysis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Go-Forward Options and Recommendations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Plan Development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Approvals &amp; Implementation</td>
<td></td>
<td></td>
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</tbody>
</table>
Growth Plan and the MRSP

EMR Growth Plan

50 Year Vision
Guiding Principles

MRSP Objectives
MRSP Principles
Services Areas
- Vision
- Principles
- Direction

Metropolitan Region Servicing Plan

See Appendix 1: Growth Plan
Draft MRSP Principles

The following are common MRSP Principles for all service areas:

• Act in a regional manner with a unified voice for metropolitan services
• Recognize the distinct culture and services of local jurisdictions
• Pursue leading and innovative best practices and research of metropolitan services
• Share information and knowledge of metropolitan services
• Encourage and support sub-regional metropolitan service initiatives
• Build consensus on regionally-scaled metropolitan service investments

Additional service area principles have been identified.
Facilitated Discussion

1. Do you agree with the MRSP Principles?
2. What’s missing?
Recommended Motion: That the Metropolitan Region Servicing Plan Task Force endorse the draft MRSP Principles.
5. Go-Forward Plan
Where Are We?

- Key findings across all 3 Service Areas:
  - Governance is primarily local with some provincial oversight
  - Planning and service delivery for the services areas is primarily local and sub-regional
    - There is a fragmented approach regionally
  - Funding is primarily local (e.g., tax levy, user fees) with other provincial sources

See Appendix 2: Definitions
## Summary of Current State

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

• Final Phase of the MRSP project has advanced some understanding of the future state opportunities and challenges

• Key findings are:
  ▪ Given the state of municipal, sub-regional and regional level data and information, a clear quantified and qualified understanding of the requirements to support future growth is very challenging
  ▪ WE KNOW the Region will have growth in our footprint, population, employment and employment areas
Evolution of Growth

1974
Population: 560,000
22,650 ha footprint
1.8% of total land area

2014
Population: 1,234,000
69,930 ha footprint
5.6% of total land area

2044
Population: 2,235,100

Employment
725,545

Employment
1,197,345
Regional Level Summary of Desired Future State

- Consistent approach to planning, even if varying service levels
- Pro-active planning of metropolitan servicing
- Cost efficient metropolitan servicing
- Optimal regional investments supported by all levels of government
- Harmonized data for the Region
- Effective engagement of stakeholders and communication to citizens
- Globally recognized metropolitan servicing practices
- Stronger economic brand and competitive attraction
The steps and/or actions to be taken in order to move from the current state to a desired future state:

- Need for a unified voice in the Region for the services areas of Emergency Services, Solid Waste, and Stormwater
  - There are many opportunities and challenges specific to each service area, some are significant and a priority
- Need for a structured, mandated and supported regional approach
- Need for greater collaboration, information, and knowledge sharing
- Need for common terminology, indicators, and measures
- Need for Region-level metropolitan servicing information and data
- Need for clear, well-defined, and evidence-based regional priorities
- Need for regional leadership and change management
- Need for a sustainable strategy to support growth in the Region

See Appendix 3: Regional Maps
Regional Level Summary Case for Urgency

• Population and Employment Growth (to 2044)
• Emergency Services
  ▪ Increasing call volumes
  ▪ Increasing costs
  ▪ Increasing resource challenges
  ▪ Major disasters and incidents
• Solid Waste
  ▪ Changing social attitudes
  ▪ Changing global environment (e.g., recycling and landfills)
  ▪ Costs to rate payers
• Stormwater
  ▪ Changing climate
  ▪ Effects of densification and intensification
  ▪ Costs to rate payers
Municipalities and their related planning and service delivery entities and initiatives continue AS-IS.

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

Municipalities (with consideration of existing planning and service delivery entities) form a regional commission, authority, corporation, or similar.
<table>
<thead>
<tr>
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<td>Local, Regional Collaborative</td>
<td>Local</td>
<td>Various local, utility, user-based, provincial, etc. sources</td>
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6. Framework for Emergency Services

(Note this section has not yet been reviewed with all Fire Chiefs)
Emergency Services is a broad and all encompassing phrase, including several services beyond the intended scope of the inaugural MRSP.

