## Executive Committee

May 9, 2019, 9:00 a.m. – Noon

Edmonton Metropolitan Region Board Office
#1100 Bell Tower, 10104 – 103 Avenue
Capital Region Boardroom

<table>
<thead>
<tr>
<th>1. Opening</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Quorum</strong></td>
</tr>
<tr>
<td>Action: Confirmation</td>
</tr>
<tr>
<td>Lead: Chair Abbott</td>
</tr>
<tr>
<td><strong>1.2 Call to Order</strong></td>
</tr>
<tr>
<td>Action: Declaration</td>
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<tr>
<td>Lead: Chair Abbott</td>
</tr>
<tr>
<td><strong>1.3 Chair's Opening Remarks</strong></td>
</tr>
<tr>
<td>Action: Information</td>
</tr>
<tr>
<td>Lead: Chair Abbott</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Approval of Agenda</th>
</tr>
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<tbody>
<tr>
<td>Action: Approval</td>
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<tr>
<td>Lead: Chair Abbott</td>
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</table>

**Recommended Motion:** That the Executive Committee approve the May 9, 2019 meeting agenda.

<table>
<thead>
<tr>
<th>3. Approval of Minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action: Approval</td>
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<tr>
<td>Lead: Chair Abbott</td>
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**Recommended Motion:** That the Executive Committee approve the March 14, 2019 meeting minutes.

<table>
<thead>
<tr>
<th>4. Governance</th>
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</thead>
</table>
### 4.1 Board Retreat
- **Action:** Information/Discussion
- **Lead:** Chair Abbott/CEO Wichuk

### 4.2 2018-2019 Annual Report Content
- **Action:** Information
- **Lead:** Chair Abbott/CEO Wichuk

## 5. Strategy

### 5.1 Growth Plan KPIs Status Update
- **Action:** Information
- **Lead:** Chair Abbott/CEO Wichuk

### 5.2 Regional Broadband Project Charter (Phase 1)
- **Action:** Endorsement and Recommendation
- **Lead:** Chair Abbott/CEO Wichuk

**Recommended Motion:** That the Executive Committee endorse and recommend the Regional Broadband Project Charter (Phase 1) to the Edmonton Metropolitan Region Board for approval.

### 5.3 Integrated Regional Transportation Master Plan Project Charter
- **Action:** Endorsement and Recommendation
- **Lead:** Chair Abbott/CEO Wichuk

**Recommended Motion:** That the Executive Committee endorse and recommend the Integrated Regional Transportation Master Plan Project Charter to the Edmonton Metropolitan Region Board for approval.

### 5.4 Intergrated Regional Transportation Master Plan Task Force Terms of Reference
- **Action:** Endorsement and Recommendation
- **Lead:** Chair Abbott/CEO Wichuk

**Recommended Motion:** That the Executive Committee endorse and recommend the Integrated Regional Transportation Master Plan Task Force Terms of Reference to the Edmonton Metropolitan Region Board for approval.

### 5.5 Annual Regional Transportation Priorities Report and Evaluation Criteria
- **Action:** Information
- **Lead:** Chair Abbott/CEO Wichuk
6. Stakeholder Engagement & Communications

<table>
<thead>
<tr>
<th>6.1 Engagement Strategy</th>
<th>Page 84 of 148</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action:</strong> Information</td>
<td></td>
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<tr>
<td><strong>Lead:</strong> Chair Abbott/CEO Wichuk</td>
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</table>

7. CEO Update

<table>
<thead>
<tr>
<th>7. Action: Information</th>
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<tbody>
<tr>
<td><strong>Lead:</strong> CEO Wichuk</td>
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</table>

8. CEO Performance Evaluation

<table>
<thead>
<tr>
<th>8. Action: Information/Discussion</th>
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<td><strong>Lead:</strong> Chair Abbott</td>
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</table>

9. Next Meeting

- July 11, 2019, 9:00 a.m. – Noon, EMRB Office TBC

10. In Camera

<table>
<thead>
<tr>
<th>10. Action: Approval</th>
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<tr>
<td><strong>Lead:</strong> Chair Abbott</td>
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</table>

10.1 CEO Performance Evaluation – Section 17 – Disclosure Harmful to Personal Privacy

<table>
<thead>
<tr>
<th>10.1 Action: Approval</th>
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<tbody>
<tr>
<td><strong>Lead:</strong> Chair Abbott</td>
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</table>

**Recommended Motion:** That the Executive Committee move In Camera, in accordance with the provisions of Section 17, of the Freedom of Information and Protection of Privacy Act (FOIP), R.S.A. 2000, c.F-25.

**Recommended Motion:** That the Executive Committee move out of camera.

11. Adjournment

<table>
<thead>
<tr>
<th>11. Action: Approval</th>
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<tr>
<td><strong>Lead:</strong> Chair Abbott</td>
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**Recommended Motion:** That the Executive Committee meeting of May 9, 2019 be adjourned.
Executive Committee

Thursday, March 14, 2019
9:00 a.m. – 12:00 p.m.
Edmonton Metropolitan Region Board
Capital Region Boardroom

Members:
Dr. Jodi L. Abbott, Board Chair
Mayor Bob Young, City of Leduc (Vice Chair)
Mayor Tanni Doblanko, Leduc County
Mayor Rod Shaigec, Parkland County
Mayor Barry Turner, Town of Morinville
Mayor Don Iveson, City of Edmonton

EMRB Staff & Consultants
Karen Wichuk, CEO
Sharon Shuya, Director, Regional Growth Planning
Debra Irving, Senior Project Manager
Alex Bonokoski, Project Manager
Agata Lewandowski, Executive Assistant
Raquel Chauvette, Administrative Assistant

Guests:
Tim Cartmell, City of Edmonton
Leslie Chivers, Sturgeon County
Gibby Davis, City of Edmonton
Susan Evans, Sturgeon County
Jordan Evans, Leduc County
Larissa Hepp, Sturgeon County
Greg Hofmann, City of Edmonton
Brandy Kelly, City of Leduc
Avril McCalla, City of Edmonton
Rick Preston, UDI – Edmonton Region
Paul Ross, City of Edmonton
Robert Stephenson, Strathcona County
Emily Strach, Parkland County
Julie Vizbar, Leduc County
Angela Wilson, Strathcona County
1. Opening

1.1 Quorum

Quorum achieved; four of five voting members present.

1.2 Call to Order

Chair Abbott calls the meeting to order at 9:01 a.m.

1.3 Chair’s Opening Remarks

Chair Abbott has no opening remarks.

2. Approval of Agenda

Motion: That the Executive Committee approve the March 14, 2019 meeting agenda.
Moved by: Mayor Iveson
Accepted by: Chair
Decision: Carried unanimously

3. Approval of Minutes

Motion: That the Executive Committee approve the January 10, 2019 meeting minutes.
Moved by: Mayor Young
Accepted by: Chair
Decision: Carried unanimously

4. Strategy

4.1 Regional Energy Corridors Advocacy Strategy Project Charter

Ms. Shuya presents the revised Regional Energy Corridors Advocacy Strategy Project Charter to members, providing history on the studies that helped frame the Project.

Motion: That the Executive Committee endorse and recommend the Regional Energy Corridors Advocacy Strategy Project Charter to the Edmonton Metropolitan Region Board for approval.
Moved by: Mayor Doblanko
Accepted by: Chair
Decision: Carried unanimously

4.2 2018-2023 Strategic Plan Strategic Priorities Update

CEO Wichuk introduces the 2018-2023 Strategic Plan Strategic Priorities Update and indicates what progress has been made toward the Strategic Priorities. CEO Wichuk
informs members that a proposal will be brought forward in the future regarding data collection throughout the Region.


*Mayor Turner arrives at the meeting at 9:10 a.m.*

CEO Wichuk introduces the 2018-2022 Business Plan (2019-2020 Update) to the members. CEO Wichuk walks through the notable changes in the Business Plan, informing members that going forward the Business Plan will be presented in a different format and following an annual Board Retreat, to better align the Business Plan with the Strategic Priorities and the Budget. CEO Wichuk explains that going forward the Business Plan will go through the Audit & Finance Committee for endorsement and recommendation to the Board, as it has direct correlation to the Budget. CEO Wichuk states that the Terms of Reference for the Committees are not clear on which Committee should be endorsing and recommending the Business Plan to the Board.

Chair Abbott suggests a process, noting all members are in agreement, that the Terms of Reference are to be reviewed and revised to document this new process going forward.

5. Governance

5.1 Board Development

*Chair Abbott calls a five minute break.*

Chair Abbott introduces the Board Development Work Plan, providing context on the importance of a Board Charter. Chair Abbott concludes that based on feedback the plan will move forward, starting with the introductions to National Growth Partners, Don Cummings and Sheila Witwicky.

CEO Wichuk acknowledges the importance of spending more time together in an informal setting, as requested by members. CEO Wichuk shares ideas of particular initiatives and opportunities for members to participate in, outside of the formal Board meetings, providing opportunity to think and engage but not make formal decisions.

5.2 Board Retreat

Chair Abbott discusses the desire for participation in an annual Board Retreat to take place in early September 2019, proposing that the Board Retreat replace the August 2019 Board meeting.

CEO Wichuk provides insight for replacing the August 2019 Board meeting to allow for the time to think and prepare for the Board Retreat, stating it is critically important.

