1. message from the chair  
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5. mission  
6. guiding principles  
   * Collaboration: Working Together  
   * Innovation: Creative and Nimble  
   * Build Trust: Respect  
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   * Appendix A: Resource Plan  
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The Strategic Plan sets the course for Edmonton Metropolitan Region Board and staff. It provides a roadmap and strategic focus areas to help us collectively address the many opportunities of this Region and any challenges we face in fulfilling our mandate for long-term regional prosperity.

Our new regulation has tasked us with the development of a Metropolitan Region Servicing Plan within two years, but the Board remains focused on responsible and sustainable growth. With the approval of the Edmonton Metropolitan Region Growth Plan, implementation is now underway through the creation of a Regional Agriculture Master Plan. As well, we’ll be conscious of maintaining the momentum that is the legacy of our predecessors over the past 10 years.

Our first priority, largely because of the legacy from the collaborative environment that has become the hallmark of the Board, is an extensive conversation about what Shared Investment for Shared Benefit would look like for the Edmonton Metropolitan Region.

*Shared Investment for Shared Benefit is a difficult yet potentially transformative discussion and we are eager to take this next step for the Region.*

The Board and staff will continue to achieve a collaborative and transparent approach to decision making. And through a new public engagement policy, we look forward to enhanced public consultation processes where appropriate.

We are excited by the opportunities that lie ahead and believe that with our shared vision, our commitment, and our openness to innovation, we can successfully tackle challenges together.

- Dr. Jodi L. Abbott
  Board Chair
edmonton metropolitan region board
2018-2023
strategic plan


Dr. Jodi L. Abbott (Chair)
Mayor William Choy (Vice Chair)
Mayor Tanni Doblaniko
Mayor Rod Frank
Mayor Cathy Heron
Mayor Stuart Houston
Mayor Alanna Hnatiw
Mayor Don Iveson
Mayor Gale Katchur
Mayor Ray Ralph
Mayor Rod Shaigec
Mayor John Stewart
Mayor Barry Turner
Mayor Bob Young

Mr. Dale Beesley (Government of Alberta Representative)
3 context

Edmonton Metropolitan Region Board

This Strategic Plan identifies the strategic direction of the Edmonton Metropolitan Region Board (EMRB) for 2018-2023. The strategic direction includes our vision, mission, guiding principles, strategic priorities (what we are trying to accomplish) and our strategies (how we will achieve the strategic objectives).

Our strategic framework enabling the strategic and direction includes the EMRB Regulation, the EMRB Strategic Plan and the EMRB Business Plan. The following illustrates our strategic framework:

Supporting the strategic framework is the Edmonton Metropolitan Regional Board Growth Plan (EMRGP), which provides the long-term direction to 2044, while the EMRB’s Strategic Plan identifies the strategic priorities for the next five years.

Critical to our strategic success is our alignment with our members (13 local municipalities), the Government of Alberta mandate and numerous stakeholders including the citizens of the Edmonton Metropolitan Region. Our focus is on results and intermediate and long-term outcomes. The results and outcomes from our strategic framework is tracked and reported on through various monitoring, evaluation and performance measurement mechanisms.
50 Year Vision

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

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.
5 mission

To enable effective regional planning and collaboration for the responsible and sustainable growth of the Region, and to ensure prosperity and quality of life for all citizens of the Edmonton Metropolitan Region.
6 Guiding Principles

Collaboration: Working Together
We are committed to working together to achieve our vision.

Innovation: Creative and Nimble
We are leaders that embrace better ways to achieve long-term prosperity.

Build Trust: Respect
We will foster healthy relationships and build trust by taking ownership of our results.

Unified: One Voice
We are champions for the Region and work toward our shared outcomes.
Our strategic priorities are:

1. Shared Investment for Shared Benefit
2. Responsible and Sustainable Growth
3. Maintaining Momentum

**Bolded** strategies below are identified as requiring major resources and effort by the Board.
shared investment for shared benefit
Outcome

The shared and equitable contributions, investments, and efforts by the EMRB result in measurable benefits for the Region as a whole.

Shared Investment for Shared Benefit Strategies

Context: Investing in the Edmonton Metropolitan Region is critical to addressing current and future challenges and opportunities in the Region. We will work with Provincial and Federal Governments and stakeholders like Edmonton Global to enhance regional investments and contributions that will result in benefits for the Region and Alberta. These successes may include collaborative processes, e.g. the Airport Accord or an integrated transit system.

1A. Develop and implement a benefits realization model that reflects shared regional interests.