Thus, the MRSP Emergency Services Technical Working Group (TWG) is recommending revising the service area of Emergency Services to include two distinct service areas (at this time):

- **Fire/EMS Services**
  - Specific Bylaws (e.g., Fire Services or Protection Bylaw, Standards of Cover Bylaw, Fire Permit Bylaw)
  - Specific set of stakeholders (e.g., Fire/EMS Chiefs, firefighters, citizens)

- **Emergency Management** *(requires an Environmental Scan and specific TWG)*
  - Broad legislation (e.g., Emergency Management Act, Local Authority Emergency Management Regulation)
  - Broad set of stakeholders (e.g., Elected Officials, Alberta Health, AEMA, police, public works, social services)

See Appendix 4: Emergency Services
Gap Analysis: Fire/EMS Services

• There is **no unified voice** for **Fire/EMS Services** in the Region and the planning and/or service delivery is primarily through the following entities and initiatives:

<table>
<thead>
<tr>
<th>Entities and Initiatives</th>
<th>Regional Level</th>
<th>Sub-Regional Level</th>
<th>Local Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Fire Chiefs Committee (Urban Services)</td>
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<tr>
<td>Regional Fire Marshalls Group (subset of above)</td>
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<td></td>
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<tr>
<td>Edmonton International Airports (EIA) Accord (Fire Services component)</td>
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<tr>
<td>Municipal Services (e.g., Departments, mutual aid/service agreements)</td>
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<td></td>
<td>✔</td>
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</table>
Case for Urgency: Fire/EMS Services

- The following supports a case for urgency **for a regional approach** to Fire/EMS Services:
  - they contribute significantly to the health, well-being and safety in the Region;
  - they are integral toward risk identification, risk assessment, and risk treatment (e.g., mitigation of vulnerabilities);
  - they are integral toward planning, response and recovery of major incidents;
  - they are integral toward the appropriate planning and management of growth;
  - the financial implications and/or sustainability concerns;
  - the need for an outcomes and evidence-based approach;
  - they require significant resource intensive infrastructure (e.g., water systems, stations, apparatus) with ongoing operating and capital funding; and
  - they are provided to all citizens and businesses.
Go-Forward Plan: Fire/EMS Services

• The vision for Fire/EMS Services is:
  “A citizen-centric approach to Fire/EMS through an Integrated and Holistic level of Excellence in the Edmonton Metropolitan Region.”

or

“The Edmonton Metropolitan Region is recognized globally for Fire/EMS Services.”
The principles for Fire/EMS Services are:

- Recognize the distinct environment of Fire/EMS Services serving the metropolitan core, suburban/urban areas, and rural areas.
- Respect the autonomy and culture of Fire/EMS Services in the Region including service targets and service delivery models.
- Understand the impacts of risk and growth to Fire/EMS Services.
- Strive for an integrated and borderless approach to responding to emergency calls in the Region.
RECOMMENDATION:

• Establish and empower the **Edmonton Metropolitan Region Fire/EMS Services Collaborative** through the EMRB for metropolitan servicing.

• The following is the potential scope of the Collaborative:
  ▪ represent all 13 member municipalities with a focus on planning, prioritization of regional investments, and training/education;
  ▪ develop region-wide shared terminology, performance measures, and indicators and practices;
  ▪ develop a specialty services strategy and plan;
  ▪ develop a region-wide public communication and awareness strategy;
  ▪ continue to advance stakeholder engagement with the province, regional partners and sub-regional strategic initiatives; and
  ▪ optimize stakeholder engagement with the province, regional/municipal partners (e.g., municipalities outside the Region), and local municipalities (i.e., departments).
Facilitated Discussion

1. Do you agree with the collaborative concept for Fire/EMS Services?
2. What’s missing?
1. **Recommended Motion:** That the Metropolitan Region Servicing Plan Task Force endorse the Edmonton Metropolitan Region Fire/EMS Services Collaborative concept.
Gap Analysis: Emergency Management

- There is **no unified voice** for **Emergency Management** in the Region and the planning and/or service delivery is primarily through the following entities and initiatives:

<table>
<thead>
<tr>
<th>Entities and Initiatives</th>
<th>Regional Level</th>
<th>Sub-Regional Level</th>
<th>Local Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Regional Emergency Planning Partnership (CREPP)</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Northeast Region Community Awareness Emergency Response (NRCAER)</td>
<td>✔</td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>Strathcona Industrial Association (SIA)</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Municipal Services (e.g., mutual aid, service agreements)</td>
<td></td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>Regional Emergency Management “Six”</td>
<td>✔</td>
<td>✔</td>
<td></td>
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</tbody>
</table>
RECOMMENDATION:

- Establish and empower a **Edmonton Metropolitan Region Emergency Management Collaborative** through the EMRB for metropolitan servicing

- The following is the potential scope of the Collaborative:
  - represent all 13 member municipalities with a focus on planning, prioritization of regional investments, and emergency management training/education;
  - develop a regional risk profile;
  - develop region-wide shared terminology and practices;
  - develop a region-wide public communication and awareness strategy; and
  - optimize stakeholder engagement with the province (e.g., AEMA), EM entities (e.g., CREPP), and local municipalities.
Facilitated Discussion

1. Do you agree with the collaborative approach for Emergency Management?
2. What’s missing?
Recommended Motion: That the Metropolitan Region Servicing Plan Task Force endorse the Edmonton Metropolitan Region Emergency Management Collaborative concept.
7. Framework for Solid Waste
The management of solid waste is continually evolving and requires an agile approach to respond to the changing market.

Solid Waste Management has increasing opportunities exist to reduce environmental impacts, specifically by reducing the volume of material that ends up in the landfill.

This waste diversion approach is illustrated through the ‘Solid Waste Hierarchy’, as well as by the ‘Circular Economy’ concepts.

See Appendix 5: Solid Waste
Gap Analysis: Solid Waste

- There is **no mandated voice** for **Solid Waste** in the Region and the planning and/or service delivery is primarily through the following entities and initiatives:

<table>
<thead>
<tr>
<th>Entities and Initiatives</th>
<th>Regional Level</th>
<th>Sub-Regional Level</th>
<th>Local Level</th>
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<tbody>
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<tr>
<td>Leduc and District Regional Waste Management Authority</td>
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<td>☑️</td>
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<tr>
<td>Roseridge Regional Waste Services Commission</td>
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<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Tri-Municipal Waste Services Agreement</td>
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<td>☑️</td>
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<tr>
<td>City of Edmonton Waste Services</td>
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<tr>
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<td>☑️</td>
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</tbody>
</table>
The following supports a case for urgency for a **regional approach** to Solid Waste:

- Landfilling of solid waste, specifically organic material, contributes to greenhouse gas generation, and ultimately accelerates climate change;
- The ban on recycling in China has left Canada with a very limited market for its recyclable materials, resulting in advantages for cooperative marketing of recyclables, and opportunities for new industry in the Region;
- Waste is currently managed at a local level, and costs and efforts are duplicated across a small geography to achieve similar outcomes;
- Trends towards densification in urban centers will require updates and improvements to solid waste service delivery for multi-family buildings;
- Major infrastructure development is planned by member municipalities for the near future, making this an ideal time to forecast and address regional processing needs and consider opportunities for collaboration;
- More effective waste management, including waste reduction and diversion, can be a significant contributor to reducing greenhouse gas emissions and support climate change mitigation; and
- Regionally delivered services can create economies of scale, and reduce costs to ratepayers, while providing similar or improved access to facilities and services.
Go-Forward Plan: Solid Waste

• A vision for Solid Waste is:
  “Leading the Way to a Zero Waste Edmonton Metropolitan Region.”

or

“The Edmonton Metropolitan Region is recognized globally for Sustainable Waste Reduction.”
Go-Forward Plan: Solid Waste

• The principles for Solid Waste:
  ▪ Promote sustainable lifecycle thinking, based on the Solid Waste Hierarchy.
  ▪ Support consideration and investment in regionally-scaled infrastructure.
  ▪ Seek economic and results oriented opportunities for delivery of services at a regional scale.
  ▪ Support and encourage innovation within the Region, with the goal of aligning solid waste management practices with the MRSP principles.
RECOMMENDATION:

- Establish and empower the Edmonton Metropolitan Region Solid Waste Collaborative through the EMRB for metropolitan servicing.