Chair Abbott concludes that the August 2019 Board meeting will be cancelled and the
date for the September 2019 Board Retreat will be confirmed in the coming months.

6. Advocacy & Communications

6.1 Advocacy Update

CEO Wichuk provides an advocacy update, introducing the targeted advocacy areas to members. CEO Wichuk explains that the EMRB will have a living document, as it changes based on outcomes and needs, to help complete a robust, action-oriented and impactful Advocacy Plan. CEO Wichuk concludes with the importance and benefits that are present in the opportunities for partnerships.

7. CEO Update

CEO Wichuk shares how it has been a busy month since the last Board meeting, with a large focus being on the Business Plan and Budget. CEO Wichuk touches on the three scenarios that are presented in the Audit & Finance Committee package, confirming that once a decision is made on the Budget then the Business Plan will be finalized. CEO Wichuk notifies members of the issue of regional capacity that has been brought to her attention at the previous CAO meeting, and will be present on the agenda for the CAO meeting on March 21, 2019. CEO Wichuk updates members on the final phase for the onboarding of new staff. CEO Wichuk looks for clarification on the roles of alternates in the upcoming Shared Investment for Shared Benefit (SISB) workshops. CEO Wichuk reminds all members that the fiscal year end is coming up, and asks that all members submit their claims before March 31, 2019. CEO Wichuk informs members that we have received the grant money for 2019-2020. CEO Wichuk concludes with a look into the meetings she has participated in over the last four weeks.

8. Next Meeting

- May 9, 2019, 9:00 a.m. – Noon, EMRB Office

9. In Camera

9.1 HR: CEO Transition Update – Section 17 – Disclosure Harmful to Personal Privacy

Motion: That the Executive Committee move In Camera, in accordance with the provisions of Section 17, of the Freedom of Information and Protection of Privacy Act (FOIP), R.S.A 2000, c.F-25.
Moved by: Mayor Doblanke
Accepted by: Chair
Decision: Carried unanimously
In Camera Participants:

Mayor Doblanko  Dr. Jodi L. Abbott
Mayor Iveson  CEO Wichuk
Mayor Shaigec
Mayor Stewart
Mayor Turner
Mayor Young

Motion: That the Executive Committee move out of camera.
Moved by: Mayor Shaigec
Accepted by: Chair
Decision: Carried unanimously

10. Adjournment

Motion: That the Executive Committee meeting of March 14, 2019 be adjourned at 11:05 a.m.
Moved by: Mayor Doblanko
Accepted by: Chair
Decision: Carried unanimously

Committee Chair, Dr. Jodi L. Abbott
Board Retreat

Background

As confirmed at the April 11, 2019 meeting, the Board wishes to proceed with a Retreat to be held on September 4, 2019, kindly co-hosted by the City of St. Albert and Sturgeon County.

A meeting invitation and draft itinerary was provided to Board Members on April 30, 2019 with the following preliminary details:

8:00 a.m.   Meet in St. Albert
8:00 a.m. - 8:30 a.m.  Travel to Venue
8:45 a.m. - 4:00 p.m.  Board Retreat
4:00 p.m. - 4:30 p.m.  Travel to St. Albert
4:45 p.m. - 6:00 p.m.+  Reception

Facilitators have been secured for the Retreat, and EMRB Administration has commenced discussion with the Board, Chair and Vice Chair on the development of the agenda; however, it is important we receive areas of interest, ideas and agenda items from Board Members to ensure a meaningful Retreat for everyone.

Executive Committee is being asked to generate some ideas for consideration. A couple of notional retreat themes for your consideration, and to help generate ideas and feedback, may perhaps include:

Our Strategic Vision Forward

• Review and validation, (or perhaps) evolution of our Strategic Priorities and the alignment of our initiatives. How may we continue to refine and improve our work in support of our desired outcomes?
• Review of progress to date.

Our Engagement Agenda

• EMRB has a broad scope of strategic relationships and partnerships. How do we best engage and involve our stakeholders? How do we deepen their involvement and identify areas of strategic alignment?

Next Steps

• EMRB Administration will commence work with representatives from St. Albert and Sturgeon County to establish our budget and sort out the logistics.
• EMRB Administration will work with Chair Abbott and Vice Chair Choy to develop the Retreat agenda.
• A Retreat agenda package will be provided to the Board in advance of the Retreat.
2018-2019 Annual Report

Background

Preparation and submission of the Edmonton Metropolitan Region Board (EMRB) Annual Report to the Minister of Municipal Affairs is a legislated requirement under Section 708.09(1) of the Municipal Government Act.

708.09(1) A growth management board must, within 120 days after the end of every financial year, submit to the Minister a report summarizing its activities during the financial year.

The EMRB is therefore required to submit the 2018-2019 Annual Report to government no later than July 29, 2019; however, in advance of submission, time has been allocated to allow for a required review and endorsement by the Audit & Finance Committee, a review by the Executive Committee, and final approval and signature by the Board.

EMRB Administration has commenced work on the 2018-2019 Annual Report, which provides the requisite accounting of activities as well as the audited financial statement and audit opinion as prepared by an independent auditor.

A text-only draft of the EMRB 2018-2019 Annual Report, which includes the Financial Statements, has been developed for the purposes of Executive Committee review, and Audit & Finance Committee review and endorsement, in anticipation of completion of the graphic design and a draft version suitable for publishing being presented to the Board for approval and signature at the June 13, 2019 Board meeting.

Changes of Note in the 2018-2019 Annual Report:

- Separate forward-looking - A Message from the Members of the Edmonton Metropolitan Region Board - is now included to compliment A Message from the Chair of the EMRB and A Message from the CEO of the EMRB;
- A planned Municipal Profile page for each municipality highlighting the community;
- A break from repeated references to transition or the CRB and a strategic focus on the transformational agenda ahead; and
- Reduction in stock photography and the use of images from the member municipalities.

Next Steps

1. Municipalities will be contacted to obtain information, mayoral quotes and photographs to be featured in the Municipal Profile pages and interspersed throughout the draft 2018-2019 Annual Report.
2. The Draft 2018-2019 Annual Report is provided as an information item in the agenda package for the upcoming May 9, 2019 Executive Committee meeting.
   - Following review, Executive Committee members are asked to discuss and provide feedback and suggestions to EMRB Administration.
   - EMRB Administration will take any feedback to the Audit & Finance Committee.

3. The Draft 2018-2019 Annual Report Content is provided for endorsement and recommendation in the agenda package for the upcoming May 9, 2019 Audit & Finance Committee meeting.
   - Following review, Audit & Finance Committee members are asked to discuss and provide feedback (including Executive Committee comments) and suggestions to EMRB Administration.
   - EMRB Administration will amend the Annual Report accordingly.

4. The Draft 2018-2019 Annual Report will proceed to finalize the graphic design and a version for publishing will be presented to the Board at the June 13, 2019 Board meeting for approval and signature.
   - Upon Board approval of the Audited Financial Statements, these will be incorporated in to the draft EMRB 2018-2019 Annual Report.

5. Upon Board approval, the 2018-2019 Annual Report will be printed for distribution to the Minister of Municipal Affairs, EMRB member municipalities, and copies retained for future EMRB distribution and use.

6. The 2018-2019 Annual Report will be posted to the EMRB website.

**Attachments:**

Growth Plan KPIs Status Update

Introduction

Monitoring, evaluating and reporting on changes and progress related to the Edmonton Metropolitan Region Growth Plan (EMRGP) policy areas is critical to understand the effectiveness of the policies and how they contribute to outcomes of the Plan. As important as it is to use these results to identify areas requiring adjustment, the real value of a monitoring and reporting program is to:

- **Track progress in achieving goals:** Monitoring creates a means and process to track changes occurring in the Region over time that are relevant to the EMRGP.

- **Assess effectiveness of policies:** Monitoring helps evaluate how well the actions are assisting in achieving the overarching vision of the EMRGP, along with its strategic principles and policies. This helps to assess the effectiveness of the policies and provides supporting information to guide future decisions.

- **Encourage accountability and transparency:** Ongoing reporting establishes a platform for consistently communicating outcomes of the implementation of the EMRGP. The benefits of this are:
  a) promotes transparency in the EMRB’s activities;
  b) celebrates accomplishments and focuses attention on the areas that need work;
  c) demonstrates accountability to implementing the EMRGP.

Background

- The original 2010 Growth Plan - *Growing Forward*, identified 15 KPIs which were reported on annually from 2014 to 2017.
  - The Board added a 16th indicator on planned densities within the region in 2015.
  - These KPIs were reported annually through a published white paper report.

- The EMRGP identifies 26 specific indicators related to each of its 6 policy areas.
  - 11 of the original 16 indicators from the first Growth Plan were carried forward with some revisions.

- In late 2017, an online web dashboard for the new EMRGP KPIs was developed.
  - The dashboard provides a live, easily accessible, interactive and dynamically updated platform for reporting on the KPIs.

- The EMRGP KPIs were first reported to the Board on May 10, 2018 using the online dashboard.
  - At that time, 17 of the 26 KPIs had complete datasets and were reported on.
  - Alberta Agriculture and Forestry has since provided data on 2 of the KPIs related to Agriculture Fragmentation and Conversion.
KPMG was hired in late 2018 to help develop the remaining 7 indicators which lacked an identified data source and to enhance the interpretation of the results of all KPIs.