1B. Measure the contributions and investments by the member municipalities.

1C. Identify and assess investments by public and private partners for the shared benefit of the Region.

1D. Evaluate the benefits realized by the contributions and other investments in the Region.

1E. Provide reporting on the shared contributions, investments, and benefits to the Region, key stakeholders, and partners.
responsible and sustainable growth
Outcome

The EMRB develops and implements sustainable growth to enable future generations to meet their needs, including responsible planning, decision-making, and monitoring of growth in accordance with the Edmonton Metropolitan Region Growth Plan and the Edmonton Metropolitan Region Servicing Plan.

Responsible and Sustainable Growth Strategies

Context: As defined in the Edmonton Metropolitan Region Growth Plan, responsible growth is development that incorporates land uses and resources to enhance quality of life for current and future generations; and is accountable to the long-term financial implications including the operation, maintenance and capital costs associated with growth; and the management of resources and agricultural land base.

Sustainable Growth is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Contemporary land-use decisions will balance current economic, environmental, and social benefits with the consequences for future generations.

The resiliency of the Edmonton Metropolitan Region will be achieved through responsible growth including the consideration for climate change. Responsible growth will contribute to the sustainability of the Region by ensuring sound economic, social, and environmental decisions. Understanding the value created in the Region by enhancing communication tools like broadband that will contribute to the prosperity and quality of life in the Region.

2A. Develop and implement the Edmonton Metropolitan Region Servicing Plan.

2B. Develop and implement the Regional Agriculture Master Plan.

2C. Establish key performance indicator targets and monitor the implementation of the Edmonton Metropolitan Region Growth Plan.

2D. Provide leadership for a regional symposium for education and stakeholder collaboration.

2E. Embed an energy, climate, and economic opportunity lens on regional initiatives.
maintaining momentum
Outcome

The EMRB successfully completes major activities and projects, and continually improves programs.

Maintaining Momentum Strategies

Context: Over the past 10 years, the Edmonton Metropolitan Region Board has gained momentum through collaboration, respect, and trust with the development of growth plans, regional projects, and programs. The efforts and contributions toward advocacy and planning have a strong foundation and create opportunity. Maintaining this momentum and ensuring sound reporting of results will contribute to improvements in the Region.

3A. Maintain and enhance collaboration amongst Board members to foster healthy relationships.

3B. Maintain and evolve the Regional Evaluation Framework (REF).

3C. Maintain and improve the Edmonton Metropolitan Region GIS (EMRGIS).

3D. Maintain and improve advocacy (e.g., Provincial, Federal, Public Engagement Policies, Indigenous Stakeholders, etc.).

3E. Maintain and enhance innovation to inform decisions.

3F. Complete annual regional transportation priorities to inform Alberta Transportation.

3G. Update the Integrated Regional Transportation Master Plan (IRTMP).

3H. Promote integrated transportation and transit systems.

3I. Promote advocacy on regional energy corridors.

3J. Promote advocacy on housing.
Appendix A
resource plan
(refined by business plan and budget annually)

The implementation of the Strategic Plan requires the allocation of resources by the EMRB. The following tables provide an initial indication of current and new resource requirements and the expected timing for various strategies.

Some strategies reflect current and on-going program activities requiring minor and moderate internal and external support. Other strategies reflect new multi-year intensive efforts and resources requiring moderate and major internal and external support.

shared investment for shared benefit

<table>
<thead>
<tr>
<th>RESOURCE REQUIREMENT</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A. DEVELOP AND IMPLEMENT A BENEFITS REALIZATION MODEL THAT REFLECTS SHARED REGIONAL INTERESTS.</td>
<td>MAJOR 2 YEARS</td>
</tr>
<tr>
<td>1B. MEASURE THE CONTRIBUTIONS AND ADDITIONAL INVESTMENTS BY THE MEMBER MUNICIPALITIES.</td>
<td>MINOR ANNUALLY</td>
</tr>
<tr>
<td>1C. IDENTIFY AND ASSESS INVESTMENTS BY PUBLIC AND PRIVATE PARTNERS FOR THE SHARED BENEFIT OF THE REGION.</td>
<td>MINOR ANNUALLY</td>
</tr>
<tr>
<td>1D. IDENTIFY AND ASSESS THE BENEFITS REALIZED BY THE CONTRIBUTIONS GENERALLY AND OTHER INVESTMENTS IN THE REGION AS A WHOLE.</td>
<td>MINOR ANNUALLY</td>
</tr>
<tr>
<td>1E. PROVIDE REPORTING ON THE SHARED INVESTMENTS AND SHARED BENEFITS TO THE REGION, KEY STAKEHOLDERS AND PARTNERS.</td>
<td>MINOR ANNUALLY</td>
</tr>
</tbody>
</table>
### Responsible and Sustainable Growth