- The following is the potential scope of the Collaborative:
  - representing all 13 member municipalities with a focus on planning (e.g., regional organics processing, debris management), prioritization of investments, and public education:
    - develop region-wide shared terminology, performance measures and indicators and practices;
    - develop a region-wide communication (e.g., regional reputation) and awareness strategy; and
    - optimize stakeholder engagement with the province, solid waste entities (e.g., commissions, authorities), and local municipalities (i.e., departments).
1. Do you agree with the collaborative concept for Solid Waste?
2. What’s missing?
Recommended Motion: That the Metropolitan Region Servicing Plan Task Force endorse the Edmonton Metropolitan Region Solid Waste Collaborative concept.
8. Framework for Stormwater
Preamble: Stormwater

• Stormwater Management is required to manage and convey stormwater runoff from various types of development to the receiving water body.
  ▪ Stormwater is unique in that runoff will occur naturally even if stormwater servicing (e.g., ditch, pipe) is not provided.

• Without Stormwater Management, naturally occurring stormwater can result in adverse impacts such as flooding, erosion and deterioration in the water quality of receiving water body with possible environmental impacts to the water basin.

See Appendix 6: Stormwater
Gap Analysis: Stormwater

- There is **no unified voice** for **Stormwater** in the Region and the planning and/or service delivery is primarily through the following entities and initiatives:

<table>
<thead>
<tr>
<th>Entities and Initiatives</th>
<th>Watershed or Regional Level</th>
<th>Sub-Watershed/Sub-Regional Level</th>
<th>Local Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alberta Environment and Parks (AEP)</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>North Saskatchewan Watershed Alliance (NSWA)</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Sturgeon River Watershed Alliance</td>
<td>☑️</td>
<td></td>
<td>☑️</td>
</tr>
<tr>
<td>Blackmud/Whitemud Creek Surface Management Group</td>
<td>☑️</td>
<td></td>
<td>☑️</td>
</tr>
<tr>
<td>Big Lake Stormwater Working Group</td>
<td>☑️</td>
<td></td>
<td>☑️</td>
</tr>
<tr>
<td>City of Edmonton/EPCOR</td>
<td>☑️</td>
<td></td>
<td>☑️</td>
</tr>
<tr>
<td>Municipal Service (e.g., Stormwater Master Drainage Plans)</td>
<td>☑️</td>
<td></td>
<td>☑️</td>
</tr>
<tr>
<td>Sub-Municipal Level (e.g., Area Structure Plans)</td>
<td></td>
<td></td>
<td>☑️</td>
</tr>
</tbody>
</table>
Case for Urgency: Stormwater

• The following supports a case for urgency for a **regional approach** to Stormwater:
  ▪ failing to effectively address the impacts of development on downstream watercourses will adversely impact the Region’s Stormwater and recreational assets;
  ▪ failing to effectively address stormwater servicing issues may adversely affect the Region’s competitiveness in attracting international investment; and
  ▪ failing to align servicing standards across the Region will result in developers continuing to push municipalities towards less than optimal servicing concepts, which will negatively impact municipal operating and maintenance costs and/or adversely impact the downstream aquatic conditions (partially due to limited AEP resources).
Go-Forward Plan: Stormwater

• A vision for Stormwater is:

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

or

  “The Edmonton Metropolitan Region is recognized globally for Stormwater Management and protection of natural assets.”
Go-Forward Plan: Stormwater

• The principles for Stormwater:
  ▪ Promote an integrated view of the ecosystem.
  ▪ Recognize sensitive and significant regional environmental assets.
  ▪ Work with AEP, NSWA/sub-watershed alliances, and EMRB municipalities to establish appropriate design parameters to protect these assets.
Go-Forward Plan: Stormwater

• Establish and empower the Edmonton Metropolitan Region Stormwater Collaborative through the EMRB for metropolitan servicing.