It is expected that all 26 KPIs will have complete datasets and analysis completed by mid 2019 following KPMG’s work.

- The list of 26 KPIs are referenced in Appendix F of the Growth Plan on pages 122-123 and are also attached to this briefing note (Attachment 1).
- All KPIs and the reporting status can be found on the live KPI web dashboard at:
  - www.emrb.ca/kpi-dashboard
  - By clicking the big blue ‘Growth Plan Dashboard’ button on the EMRB homepage.

### Table 1 – Status of KPIs

<table>
<thead>
<tr>
<th>KPI</th>
<th>Status</th>
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<tbody>
<tr>
<td>1 – Employment Growth</td>
<td>Complete</td>
</tr>
<tr>
<td>2 – Employment Diversity</td>
<td>Complete</td>
</tr>
<tr>
<td>3 – Employment Density</td>
<td>KPMG WIP</td>
</tr>
<tr>
<td>4 – Fuel Sales and GHG emissions</td>
<td>Complete</td>
</tr>
<tr>
<td>5 – Ambient air quality, AQHI</td>
<td>Complete</td>
</tr>
<tr>
<td>6 – Protected Areas</td>
<td>Complete</td>
</tr>
<tr>
<td>7 – Wetland Loss</td>
<td>KPMG WIP</td>
</tr>
<tr>
<td>8 – Wetlands Saved/Restored</td>
<td>KPMG WIP</td>
</tr>
<tr>
<td>9 – Housing Mix</td>
<td>Complete</td>
</tr>
<tr>
<td>10 – Household Spending</td>
<td>Complete</td>
</tr>
<tr>
<td>11 – Diversity of Greenfield Areas</td>
<td>Complete</td>
</tr>
<tr>
<td>12 – Total Population and Dwellings</td>
<td>Complete</td>
</tr>
<tr>
<td>13 – Residential Intensification</td>
<td>KPMG WIP</td>
</tr>
<tr>
<td>14 – Planned and As-Built Density</td>
<td>Complete</td>
</tr>
<tr>
<td>15 – Residential Construction</td>
<td>Complete</td>
</tr>
<tr>
<td>16 – Residential Land Supply</td>
<td>KPMG WIP</td>
</tr>
<tr>
<td>17 – Industrial Land Supply</td>
<td>KPMG WIP</td>
</tr>
<tr>
<td>18 – Investments in Regional Roads</td>
<td>KPMG WIP</td>
</tr>
<tr>
<td>19 – Investments in Intermunicipal Transit</td>
<td>Complete</td>
</tr>
<tr>
<td>20 – Commuting Duration</td>
<td>Complete</td>
</tr>
<tr>
<td>21 – Commuting Mode Split</td>
<td>Complete</td>
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<tr>
<td>22 – Transit Ridership</td>
<td>Complete</td>
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<tr>
<td>23 – Agricultural Land Conversion</td>
<td>Complete</td>
</tr>
<tr>
<td>24 – Agricultural Land Fragmentation</td>
<td>Complete</td>
</tr>
<tr>
<td>25 – Value of Farm Receipts</td>
<td>Complete</td>
</tr>
<tr>
<td>26 – REF Approvals</td>
<td>Complete</td>
</tr>
</tbody>
</table>
Status

- 2018 municipal census data (for those municipalities that completed one) has been incorporated into Indicator 12 – Total Population and Dwellings.
  - KPMG’s work on the remaining 7 indicators is estimated to be completed by the end of May. In addition, the project will include a short trend analysis and identify performance drivers for each indicator which will enhance overall communication of the results.
- An advisory group was formed of municipal data experts who met on November 26, 2018 for an initial review of KPI definitions. A follow-up meeting to bring the group back together to review the final draft of work from KPMG, is being planned for later in May.

Next Steps

- The full set of 26 KPIs (with complete data and analysis) will be presented at the next Executive Committee meeting following the completion of KPMG’s work on the remaining KPIs.
- It is expected that the KPIs will evolve and be revised over time, especially once all 26 KPIs have established baseline data.
- A design document summary report will be explored as an alternative presentation tool.

Attachments

1. EMRGF Appendix F – Key Performance Indicators
Appendix F. Key Performance Indicators

The following table contains a detailed list of indicators by policy area that will be collected and monitored by CRB. The recommended geographies, funding sources and frequency may change, depending on the availability of data.

<table>
<thead>
<tr>
<th>Policy Area</th>
<th>Key Performance Indicator</th>
<th>Recommended Geographies</th>
<th>Potential Source(s)</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Competitiveness and Employment</td>
<td>1. Employment growth, % change</td>
<td>Region and by planning tier, municipality and major employment area</td>
<td>StatsCan's Census of Population</td>
<td>Every 5 years based on census</td>
</tr>
<tr>
<td></td>
<td>2. Employment diversity, job classification (NAICS)</td>
<td>Region and by municipality, major employment area and centre</td>
<td>StatsCan's Census of Population and other StatCan sources</td>
<td>Every 5 years and GP update</td>
</tr>
<tr>
<td></td>
<td>3. Employment density within centres</td>
<td>By centre</td>
<td>StatsCan's Census of Population</td>
<td>Every 5 years based on census</td>
</tr>
<tr>
<td>Natural Living Systems</td>
<td>4. Fuel sales and GHG emissions, per capita</td>
<td>Region</td>
<td>Kent Group Ltd.</td>
<td>Annual</td>
</tr>
<tr>
<td></td>
<td>5. Ambient air quality, AQHI ratings</td>
<td>Region</td>
<td>Clean Air Strategic Alliance</td>
<td>Annual</td>
</tr>
<tr>
<td></td>
<td>6. Amount of and locations of provincial parks, protected areas and ESAs</td>
<td>Region</td>
<td>Alberta Environment and Parks</td>
<td>As needed or every 5 years</td>
</tr>
<tr>
<td></td>
<td>7. Estimated total area of wetland loss by wetland type (and if possible by location for analysis by land use zoning; i.e., zoned agriculture vs. other zoned areas)</td>
<td>Region and by planning tier and municipality</td>
<td>Alberta Environment and Parks (potentially Alberta Merged Wetland Inventory [AMWI]), AltaLIS parcel mapping and municipal land use data</td>
<td>Annual</td>
</tr>
<tr>
<td></td>
<td>8. Amount of wetland loss and amount of wetlands saved (conserved) and/or restored</td>
<td>Region and by planning tier and municipality</td>
<td>Alberta Environment and Parks and Ducks Unlimited Canada</td>
<td>Annual</td>
</tr>
<tr>
<td>Communities and Housing</td>
<td>9. Housing mix, housing distribution by structure type</td>
<td>Region and by housing sub-region, planning tier and municipality</td>
<td>StatsCan's Census of Population, municipal censuses and potential regional survey</td>
<td>Every 5 years based on census</td>
</tr>
<tr>
<td></td>
<td>10. Housing spending, including housing affordability</td>
<td>Region and by housing sub-region and planning tier</td>
<td>StatsCan's Census of Population (if longform reintroduces it) and potential regional survey</td>
<td>Every 5 years based on census</td>
</tr>
<tr>
<td></td>
<td>11. Diversity of land uses in greenfield areas (% of area per generalized land use category)</td>
<td>Region, planning tier, municipality and hamlets where land use plans are in effect</td>
<td>Approved land use plans</td>
<td>Annual</td>
</tr>
<tr>
<td>Policy Area</td>
<td>Key Performance Indicator</td>
<td>Recommended Geographies</td>
<td>Potential Source(s)</td>
<td>Frequency</td>
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<tr>
<td><strong>Integration of Land Use and</strong></td>
<td><strong>12.</strong> Total population and dwellings, % change</td>
<td>Region and by planning tier, municipality and hamlet (where data is available)</td>
<td>StatsCan’s Census of Population and municipal censuses</td>
<td>Every 5 years based on census</td>
</tr>
<tr>
<td><strong>Infrastructure</strong></td>
<td><strong>13.</strong> Intensification target (% of new dwelling units approved in the Built-Up Urban Area)</td>
<td>Region and by planning tier, municipality and centre</td>
<td>Member municipalities (development permit approvals)</td>
<td>Annual</td>
</tr>
<tr>
<td></td>
<td><strong>14.</strong> Planned and as-built densities of greenfield areas</td>
<td>Region and by planning tier, municipality, hamlet (where land use plans in place) and approved land use plans (e.g., ASPs)</td>
<td>Approved land use plans for planned density Either CRB administration methodology (using municipal and federal censuses) or member municipality methodology for as-built density</td>
<td>Annual for planned density. Every 5 years for as-built density</td>
</tr>
<tr>
<td></td>
<td><strong>15.</strong> Residential units constructed within centres and built-up urban areas</td>
<td>Region and by planning tier, municipality and centre</td>
<td>Either CRB Admin methodology (using municipal and federal censuses) or member municipality methodology for as-built density</td>
<td>Every 5 years</td>
</tr>
<tr>
<td></td>
<td><strong>16.</strong> Residential land supply – unabsorbed and absorbed urban residential and rural (country) residential lands</td>
<td>Region and by planning tier, municipality and hamlet</td>
<td>Municipal land use data and AltaLIS parcel mapping</td>
<td>GP Update</td>
</tr>
<tr>
<td></td>
<td><strong>17.</strong> Industrial land supply – unabsorbed and absorbed industrial lands</td>
<td>By major employment area</td>
<td>Municipal land use data and AltaLIS parcel mapping</td>
<td>GP update</td>
</tr>
<tr>
<td></td>
<td><strong>18.</strong> Investments in regional road infrastructure by level of government</td>
<td>Region and by planning tier, municipality and hamlet</td>
<td>Federal, provincial and municipal budgets</td>
<td>Every 5 years</td>
</tr>
<tr>
<td></td>
<td><strong>19.</strong> Investments in intermunicipal transit by level of government</td>
<td>Region and by planning tier, municipality and hamlet</td>
<td>Federal, provincial and municipal budgets</td>
<td>Every 5 years</td>
</tr>
<tr>
<td></td>
<td><strong>20.</strong> Median commuting duration</td>
<td>Region and by municipality</td>
<td>StatsCan’s Census of Population and Regional Household Travel Survey (RHTS)</td>
<td>Every 5 years (10 years for RHTS)</td>
</tr>
<tr>
<td></td>
<td><strong>21.</strong> Commuting mode share</td>
<td>Region and by municipality</td>
<td>StatsCan’s Census of Population and Regional Household Travel Survey (RHTS)</td>
<td>Every 5 years (10 years for RHTS)</td>
</tr>
<tr>
<td></td>
<td><strong>22.</strong> Transit ridership (transit trips per capita)</td>
<td>By municipality</td>
<td>Canadian Urban Transit Association (CUTA)</td>
<td>Annual</td>
</tr>
<tr>
<td></td>
<td><strong>23.</strong> Total prime agricultural land consumed (LSRS transitioning to CRB tool; subject to outcomes of Agriculture Master Plan)</td>
<td>Region and by planning tier, municipality and hamlet</td>
<td>AltaLIS parcel mapping, Alberta Agriculture and Forestry and CRB (once LESA in place), potentially Alberta Land Institute (UofA)</td>
<td>Annual</td>
</tr>
<tr>
<td></td>
<td><strong>24.</strong> Distribution of subdivision acres by land class (LSRS transitioning to CRB tool) – mapping</td>
<td>Region and by planning tier and municipality</td>
<td>AltaLIS parcel mapping, Alberta Agriculture and Forestry and CRB (once LESA in place), potentially Alberta Land Institute (UofA)</td>
<td>Annual</td>
</tr>
<tr>
<td></td>
<td><strong>25.</strong> Value of farm receipts</td>
<td>Region and by six agricultural sub-regions</td>
<td>StatsCan’s Census of Agriculture</td>
<td>Every 5 years</td>
</tr>
<tr>
<td></td>
<td><strong>26.</strong> REI Approvals versus Denied or Withdrawn</td>
<td>Region</td>
<td>CRB</td>
<td>Annual</td>
</tr>
</tbody>
</table>