<table>
<thead>
<tr>
<th>RESOURCE REQUIREMENT</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2A.</strong> Develop and Implement the Edmonton Metropolitan Region Servicing Plan.</td>
<td>MAJOR 2 YEARS</td>
</tr>
<tr>
<td><strong>2B.</strong> Develop and Implement the Regional Agriculture Master Plan.</td>
<td>MAJOR 2 YEARS</td>
</tr>
<tr>
<td><strong>2C.</strong> Establish Key Performance Indicator Targets and Monitor the Implementation of the Edmonton Metropolitan Region Growth Plan.</td>
<td>MODERATE ANNUALLY</td>
</tr>
<tr>
<td><strong>2D.</strong> Provide Leadership for a Regional Symposium for Education and Stakeholder Collaboration.</td>
<td>MODERATE 2 YEARS</td>
</tr>
<tr>
<td><strong>2E.</strong> Embed an Energy, Climate, and Economic Opportunity Lens on Regional Initiatives.</td>
<td>MINOR ONGOING</td>
</tr>
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</table>

### Maintaining Momentum

<table>
<thead>
<tr>
<th>RESOURCE REQUIREMENT</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3A.</strong> Maintain and Enhance Collaboration Amongst Board Members to Foster Healthy Relationships.</td>
<td>MINOR ONGOING</td>
</tr>
<tr>
<td><strong>3B.</strong> Maintain and Evolve the Regional Evaluation Framework (REF).</td>
<td>MODERATE ONGOING</td>
</tr>
<tr>
<td><strong>3C.</strong> Maintain and Improve the Edmonton Metropolitan Region GIS (EMRGIS).</td>
<td>MODERATE ONGOING</td>
</tr>
<tr>
<td><strong>3D.</strong> Maintain and Improve Advocacy (E.g., Provincial, Federal, Public Engagement Policies, Indigenous Stakeholders, Etc.).</td>
<td>MINOR ONGOING</td>
</tr>
<tr>
<td><strong>3E.</strong> Maintain and Enhance Innovation to Inform Decisions.</td>
<td>MINOR ONGOING</td>
</tr>
<tr>
<td><strong>3F.</strong> Complete Annual Regional Transportation Priorities to Inform Alberta Transportation.</td>
<td>MINOR ONGOING</td>
</tr>
<tr>
<td><strong>3G.</strong> Update the Integrated Regional Transportation Master Plan (IRTMP).</td>
<td>MODERATE 1 YEAR</td>
</tr>
<tr>
<td><strong>3H.</strong> Promote Integrated Transportation and Transit Systems.</td>
<td>MINOR ONGOING</td>
</tr>
<tr>
<td><strong>3I.</strong> Promote Advocacy on Regional Energy Corridors.</td>
<td>MINOR 1 YEAR</td>
</tr>
<tr>
<td><strong>3J.</strong> Promote Advocacy on Housing.</td>
<td>MINOR ONGOING</td>
</tr>
</tbody>
</table>
Appendix B

performance measurement

The key performance measurement mechanism for the Strategic Plan priorities will be annual reporting of Key Performance Indicators (KPIs) to assess progress and results for the Strategic Plan.

The following table is a guide to report on the Strategic Plan.

<table>
<thead>
<tr>
<th>STRATEGIC DIRECTION</th>
<th>PREVIOUS STATUS</th>
<th>CURRENT STATUS</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHARED INVESTMENT FOR SHARED BENEFIT</td>
<td></td>
<td></td>
<td>EG. A FRAMEWORK FOR A REGIONAL APPROACH IS APPROVED AND IMPLEMENTED.</td>
</tr>
<tr>
<td>RESPONSIBLE AND SUSTAINABLE GROWTH</td>
<td></td>
<td></td>
<td>EG. THE METROPOLITAN REGION SERVICING PLAN IS APPROVED AND SUBMITTED TO THE GOVERNMENT OF ALBERTA (GOA) BY OCTOBER 2019.</td>
</tr>
<tr>
<td>MAINTAINING MOMENTUM</td>
<td></td>
<td></td>
<td>EG. GOA AGREEMENT ON PROCESS FOR PLANNING AND PLACEMENT OF REGIONAL/PROVINCIAL ENERGY CORRIDORS.</td>
</tr>
</tbody>
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