• The following is the potential scope of the Collaborative:
  ▪ represent all 13 member municipalities with a focus on Stormwater planning and collaboration at a regional level;
  ▪ develop region-wide principles and practices that will protect regional Stormwater and recreational assets while servicing growth in accordance with the Growth Plan;
  ▪ develop consistent minimum Stormwater design parameters and expectations across the Region; and
  ▪ optimize stakeholder engagement with the province, Stormwater entities (e.g., groups, alliances) and local municipalities (i.e., utility, departments).
1. Do you agree with the collaborative concept for Stormwater?
2. What’s missing?
Recommended Motion: That the Metropolitan Region Servicing Plan Task Force endorse the Edmonton Metropolitan Region Stormwater Collaborative concept.
9. Next Steps
Next Steps

• Subject to the direction of the Task Force:
  ▪ Update the Board
  ▪ Inform the Advisory Group and TWGs
  ▪ Advance the Frameworks of the 3 service areas through the AG and TWGs
    o Example:
      o Terms of Reference for the Collaboratives
      o Focused plan of action for next 5 years
      o Implementation Considerations
  ▪ Build a concise MRSP including an implementation section
10. Next Meeting
Next Meetings

• Various TWGs
• Advisory Group – June 3, 2019
• Board – June 13, 2019
• Task Force – July 12, 2019
11. Adjournment
Appendix 1: Growth Plan
“The Edmonton Metropolitan Region is the dominant hub for northern Alberta and is recognized globally for its economic diversity, entrepreneurialism, leadership development, environmental stewardship and excellent quality of life. The Region is anchored by a thriving core that is interconnected with diverse urban and rural communities. The Region is committed to growing collaboratively through the efficient use of infrastructure, building compact communities, and fostering economic opportunities and healthy lifestyles.”
Growth Plan: Guiding Principles

1. Collaborate as a Region to manage growth.
2. Promote global economic competitiveness and regional prosperity.
3. Recognize and celebrate the diversity of communities and promote an excellent quality of life across the region.
4. Achieve compact growth that optimizes infrastructure investment.
5. Ensure effective regional mobility.
6. Ensure the wise management of prime agricultural resources.
7. Protect natural living systems and environmental assets.
Growth Plan: Policy Tiers and Areas

Policy Tiers
- Rural Area
- Metropolitan Area
- Metropolitan Core

Outcomes of the Edmonton Metropolitan Region Growth Plan
- Compact development & efficient infrastructure
- Complete communities & housing diversity
- A thriving agricultural sector & an integrated regional food system
- A multi-modal & integrated regional transportation system
- A diverse, globally competitive economy & prosperous Region
- Healthy natural living systems & climate change adaptability
Appendix 2: Definitions
Definitions: Common

- **Local** means a single municipality.

- **Sub-Regional** means a group of two or more municipalities, not necessarily on the same border(s).
  - This may be seen as an entity (e.g., alliance or group, commission or authority) or an initiative

- **Regional** means all of the thirteen member municipalities of the Edmonton Metropolitan Region.
  - This is seen as Edmonton Global, Transit Commission, IRTMP Project
Definitions: Fire/EMS

- **Emergency Services** means police, protective services, fire, medical (i.e., EMS and ambulance) and emergency management services.

- **Fire Services** means career, paid on call or volunteer fire prevention, public safety education, emergency incident response (i.e., fire and EMS) and mitigation, and other related activities, in support of the communities served.

- **Emergency Medical Services (EMS)** means providing patient services that might include the provision of assessment, treatment (e.g., first aid, basic and advanced life support) and other pre-hospital procedures, including ambulance transportation of patients.
• **Emergency Management** means the management of larger emergencies concerning all-hazards, including risk management measures related to prevention and mitigation, preparedness, response and recovery.
Definitions: Solid Waste

- **Solid Waste** means any garbage, refuse, sludge, and other discarded material, including solid, liquid, semisolid, or contained gaseous material, resulting from residential habitation; and industrial, commercial, mining, and agricultural operations.