**Executive Committee**
Regional Broadband Project Charter (Phase 1)

**Recommended Motion:** That the Executive Committee endorse and recommend the Regional Broadband Project Charter (Phase 1) to the Edmonton Metropolitan Region Board for approval.

**Background**

- The Regional Broadband Project was first conceived in the 2018-2023 Strategic Plan. *Strategic Priority 2 Responsible and Sustainable Growth* states, “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.”
- In the 2018-2022 Business Plan, the Edmonton Metropolitan Region Board (EMRB) approved the Broadband Project to undertake an environmental scan to inform future work and address the identified regional issues.
- While broadband is not explicitly derived from the Edmonton Metropolitan Region Growth Plan, it is recognized as critical regional infrastructure necessary to enable several objectives and policy areas of the Growth Plan including Economic Competitiveness, Complete Communities, Integration of Land Use and Infrastructure, Transportation Systems and Agriculture.

**Project Charter**

In Fall of 2018, EMRB Administration completed a scan of broadband at all levels. Interviews with member municipalities identified that Phase 1, the Edmonton Metropolitan Region Broadband Situation Analysis should:

1. Provide a comprehensive perspective of the current state and issues with broadband in the Region;
2. Explore strategic synergies the Board may wish to pursue including external partnerships; and
3. Recommend next steps to inform and equip Board Members with information and evidence necessary to make decisions to address the identified regional issues with a potential regional strategy or action plan.

**Next Steps**

- The Project Charter will be brought to the Board for approval in June 2019.
- A request for proposal will be drafted and issued, with a consultant to begin work in Summer 2019.
Attachments

1. Edmonton Metropolitan Region Broadband Situation Analysis Project Charter
Edmonton Metropolitan Region
Broadband Situation Analysis

Project Charter

May 2019
Section 1. **Charter Introduction**

1.1 **Document Change Control**

This section will record the history of the document from first approval. Only approved changes to scope, budget, resources or schedule will result in changes to the Project Charter. Changes to the Project Charter will be documented by adding addenda to the original project charter.

<table>
<thead>
<tr>
<th>Revision Number</th>
<th>Date of Issue</th>
<th>Author(s)</th>
<th>Brief Description of Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>
1.2 Executive Summary

Broadband is an emerging issue for most municipalities in the Region and poses a significant threat to the economic competitiveness of the Edmonton Metropolitan Region and its municipalities. The Edmonton Metropolitan Region Board (EMRB) has identified the need to address the issues associated with gaps in regional broadband to increase regional prosperity, quality of life and economic competitiveness. A need for a regional broadband strategy was first identified during the development of the 2018-2023 EMRB Strategic Plan with a subsequent project being identified and a budget confirmed in the 2018-2022 Business Plan and 2018/2019 Budget.

Historically, the challenges and issues municipalities face regarding broadband have been assumed to be limited to rural municipalities; however, through a preliminary assessment by EMRB Administration, it has been determined both urban and rural municipalities are facing challenges regarding the provision of broadband and service levels. Given its importance as an enabling technology required by all types of business, residents and governments, it has been identified as a critically important issue which needs to be addressed across the Region. Reliable high-speed internet access is considered a necessity for any global economically competitive region.

The lack of universally available Internet access across the Region has been identified as a barrier to attracting new businesses and industries to the Edmonton Metropolitan Region. Further, municipalities across the Region have taken different approaches to addressing the gaps with no consistent or regional solution emerging.

To support a key policy area in the Edmonton Metropolitan Region Growth Plan – Economic Competitiveness & Employment, the Board has identified the need for a regional approach to addressing the gaps in access and service levels through the exploration of a regional broadband strategy.

Phase 1, the first step in developing a regional broadband strategy, is to complete the *Edmonton Metropolitan Region Broadband Situation Analysis*. This project will provide a regional perspective and understanding of the current broadband environment, identify gaps and opportunities, and provide recommendations to inform a future regional broadband strategy or action plan. Additionally, it will identify what role the EMRB may play in collaboration with member municipalities, identify potential external partnerships, as well as funding and advocacy strategies, where appropriate.

The primary goal of the *Edmonton Metropolitan Region Broadband Situation Analysis* is to gather the evidence to describe the level of investment in broadband across the Region, and to build a compelling business case for how to address the gaps and opportunities. It is critical to enable the Region’s economic competitiveness and quality of life through a clear strategy and corresponding level of investment.
1.3 Project Approval

This project charter formally authorizes the existence of the project, *Edmonton Metropolitan Region Broadband Situation Analysis*, and provides the project manager, appointed at the discretion of the Chief Executive Officer, with the authority to apply organizational resources to project activities described herein. If there is a change in the project scope, budget, resources or schedule, the project charter will be updated and submitted for re-approval.

<table>
<thead>
<tr>
<th>Approving Body</th>
<th>Edmonton Metropolitan Region Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval Date</td>
<td></td>
</tr>
<tr>
<td>Motion ID</td>
<td></td>
</tr>
<tr>
<td>Project Sponsor</td>
<td>Karen Wichuk, CEO</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Taylor Varro</td>
</tr>
</tbody>
</table>
Section 2. Project Overview

2.1 Project Summary

On June 14, 2018, the EMRB approved the 2018-2023 EMRB Strategic Plan. Strategic Priority 2: Responsible and Sustainable Growth identifies regional broadband as a key enabling technology with the capability to contribute to the prosperity and quality of life in the Region. Further, the updated 2018-2022 EMRB Business Plan identifies the need to complete a scan and assessment regarding regional broadband to inform the development of a regional broadband strategy or action plan.

Broadband is intricately woven into all aspects of the EMRB work and supports the six policy areas of the Growth Plan. It is an integral component of business attraction, economic competitiveness and additionally impacts the provision of infrastructure, agriculture, transportation systems, and complete communities. Most recently, broadband has been linked to EMRB’s top strategic priority, the Shared Investment for Shared Benefit initiative, which will create a framework for municipalities to collaborate on projects of regional interest.

The Internet of Things is a major global economic and social driver of the 21st Century. The global economy is transitioning from an industrial economy to a knowledge-based economy reliant on the internet – becoming a standard form of communication, setting expectations for instant access to and capacity for information and data, regardless of location.

In terms of internet speed, Canada ranks 17th worldwide. Alberta ranks 7th among Provinces and Edmonton ranks 21st among Canadian communities. Rural communities and smaller urbans are lagging behind even further; on average, download speeds are 25% slower in rural communities than in urbans. There is a regional need for increased broadband access and internet speeds to be a driver for global economic competitiveness, enabling the attraction and retention of businesses and skilled workers within the Region. (See Figure 1 – Regional Download Speeds)

As of 2016, the CRTC (Canadian Radio-television and Telecommunications Commission) with the Government of Canada now considers internet a basic telecommunications service for all Canadians. The Federal Government has set targets (which the majority of the Region’s municipalities do not meet) of 50 Mbps (download) and 10 Mbps (upload) speed for 90% of residents and businesses by 2021 and identified $750 million dollars in funding over 5 years through the Connect to Innovate Fund. In the 2019 Budget, the Government of Canada has earmarked an additional $5 billion in several initiatives that will mainly focus on and support universal, high-speed internet in rural, remote and northern communities. While many of the communities in the Edmonton Metropolitan Region do not meet the targets set by the Federal Government, metropolitan regions, like ours, may be out of the scope of the Federal Government’s initiatives and funding.

In 2017, the Province of Alberta approved to undertake work on broadband policy options and develop a Provincial Broadband Strategy. The proposed scope includes all of Alberta with a focus on rural and Indigenous communities. In January 2018, the Province released a survey to key stakeholders to better understand what challenges municipalities were facing with respect to broadband, including financial feasibility, timing and priorities. The original intent was to have
policy options released in the Fall of 2018, and implementation of a strategy to start in 2019; however, there has been no formal release to date.

EMRB Administration met with member municipalities in the Fall of 2018 to get an initial understanding of the current situation for broadband provision and challenges at the local level. The results of these interviews provided a high-level view of the vast differences in broadband needs, service provision and challenges across the Region. A summary of the preliminary findings includes:

- Service throughout the Region is dominated by major Internet Service Providers (Telus, Shaw and Bell) creating a virtual monopoly;
- Most municipalities face a wide range of issues and challenges regarding broadband access and capacity;
- There are a diverse range of service delivery models currently in use and being studied locally;
- The need for broadband impacts several land use types locally including residential, commercial, industrial and even agricultural;
- Municipalities are often working independently to address broadband issues and gaps with very little intermunicipal collaboration and coordination;
- Broadband has varying degree of importance for municipalities and councils locally. The degree of interest varies from no importance, to council priority, completing studies and funding/partnering with private industry for service provision;
- To date, needs assessments, feasibility studies, progress reports and grant applications have been completed to different degrees locally; and
- There is a strong belief EMRB can play a vital role to solve regional broadband issues and fill the gap between local and provincial decisions.

While both the Federal and Provincial Government’s initiatives have not been firmly established and may ultimately be focused in specific underserved areas, it is imperative the EMRB takes a leadership position in identifying what is needed in the region and work with other orders of government on creative solutions as they arise.

The development of an Edmonton Metropolitan Region Broadband Situation Analysis, is a critically important strategic initiative to inform all decision makers as to the opportunities and challenges across the regional, provide clarity and direction regarding next steps, including defining a potential role where the EMRB can add the most value to addressing the broadband needs for all municipalities across the region.
Figure 1: Regional Download Speeds – Canadian Internet Registration Authority (CIRA) 2018
2.1.1 Project Objectives and Outcomes

<table>
<thead>
<tr>
<th>No.</th>
<th>Objectives</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To understand the current state of broadband in the Region.</td>
<td>• Regional broadband asset inventory (public and private).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Service delivery model comparison and best practices.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Contextual and visual representation of current internet coverage and speed analysis.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Summary and status of municipal broadband initiatives.</td>
</tr>
<tr>
<td>2</td>
<td>To understand the impediments, challenges and opportunities facing the Region in enhancing global economic competitiveness that are caused by current broadband service levels.</td>
<td>• Identified regional broadband gaps and opportunities.</td>
</tr>
<tr>
<td>3</td>
<td>To understand the consequences of not addressing regional broadband.</td>
<td>• Status quo analysis / Opportunity cost / Quantify the economic impact.</td>
</tr>
<tr>
<td>4</td>
<td>To conceptually understand future need and how broadband services are connected to and will aid in achieving Growth Plan objectives and growth projections.</td>
<td>• Desired future regional state.</td>
</tr>
<tr>
<td>5</td>
<td>To identify strategic synergies; linkages to EMRB initiatives and key external partnerships EMRB may pursue to enhance regional broadband.</td>
<td>• Recommend potential partnership to support the future regional state.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Identify federal, provincial directives and programs, eligibility, timing and funding.</td>
</tr>
<tr>
<td>6</td>
<td>To define a clear path forward to address regional issues.</td>
<td>• Recommendations for future next steps to inform a regional action plan or strategy.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Identify dependencies, risks and risk mitigation strategies.</td>
</tr>
</tbody>
</table>

2.1.2 Project Scope

The Edmonton Metropolitan Region Broadband Situation Analysis will provide a holistic view and perspective on the current state and future needs to enable a consistent level of broadband services across the Region. The project will be completed by February 2020.

<table>
<thead>
<tr>
<th>Activities in Scope in Phase 1</th>
<th>Activities out of Scope in Phase 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Current state analysis</td>
<td>1. Broadband action plan</td>
</tr>
<tr>
<td>2. Gap analysis</td>
<td>2. Advocacy strategy</td>
</tr>
<tr>
<td>4. Desired future state</td>
<td>4. Regional Broadband Solutions</td>
</tr>
</tbody>
</table>
The above activities will enable the development of a Region-wide view of broadband and provide the basis for identifying a future regional state of broadband to support the economic competitiveness and quality of life in the Region. Recommendations for strategic synergies (with EMRB Members, external partners and higher-order governments) and next steps will inform a future regional broadband action plan or strategy.

### 2.2 Deliverables

The project deliverables are outlined in the table on the following page.

Generally, a Communication Plan and an Engagement Plan are mandatory deliverables for all EMRB projects. As Phase 1 of the broadband project is limited to a Situation Analysis, it is recommended that the development of specific communication and engagement strategies be deferred to future phases of this project, as approved by the EMRB.
<table>
<thead>
<tr>
<th>Project Deliverable 1: Broadband Situation Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stakeholder:</strong></td>
</tr>
<tr>
<td><strong>Description:</strong></td>
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<tr>
<td><strong>Acceptance Criteria:</strong></td>
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<tr>
<td><strong>Due Date:</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Deliverable 2: Lessons Learned Register</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stakeholder:</strong></td>
</tr>
<tr>
<td><strong>Description:</strong></td>
</tr>
<tr>
<td><strong>Acceptance Criteria:</strong></td>
</tr>
<tr>
<td><strong>Due Date:</strong></td>
</tr>
</tbody>
</table>
Project deliverables formally accepted as information and/or approved by the project sponsor will constitute project milestones. Acceptance criteria for major deliverables will include appropriate formatting consistent with the level of professionalism described in the statement of work and the EMRB’s style guidelines.

### Phase 1: Edmonton Metropolitan Region Broadband Situation Analysis

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>D</td>
<td>J</td>
</tr>
<tr>
<td>Project Initiation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Edmonton Metropolitan Region Broadband Situation Analysis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Approval &amp; Next Steps</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Lessons Learned Register</td>
<td></td>
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</tr>
</tbody>
</table>

#### 2.3 Project Cost Estimate and Source of Funding

#### 2.3.1 Project Cost Estimate

The budget for the Broadband Situation Analysis is $40,000 - $50,000. This budget is inclusive of all associated project costs including professional consulting fees, as well as costs for communications, meetings, travel and honoraria.

#### 2.4 Dependencies

<table>
<thead>
<tr>
<th>Dependency Description</th>
<th>Critical Date</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provincial Broadband Strategy Update is an external project that is related as it may provide an overall provincial framework or funding opportunities for municipalities</td>
<td>Unknown</td>
<td>Claudette Dunsing, Manager Provincial Broadband Strategy, Service Alberta</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stephen Bull, Assistant Deputy Minister, Provincial Telecommunications &amp; Registries of Government of Alberta</td>
</tr>
</tbody>
</table>
### Dependency Description

<table>
<thead>
<tr>
<th>Dependency Description</th>
<th>Critical Date</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CRTC Broadband Fund</strong> is an external project that is related as it will provide funding to build or upgrade infrastructure for fixed and mobile wireless broadband internet service to underserved areas.</td>
<td>2019</td>
<td>CRTC</td>
</tr>
<tr>
<td><strong>EMRB Regional Broadband Action Plan</strong> is Phase 2 of the EMRB broadband project and will be informed by the Edmonton Metropolitan Region Broadband Situation Analysis.</td>
<td>Unknown</td>
<td>Taylor Varro, Project Manager, EMRB</td>
</tr>
<tr>
<td><strong>EMRB Shared Investment for Shared Benefit Initiative</strong> is a Strategic Initiative of the Board and aims to provide a framework for sharing investments to support regionally beneficial projects.</td>
<td>December 2020</td>
<td>Alex Bonokoski, Project Manager, EMRB</td>
</tr>
<tr>
<td>The role of Edmonton Global needs to be understood, including where priorities and investment opportunities exist in the Region.</td>
<td>Unknown</td>
<td>Malcolm Bruce, CEO, Edmonton Global</td>
</tr>
</tbody>
</table>

### 2.5 Project Risks, Assumptions, and Constraints

#### 2.5.1 Risks

<table>
<thead>
<tr>
<th>No.</th>
<th>Risk Description</th>
<th>Probability (H/M/L)</th>
<th>Impact (H/M/L)</th>
<th>Risk Management Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Municipal Capacity</td>
<td>M</td>
<td>M</td>
<td>CAOs to be consulted and informed throughout the project to understand expectations and assign municipal resources as required.</td>
</tr>
<tr>
<td></td>
<td>Capacity of municipal staff particularly related to the collection of municipal data and plans.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Political Shifts</td>
<td>H</td>
<td>L</td>
<td>Remaining aware of the Provincial Broadband Strategy Update and communicating with Service Alberta. This risk will have a higher impact in future phases of the project.</td>
</tr>
<tr>
<td></td>
<td>Potential of new provincial and federal governments may result in a shift in broadband programs and funding (i.e. Provincial Broadband Strategy Update).</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.5.2 Assumptions

The following table lists the items that cannot be proven or demonstrated when this project charter was prepared, but they are taken into account to stabilize the project approach or planning. Changes in these assumptions have the potential to impact the success of the project.