- **Solid Waste Management** includes a wide range of solid waste services, including collection, drop-off, transfer, diversion, processing activities or the re-introduction into the material market stream, and end-of-life disposal.
Definitions: Stormwater

- **Stormwater** means stormwater runoff from rainfall and snowmelt to a receiving water body.

- **Stormwater Management** means the planning, design, implementation and operation of stormwater drainage improvements to manage stormwater runoff.
Appendix 3: Regional Maps
Regional Map: Stormwater

Legend
- EMRB Member Municipality
- Non-Member Municipality
- Urban Service Area
- Regional Roads
- Federal Jurisdiction
- Water Course
- First Nations
- Habitat
Regional Map

Major Water Bodies and Watersheds for Stormwater Discharge

Watersheds
- Stormwater
- Strasbourg River
- Strawberry
- Moselle

Urban Service Area
EMRS Member Municipality
Non-Member Municipality
Watershed
Water Course
- Harpeth
- First Nations

EMRGIS

Coordinate System: NAD 1983
Projection: Transverse Mercator
Ellipsoid: North America 1980
Central Meridian: 114°
Appendix 4: Emergency Services
A common link between Fire/EMS Services and Emergency Management is risk (e.g., hazards, threat, vulnerabilities) and risk management.

Regional risk will evolve based on:

- Significant growth in population and employment
- Changes in location and accessibility to where people live and work (e.g., employment areas)
- Changes in funding for infrastructure (e.g., water systems, facilities, apparatus and specialty equipment)
- Changing environment (e.g., climate, technology, hazardous materials)
- Changing demographics and human/social behaviour
- The nature of incidents (including major disasters)
The MRSP Environmental Scan (November 2018) identified a set of key observations for Fire/EMS Services:

- 13 distinct services;
- wide-variation in service models and funding;
- wide-variation in service levels and targets;
- variance in call profiles
Current State

- Fire/EMS (i.e., non-ambulance transport) Services:
  - EMRB member municipalities are responsible for delivering their own fire services and basic emergency medical services; and, are subject to legislation and local by-laws.
  - There is a wide-variance for service levels, service targets, service capacity and planning (e.g., Fire Master Plans, Fire Service Reviews) in the Region.
  - There are loosely affiliated (i.e., not mandated) sub-regional planning initiatives for fire services (including fire inspections, investigations).
  - There are numerous mutual aid, automated aid and/or service agreements in the Region.
  - Alberta is one of two provinces in Canada without a provincial fire services Act.
  - Advanced EMS services are under the authority of Alberta Health and pursuant to the Health Professions Act.
The components of Fire/EMS Services include:

- Policies and Standard Operating Procedures/Guidelines
- Mutual Aid, Automated Aid and Service Agreements
- Stations, Apparatus, and Equipment
- Staffing
- Communication Facilities (e.g., PSAP and E911)
- Training and Education Facilities
The future state for Fire/EMS Services in the Region will see:

- Changing risk profile
- Increasing call volumes and call profiles
- Increasing number of fire stations
- Increasing number of apparatus
- Increasing number of firefighters
- Continuing constraints for specialty services and equipment (e.g., high angle rescue, swift water rescue, hazardous materials response)
- Continuing constraints in recruitment/retention, especially for rural and smaller urban areas
- Increased need for public awareness and education
- Changing technology (e.g., drones)
- Changing citizen/social expectations and legislation/regulations
Current State

- Emergency Management:
  - Is a local authority responsibility subject to legislation and local by-laws.
  - There are various planning entities representing regional, sub-regional and inter-municipal levels.
  - There are numerous mutual aid, automated aid and/or service agreements in the Region.
  - There is a wide-variance in emergency management capacity and planning in the Region.
The components of Emergency Management include:

- Policies and Standard Operating Procedures/Guidelines
- Mutual Aid and Service Agreements
- Emergency Operations Centre's (EOCs) or Emergency Coordination Centre's (ECCs)
- Training and Education
- Incident Management Teams
Appendix 5: Solid Waste
This concept is based on reducing the volume of waste that ends up in landfill:

- the focus is on reducing waste generation and choosing waste diversion mechanisms based on a preferred hierarchical order.