<table>
<thead>
<tr>
<th>No.</th>
<th>Assumptions</th>
<th>Potential Area(s) of Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Municipalities have and will supply data and information upon request</td>
<td>2.2 Deliverables</td>
</tr>
</tbody>
</table>

2.5.3 Constraints

The following table lists the conditional factors within which the project must operate or fit.

<table>
<thead>
<tr>
<th>No.</th>
<th>Category</th>
<th>Constraints</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Budget</td>
<td>Predetermined budget for the project</td>
</tr>
<tr>
<td>2</td>
<td>Capacity</td>
<td>Internal organizational and external regional capacity</td>
</tr>
</tbody>
</table>

Section 3. Project Organization

3.1 Project Governance

The Edmonton Metropolitan Region Board is the project sponsor for Phase 1, Edmonton Metropolitan Region Broadband Situation Analysis and provides the authority and support for the project.

The Project Sponsor (CEO) will assign a Project Manager from EMRB Administrations through the Director of Regional Growth Planning, to oversee the planning, execution and completion of the Edmonton Metropolitan Region Broadband Situation Analysis. The Project Manager is responsible for project administration including project resource management, project schedule, budget management, and issues management throughout the project.

Participation by member municipalities may be required to support the development of the Situation Analysis. Therefore, regional CAOs and member municipalities may be informed at strategic points while developing the Situation Analysis. Consultant(s) will be contracted to assist in all phases of the project and prepare the final Edmonton Metropolitan Region Broadband Situation Analysis.
3.2 Roles and Responsibilities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Board</th>
<th>Project Sponsor</th>
<th>Director</th>
<th>Project Manager</th>
<th>CAOs</th>
<th>Member Municipalities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Initiation</td>
<td>A</td>
<td>C</td>
<td>R</td>
<td>R</td>
<td>C</td>
<td>I</td>
</tr>
<tr>
<td>Define Requirements</td>
<td>I</td>
<td>C</td>
<td>A</td>
<td>R</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Execute Project Work</td>
<td>I</td>
<td>C</td>
<td>A</td>
<td>R</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Engage Stakeholders</td>
<td>I</td>
<td>C</td>
<td>A</td>
<td>R</td>
<td>C</td>
<td>I</td>
</tr>
<tr>
<td>Validate Deliverables</td>
<td>I</td>
<td>C</td>
<td>A</td>
<td>R</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Approve Major Deliverables</td>
<td>A</td>
<td>C</td>
<td>R</td>
<td>R</td>
<td>I</td>
<td>I</td>
</tr>
</tbody>
</table>

R = Responsible, A = Accountable, C = Consulted, I = Informed

Section 4. Project References

More information concerning this project can be found in the following documents:

<table>
<thead>
<tr>
<th>Document Title</th>
<th>Date</th>
<th>Status</th>
<th>Body</th>
<th>Location</th>
</tr>
</thead>
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<tr>
<td>2018-2022 Business Plan</td>
<td>April 11, 2019</td>
<td>Approved</td>
<td>EMRB</td>
<td><a href="http://emrb.ca/Website/files/83/8399a3e5-e90c-4f5a-bb18-032c0e13498d.pdf">http://emrb.ca/Website/files/83/8399a3e5-e90c-4f5a-bb18-032c0e13498d.pdf</a></td>
</tr>
<tr>
<td>Document Title</td>
<td>Date</td>
<td>Status</td>
<td>Body</td>
<td>Location</td>
</tr>
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<td>---------------</td>
<td>-------------</td>
<td>---------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2018-2023 Strategic Plan</td>
<td>June 14, 2018</td>
<td>Approved</td>
<td>EMRB</td>
<td><a href="http://emrb.ca/Website/files/83/83fa492b-d3bd-43f4-b5f3-d417b025c8c0.pdf">EMRB.ca</a></td>
</tr>
<tr>
<td>Edmonton Metropolitan Region Growth Plan</td>
<td>October 26, 2017</td>
<td>Approved</td>
<td>Government of Alberta</td>
<td><a href="http://emrb.ca/Website/media/PDF/Publications/EMRGP-Interactive.pdf">EMRB.ca</a></td>
</tr>
</tbody>
</table>

### Section 5. Glossary and Acronyms

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth Plan</td>
<td>The Edmonton Metropolitan Region Growth Plan</td>
</tr>
<tr>
<td>Region</td>
<td>Edmonton Metropolitan Region as defined in the Edmonton Metropolitan Region Board Regulation</td>
</tr>
<tr>
<td>Acronym</td>
<td>Name in Full</td>
</tr>
<tr>
<td>CAO</td>
<td>Chief Administrative Officer</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>EMR</td>
<td>Edmonton Metropolitan Region</td>
</tr>
<tr>
<td>EMRB</td>
<td>Edmonton Metropolitan Region Board</td>
</tr>
</tbody>
</table>
Integrated Regional Transportation Master Plan Project Charter

Recommended Motion: That the Executive Committee endorse and recommend the Integrated Regional Transportation Master Plan Project Charter to the Edmonton Metropolitan Region Board.

Background

- The Edmonton Metropolitan Region Board Regulation (189/2017) mandates the EMRB to prepare comprehensive, integrated regional land use plans, including: the development and location of infrastructure; policies regarding the planning for corridors for transportation; and, policies regarding the coordination of infrastructure and planning and development among the participating municipalities.
- The update of the Edmonton Metropolitan Region Growth Plan broadened transportation policies from the Capital Regional Growth Plan, including integrating land use and infrastructure as a key strategy. The expanded policy direction of the Growth Plan links infrastructure to economic development and diversification, by addressing not only the movement of people, but also goods, with supportive policies on rail facilities, over-dimensional corridors and airports. The Growth Plan also strengthened policies around supporting a shift from single-occupancy-vehicles to multi-modal transportation choices, which was broadened to include active modes of transportation. The Integrated Regional Transportation Master Plan (IRTMP) will align with and address the expanded policy direction of the Growth Plan.
- In 2018, the Board approved the Updated Evaluation Criteria & Category Weighting Report. The report, which included an interim update to the evaluation criteria lead by EMRB Administration, recognized the need to update the IRTMP policy document to drive a comprehensive update of the evaluation criteria. A review of the annual prioritization process and criteria will occur early in the IRTMP project work plan to allow for development of methodology in parallel with the policy work.
- The project schedule is timed to complete major policy work by the end of 2020, with the updated evaluation criteria and the first annual Regional Transportation Priorities Report being ready to inform the 2021 Provincial Budget Cycle.

Next Steps

- The Project Charter will be brought to the Board for approval in June 2019.
- A request for proposal will be issued in July 2019, to begin work as soon as possible.
Attachments

1. Integrated Regional Transportation Master Plan Project Charter
Integrated Regional Transportation Master Plan

Project Charter

May 2019
## SECTION 1. CHARTER INTRODUCTION

1.1 Document Change Control
1.2 Executive Summary
1.3 Project Approval

## SECTION 2. PROJECT OVERVIEW

2.1 Project Summary
  2.1.1 Project Objectives and Outcomes
  2.1.2 Project Scope
2.2 Deliverables
2.3 Project Cost Estimate and Source of Funding
  2.3.1 Project Cost Estimate
  2.3.2 Additional Sources of Funding
2.4 Dependencies
2.5 Project Risks, Assumptions, and Constraints
  2.5.1 Risks
  2.5.2 Assumptions
  2.5.3 Constraints

## SECTION 3. PROJECT ORGANIZATION

3.1 Project Governance
3.2 Roles and Responsibilities
3.3 Project Facilities and Resources
3.4 Project Stakeholders

## SECTION 4. PROJECT REFERENCES

## SECTION 5. ACRONYMS
Section 1. Charter Introduction

1.1 Document Change Control

This section will record the history of the document from first approval. Only approved changes to scope, budget, resources or schedule will result in changes to the project charter. Changes to the project charter will be documented by adding addenda to the original project charter.

<table>
<thead>
<tr>
<th>Revision Number</th>
<th>Date of Issue</th>
<th>Author(s)</th>
<th>Brief Description of Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
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<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1.2 Executive Summary

The Edmonton Metropolitan Region Board (EMRB) adopted the inaugural Integrated Regional Transportation Master Plan (IRTMP) in 2011, which established a regional transportation network and defines key elements of the Region’s future transportation system for 35 years. The IRTMP is based on the growth and planning assumptions, and aligns with the policies, of the 2009 Capital Region Growth Plan (CRGP). To support the implementation of the IRTMP, the (former Capital Region Board and now the EMRB) supported the development of a shorter-term prioritization of the 10-year roadway and transit projects list starting in 2013, with the first report completed mid-year 2014.

In 2017, the Government of Alberta approved the Edmonton Metropolitan Region Growth Plan (Growth Plan), which charted a bold new direction for the Region including key strategies for planning and managing growth. The implementation of the Growth Plan identified the need to undertake an update of the IRTMP to align with the new direction of the Growth Plan and update the policies and maps from the inaugural IRTMP.

With the significant changes in policy direction and outcomes expected from the Growth Plan, the IRTMP update has been identified as a strategic priority in both the 2018-2023 Strategic Plan and 2018-2020 Business Plan to implement the Growth Plan.

The IRTMP project includes a comprehensive review and reconsideration of the existing transportation project prioritization system employed in developing the annual Regional Transportation Priorities Report. The project will also deliver the first Regional Transportation Priorities Report using the new ranking process in time to inform the 2021 Provincial Capital Budget Cycle.

The IRTMP project will be a collaborative effort involving member municipalities and Alberta Transportation (AT). Through a letter of agreement between the EMRB and AT, both parties recognize that all jurisdictions, including the Government of Alberta, EMRB and member municipalities, must work together to coordinate planning of the regional transportation system and road network.
1.3 Project Approval

This project charter formally authorizes the existence of the project, the IRTMP, and provides the project manager, appointed at the discretion of the Chief Executive Officer, with the authority to apply organizational resources to project activities described herein. If there is a change in the project scope, the project charter will be updated and submitted for re-approval.

<table>
<thead>
<tr>
<th>Approving Body</th>
<th>Edmonton Metropolitan Region Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval Date</td>
<td></td>
</tr>
<tr>
<td>Motion ID</td>
<td></td>
</tr>
<tr>
<td>Project Sponsor</td>
<td>Karen Wichuk, CEO</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Debra Irving, Senior Project Manager</td>
</tr>
</tbody>
</table>

Section 2. Project Overview

2.1 Project Summary

The inaugural Integrated Regional Transportation Master Plan (IRTMP) was developed in 2011, under the direction of the Capital Region Board, which established a regional transportation network to serve the Region for 35 years. The IRTMP policies and resulting transportation network aligned with growth forecasts and land use policies of the Capital Region Growth Plan (CRGP) adopted in 2010. The inaugural IRTMP was implemented through an annual ranking of regional transportation projects using methodology developed in 2013, which is referred to as the Regional Transportation Priorities report. This report has been prepared annually for the past five years with input from all member municipalities and submitted to the province for consideration in budgeting for capital projects.

In 2017, the Province approved the Edmonton Metropolitan Region Growth Plan (Growth Plan), which establishes a framework for responsible growth for the next 25 years to 2044. The Growth Plan included substantive policy updates including the identification of a Metropolitan Region Structure to 2044, six integrated policy areas, updated growth assumptions, and higher land use density targets for all urban municipalities, all of which are intended to influence future land development patterns and transportation infrastructure needs across the Region.

The Regional Transportation Priorities evaluation criteria and weighting were updated in 2018 to align with the Growth Plan. The Board approved Regional Transportation Priorities Evaluation Criteria Update and 2018 Regional Transportation Priorities reports in June 2018 with the understanding that a comprehensive update of the IRTMP would drive a thorough review and reconsideration of all aspects of the prioritization process.

This project, therefore, includes two major deliverables:

- a thorough IRTMP update aligned with the Growth Plan; and
- a re-evaluation and re-tooling of the Regional Transportation Priorities Evaluation Process to support the implementation of the IRTMP.
Transportation policies in the CRGP focused on increasing transportation choices and ensuring support for transit. The updated Growth Plan, however, recognizes the need to broaden transportation policy for the success of the Region, including integrating land use and infrastructure as a key strategy. The expanded policy direction of the Growth Plan links infrastructure to economic development and diversification, by addressing not only the movement of people, but also goods, with supportive policies on rail facilities, over-dimensional corridors and airports. The Growth Plan also strengthened policies around supporting a shift from single-occupancy-vehicles to multi-modal transportation choices, which was broadened to include active modes of transportation.

The IRTMP update is included in both the 2018-2023 Strategic Plan and 2018-2020 Business Plan as a two-year project commencing in 2019.

2.1.1 Project Objectives and Outcomes

<table>
<thead>
<tr>
<th>No.</th>
<th>Objectives</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Update IRTMP to implement policy direction and growth assumptions of Growth Plan.</td>
<td>An integrated, multi-modal transportation system to serve the Region until 2044.</td>
</tr>
<tr>
<td>2</td>
<td>Research and compile transportation plans from member municipalities and stakeholder organizations and collaboratively identify regionally significant transportation infrastructure.</td>
<td>Shared understanding of Regional transportation infrastructure.</td>
</tr>
<tr>
<td>3</td>
<td>Research and address the implications of emerging and/or disruptive technologies, transportation services and infrastructure.</td>
<td>A Region positioned to address transportation change.</td>
</tr>
<tr>
<td>4</td>
<td>Develop a preferred transportation system for the Region in collaboration with member municipalities and Alberta Transportation.</td>
<td>Harmonized transportation modelling for the Region.</td>
</tr>
<tr>
<td>5</td>
<td>Evaluate and update annual Regional Transportation Priorities criteria, methodology and process.</td>
<td>A transparent, efficient process for developing the annual Regional Transportation Priorities report that meets the needs of member municipalities.</td>
</tr>
<tr>
<td>6</td>
<td>Identify data sets and mapping products of importance to the Region and recommend a process for updating and reporting.</td>
<td>A clear picture of the evolution of the Region’s transportation infrastructure and progress in implementing the IRTMP.</td>
</tr>
</tbody>
</table>

2.1.2 Project Scope

The IRTMP builds upon the policy direction and growth assumptions of the Growth Plan. The project scope includes activities in support of the update, as well as the development of an evaluation and prioritization process to be used annually to update the Regional Transportation Priorities report. The 2021 Regional Transportation Priorities report will be delivered as part of the project.
### Activities In Scope

1. Conduct research on transportation plans, programs, activities, and funding program requirements; identify best practices, emerging technologies; research transportation funding sources and requirements.

2. Develop an updated IRTMP to include principles, objectives, strategies and policies in alignment with Growth Plan.

3. Develop and model future transportation system scenarios.

4. Review existing transportation project evaluation process, criteria, and methodology to understand where improvements can be made; develop new prioritization system (methodology, criteria, reporting structure).

5. Preparation of 2021 Regional Transportation Priorities report.

### Activities Out of Scope


3. Funding models or strategies.

---

As noted in the above table, minor adjustments to the existing Evaluation Criteria or preparation of a Regional Transportation Priorities report in 2019 or 2020 are not within the scope of the Project as it is expected that the IRTMP will drive major changes to the prioritization criteria and methodology of establishing transportation priorities.

### 2.2 Deliverables

The project includes the deliverables outlined in the following table.

<table>
<thead>
<tr>
<th>Project Deliverable 1: Communication Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stakeholders:</strong> EMRB Administration, Working Group, Task Force, Board</td>
</tr>
<tr>
<td><strong>Description:</strong> The Communication Plan establishes a communication framework to ensure consistent messaging and to establish expectations of when and how project updates will be received by various stakeholders. The Communication Plan will be developed in accordance with Advocacy &amp; Communications Policy A008.</td>
</tr>
<tr>
<td><strong>Acceptance Criteria:</strong> Communication Plan provides adequate detail to ensure compliance with Policy A008 to the satisfaction of the Task Force.</td>
</tr>
<tr>
<td><strong>Due Date:</strong> July 2019</td>
</tr>
</tbody>
</table>
### Project Deliverable 2: Engagement Plan

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>EMRB Administration, Working Group, Task Force, Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>The Engagement Plan will describe the project engagement strategy by identifying appropriate engagement styles and involvement expectations with identified stakeholders throughout the project. The Engagement Plan will be in conformance with Public Engagement Policy G022.</td>
</tr>
<tr>
<td>Acceptance Criteria</td>
<td>The Engagement Plan identifies all known stakeholders and details appropriate engagement to ensure compliance with Policy A008 to the satisfaction of the Task Force.</td>
</tr>
<tr>
<td>Due Date</td>
<td>July 2019</td>
</tr>
</tbody>
</table>

### Project Deliverable 3: Environmental Scan

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Consultant, Working Group, Task Force, Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>The environmental scan compiles and reviews information from member municipalities and identified stakeholders, including but not limited to: adopted plans, policy documents, growth and transportation models, commissions, initiatives and studies relating to strategies and plans for all transportation modes. The environmental scan will also identify and present information on: emerging issues and technologies; existing and emerging funding program requirements; and, transportation best practices. Part of the risk and opportunity review will include a lessons learned exercise of the annual transportation priorities ranking process, evaluation criteria and methodology to identify opportunities for improvement. The environmental scan will be delivered as a standalone report.</td>
</tr>
<tr>
<td>Acceptance Criteria</td>
<td>Working Group validates findings of environmental scan to be correct, and report is detailed enough to inform update of IRTMP and Evaluation Process to the satisfaction of the Task Force and Board.</td>
</tr>
<tr>
<td>Due Date</td>
<td>December 2019</td>
</tr>
</tbody>
</table>