### Solid Waste Hierarchy

- Avoidance
- Reuse
- Recycling
- Recovery of energy
- Treatment
- Containment
- Disposal
The Circular Economy concept focuses on diverting materials from the waste stream, back into the market:
  - it is an alternative to the linear economy (make, use, dispose).

The goal of the circular economy is to keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.
Current State

- The Metropolitan Region Servicing Plan (MRSP) Environmental Scan (Nov 2018) identified the following key observations:
  - there is no single entity responsible for planning, overseeing, nor delivering solid waste services in the Region;
  - there are numerous sub-regional and local initiatives for solid waste management; and
  - an array of solid waste services are delivered by private contractors, through municipal authority or contracts.
Current State

- Services and service delivery are varied amongst member municipalities across the Region and include:
  - Curbside waste collection
  - Drop-off Facilities
  - Transfer Stations
  - Organics processing
  - Material Recovery Facilities
  - Household hazardous waste collection and disposal
  - Waste to energy processing
  - Landfill disposal
Current State
The following table indicates how services are currently being addressed:

<table>
<thead>
<tr>
<th>Topic of Interest or Significance</th>
<th>Regional Level</th>
<th>Sub-Regional Level</th>
<th>Local Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hazardous Waste</td>
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<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Waste diversion and recycling opportunities</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Advocacy</td>
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<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Waste as a resource</td>
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<td></td>
<td>☑</td>
</tr>
<tr>
<td>Waste Processing Facilities</td>
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<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Waste reduction</td>
<td>☑</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extended Producer Responsibility (EPR)</td>
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<td></td>
<td>☑</td>
</tr>
<tr>
<td>Recycling Markets</td>
<td></td>
<td></td>
<td>☑</td>
</tr>
<tr>
<td>Landfill Bans</td>
<td></td>
<td></td>
<td>☑</td>
</tr>
<tr>
<td>Full cost accounting / life cycle cost analysis / carbon footprint</td>
<td></td>
<td></td>
<td>☑</td>
</tr>
<tr>
<td>Common indicators; common language</td>
<td></td>
<td></td>
<td>☑</td>
</tr>
</tbody>
</table>
Challenges and opportunities in the next 10 to 25 years include:

- recycling capacity and availability for relevant materials;
- organics processing capacity;
- urban densification and associated service levels;
- densification and intensification, requiring updates to solid waste service delivery models;
- changes in waste stream characterization;
- waste disposal capacity for construction and demolition waste;
- funding constraints especially for major facilities;
- change in waste stream characterization;
- changes in technology for waste processing; and
- climate change and disaster debris.
Appendix 6: Stormwater
Current State

• The MRSP Environmental Scan (November 2018) identified a key observation in that there is no single entity responsible for planning or management of stormwater in the Region:
  ▪ stormwater is a municipal responsibility in the Region under the governance of Alberta Environment and Parks (AEP) requirements; and
  ▪ there are numerous sub-regional and local initiatives for Stormwater Management essentially provided under the jurisdiction of municipalities.
Components

• Stormwater Management typically consists of:
  ▪ collection and conveyance systems (swales, ditches, roadway gutters, storm sewers and inlet structures);
  ▪ storage control facilities (stormwater management facilities – dry ponds, wet ponds, wetlands);
  ▪ water quality improvement and Low Impact Development (LID) facilities (erosion control, wet ponds/wetlands, oil/grit separators, rain gardens, bioswales, green roofs); and
  ▪ discharge facilities including flow control (outlet control structures, outlet trunks, outfall structures).
Current State

• Services and service delivery are varied amongst member municipalities across the Region and include:
  ▪ conveyance infrastructure;
  ▪ storage for flow control;
  ▪ techniques for quantity control;
  ▪ treatment and quality improvement;
  ▪ quantity and quality monitoring;
  ▪ erosion control and monitoring; and
  ▪ reporting to AEP.
Stormwater planning is conducted by individual municipalities and/or through local watershed groups under the authority of the municipalities:

- municipalities are responsible for the planning, approvals, asset management, and operation and maintenance of the stormwater drainage system;
- municipalities typically carry out stormwater master plans for their entire municipality, which may define the overall drainage basin boundaries and the allowable discharge rates to the various receiving watercourses or existing stormwater infrastructure:
  - generally allow stormwater discharge to downstream municipalities through creeks and rivers, with discharge controlled to approved unit discharge rates (e.g., Litres/second/hectare or L/s/ha); and
  - currently, there does not appear to be limits on annual discharge volume discharged to downstream municipalities.
Watersheds

- The Edmonton Metropolitan Region is part of the North Saskatchewan River watershed, with several sub-watersheds located within the EMRB boundaries.
- Alberta Environment and Parks (AEP) is the regulator for water.
- AEP has set up and funded watershed Planning and Advisory Councils, including the North Saskatchewan Watershed Alliance (NSWA).
- NSWA advocates, promoting environmental protection with orderly development, but generally have limited authority and budget provided to them by AEP.
  - NSWA has several sub-watershed alliances (e.g., Strawberry Creek Watershed Alliance)
- There is a significant overlap in the goals of the NSWA and the regional policies of the EMRB:
  - watershed protection (*EMRGP Policy Objective 2.2*); and
  - minimizing impact of growth on watershed (*EMRGP Policy Objective 2.4*)
EMRB municipalities have organized local watershed groups on a sub-regional basis under the authority of the partner municipalities with cooperation from the NSWA and/or sub-watershed groups/alliances:

- watershed groups are formed on an ad-hoc basis (e.g., Blackmud/Whitemud Creek Surface Water Management Group) and do not conform to NSWA sub-watershed boundaries (e.g., Strawberry Creek);
- watershed groups plan for, manage and report on stormwater at a sub-regional basis, either bilaterally or multilaterally.
- municipalities as signatories for the watershed groups then approach AEP with key recommendations (e.g., allowable discharge rates in L/s/ha) applicable to that sub-watershed for approval; and
- if AEP accepts recommendations, they are then applied across the defined watershed.
- reports are typically shared with the NSWA/sub-watershed alliance but not with the EMRB.
• The following are current topics of interest and significance:

<table>
<thead>
<tr>
<th>Topic of Interest and Significance</th>
<th>Regional Level</th>
<th>Sub-Regional Level</th>
<th>Local Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unified voice</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Engagement with the Government of Alberta (e.g., legislation, standards, public safety)</td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td>Flood prevention</td>
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<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Conservation of wetlands</td>
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<td>✓</td>
</tr>
<tr>
<td>Erosion</td>
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<td>✓</td>
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</tr>
<tr>
<td>Sediment removal</td>
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<td>✓</td>
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<tr>
<td>Water (Stormwater) quality</td>
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<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Design standards</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
Future State

Stormwater Management has evolved and will continue to evolve as illustrated by:

- LID will be used routinely to address stormwater quality issues on receiving water bodies;
- the impact of urban development on natural systems (e.g. creeks) will be better understood and tools to mitigate these impacts will be refined and become standard practice; and
- the impacts of previous Stormwater practices will continue to be realized on downstream watercourses and mitigation measures will be needed to:
  - protect watercourses from further erosion and resulting bank instabilities; and
  - restore riparian areas and trail networks.
Future State

- Challenges in the next 10 and 25 years include:
  - AEP is generally a “hands off” regulator and is not actively involved in Stormwater planning at a sub-watershed level;
  - AEP stormwater guidelines do not address the impact of longer duration stormwater discharges (that are controlled to pre-development rates) on downstream watercourses, and the responsibilities for addressing these impacts;
  - lack of clarity will likely continue to result in inter-municipal challenges across the EMRB;
  - regional stormwater and recreational assets will be adversely impacted without a strategy to address these issues;
  - NSWA and sub-watershed alliances have limited authority and budget to oversee stormwater planning; and
  - international investments in major projects can be adversely impacted if the Region doesn’t have clear Stormwater servicing plans in place.
Opportunities in the next 10 and 25 years include:

- EMRB and NSWA/sub-watershed alliances can work collaboratively based on their common goals and policies; and

- by taking a regional approach, rather than the current bi-lateral or sub-regional approach, a consistent servicing strategy can be used to encourage growth while protecting and enhancing regional Stormwater and recreational assets.