### Project Deliverable 4: Regional Transportation Scenarios and Technical Report

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Consultant, Working Group, Task Force, Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Building upon accepted findings from the Environmental Scan, the consultant will identify different growth scenarios using Alberta Transportation’s model. Alternative scenarios and methodology will be presented, and assumptions will be agreed upon for modelling. The model would be developed for interim use to inform policy discussion and development and may need adjustment upon drafting of the IRTMP.</td>
</tr>
<tr>
<td>Acceptance Criteria</td>
<td>Scenarios represent different outcomes and incorporates growth assumptions to the satisfaction of the Task Force.</td>
</tr>
<tr>
<td>Due Date</td>
<td>June 2020</td>
</tr>
</tbody>
</table>
### Project Deliverable 5: Policy Framework

<table>
<thead>
<tr>
<th>Stakeholders:</th>
<th>Consultant, Work Group, Task Force, Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description:</td>
<td>The Policy Framework will guide the development of the IRTMP principles, objectives strategies and policies by establishing a common understanding and approach to the project, as well as how to achieve consensus on policy direction and Work Group outputs. The Policy Framework document will also identify an approach for developing the Regional Transportation Priorities Evaluation Process, to ensure understanding of policy tiebacks prior to IRTMP development.</td>
</tr>
<tr>
<td>Due Date:</td>
<td>April 2020</td>
</tr>
</tbody>
</table>

### Project Deliverable 6: Integrated Regional Transportation Management Plan

<table>
<thead>
<tr>
<th>Stakeholders:</th>
<th>Consultant, Work Group, Task Force, Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description:</td>
<td>The IRTMP is a long-term strategic plan building upon the objectives and strategies of the Growth Plan. The IRTMP helps guide transportation decisions and public investment by developing a master plan of regionally significant transportation infrastructure and identifying strategies and targets to implement the objectives of the Growth Plan. The IRTMP will identify appropriate data sets for monitoring and reporting to ensure a clear understanding of the Region’s progress in implementing the plan over time.</td>
</tr>
<tr>
<td>Acceptance Criteria:</td>
<td>The IRTMP reflects the policy direction and supports the implementation of the Growth Plan to the satisfaction of the Board.</td>
</tr>
<tr>
<td>Due Date:</td>
<td>December 2020</td>
</tr>
</tbody>
</table>

### Project Deliverable 7: Regional Transportation Priorities Evaluation Process

<table>
<thead>
<tr>
<th>Stakeholders:</th>
<th>Consultant, Work Group, Task Force, Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description:</td>
<td>The Regional Transportation Priorities Evaluation Process is an annual review and ranking of regionally significant transportation projects identified by member municipalities, resulting in a collective list of ranked projects approved by the Board for submission to the province for consideration in the Three-Year Capital Plan. The Process will need to be updated, including a review of criteria, methodology and weighting, to align with the updated IRTMP. A manual will be included for populating the proposed matrix or model to ensure consistent application of the Process going forward.</td>
</tr>
<tr>
<td>Acceptance Criteria:</td>
<td>The Process meets requirements of approach identified in the Policy Framework deliverable; methodology is clearly understood; criteria and weighting reflect Growth Plan and IRTMP policies and objectives; instructions on how to use the Evaluation Process tool(s) are clear and easy to follow. The final report will be to the satisfaction of the Board.</td>
</tr>
<tr>
<td>Due Date:</td>
<td>April 2021</td>
</tr>
</tbody>
</table>
Project Deliverable 8: 2021 Regional Transportation Priorities Report

**Stakeholders:** Consultant, Working Group, Task Force, Board

**Description:** Using the updated Regional Transportation Priorities Evaluation Process, the first annual (2021) Regional Transportation Priorities Report will be developed and delivered as a standalone report.

**Acceptance Criteria:** The Regional Transportation Priorities Report provides transportation rankings with enough detail to support funding requests from the province or other sources, to the satisfaction of the Board.

**Due Date:** June 2021

Project Deliverable 9: Lessons Learned Register

**Stakeholder:** EMRB Administration

**Description:** The Lessons Learned Register will be created upon project kickoff and will be used for tracking successes and key learnings throughout the project, as well as the impacts to resources and how to influence positive results under similar conditions.

**Acceptance Criteria:** The Register reflects regular updates and details success, issues, solutions and general observations encountered throughout the project. The Register should be of sufficient detail to inform strategies to be used in subsequent projects.

**Due Date:** Within one month of project completion

Major phases of the project are outlined below, with smaller deliverables noted with icons.

<table>
<thead>
<tr>
<th>IRTMP</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Initiation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental Scan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scenario Modelling</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IRTMP Development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation Process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021 Regional</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priorities List</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

▲ Communication Plan and Engagement Plans Due

¶ Policy Framework Due

□ Lessons Learned Register
2.3 Project Cost Estimate and Source of Funding

2.3.1 Project Cost Estimate

The approved 2019/2020 EMRB budget includes $135,290 for the IRTMP, followed by $185,290 in 2020/2021. This budget is inclusive of professional consulting costs, as well as costs for communications, meetings, travel and honoraria.

2.3.2 Additional Sources of Funding

While additional sources of funding have not been identified as part of the initial project budget, EMRB will be reviewing additional funding opportunities.

2.4 Dependencies

A Letter of Agreement was executed between Alberta Transportation and the EMRB to ensure future transportation plans are informed by provincial transportation priorities through more active engagement at the senior executive level. Both organizations indicate a desire to work collaboratively to develop forecasts for travel demand and land use impacts within the Region, through access to the provincial transportation forecasting model.

The IRTMP will implement the transportation policies and objectives of the Edmonton Metropolitan Region Growth Plan. The Project Summary Section of this Charter, starting on page 4, details the policy shifts between the CRGP and the Growth Plan.

EMRB is unaware of other internal or external dependencies associated with the IRTMP. The IRTMP will drive changes to the Regional Transportation Priorities Evaluation Process, which is utilized for ranking transportation priorities on an annual basis for capital funding. The first Regional Transportation Priorities Report using the new Regional Transportation Priorities Evaluation Process will be developed as a deliverable and scheduled for completion in time to inform the 2021 provincial budget cycle.

Many member municipalities have adopted Transportation Master Plans (TMPs), and some are in the process of amending those plans. While the IRTMP and member municipality TMPs are not interdependent, the plans do inform each other and there will be opportunities for alignment. The environmental scan will further elaborate on the current state of transportation planning in the Region.
2.5  Project Risks, Assumptions, and Constraints

2.5.1  Risks

<table>
<thead>
<tr>
<th>No.</th>
<th>Risk Description</th>
<th>Probability (H/M/L)</th>
<th>Impact (H/M/L)</th>
<th>Risk Management Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Scoping</td>
<td>M</td>
<td>H</td>
<td>Additional deliverables added to project (Policy Framework, prioritization evaluation lessons learned in Environmental Scan) to focus discussion and provide touchbacks for direction.</td>
</tr>
<tr>
<td>2</td>
<td>Political shifts</td>
<td>H</td>
<td>M</td>
<td>AT to participate as non-voting Task Force member; Government of Canada consultation to occur throughout process.</td>
</tr>
<tr>
<td>3</td>
<td>Lack of consensus</td>
<td>M</td>
<td>H</td>
<td>Policy Framework deliverable includes clarity for decision-making during process.</td>
</tr>
<tr>
<td>4</td>
<td>Municipal capacity</td>
<td>H</td>
<td>H</td>
<td>CAOs to assign appropriate Work Group representatives; continuous check-ins through CAO Committee</td>
</tr>
</tbody>
</table>

2.5.2  Assumptions

The following table lists the items that cannot be proven or demonstrated when this project charter was prepared, but they are taken into account to stabilize the project approach or planning. Changes in these assumptions have the potential to impact the success of the project.

<table>
<thead>
<tr>
<th>No.</th>
<th>Assumptions</th>
<th>Potential Area(s) of Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Task Force to include seven municipal voting members</td>
<td>Budget/time implications for larger Task Force</td>
</tr>
<tr>
<td>2</td>
<td>Senior municipal transportation staff to represent municipalities in Working Group</td>
<td>Lack of expertise may affect plan quality and acceptance of deliverables; time/budget implications</td>
</tr>
</tbody>
</table>
2.5.3 Constraints

The following table lists the conditional factors within which the project must operate or fit.

<table>
<thead>
<tr>
<th>No.</th>
<th>Category</th>
<th>Constraints</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Budget</td>
<td>Budget is pre-determined; changes to scope or timing may impact budget.</td>
</tr>
<tr>
<td>2</td>
<td>Resources</td>
<td>Municipal capacity is finite and scope changes may affect ability of municipalities to meet increased staff resource needs. May affect deliverable quality.</td>
</tr>
<tr>
<td>3</td>
<td>Time</td>
<td>Project plan reflects completion of project by June 2021, with final deliverable informing the 2021 provincial budget cycle.</td>
</tr>
</tbody>
</table>

Section 3. Project Organization

3.1 Project Governance

The Edmonton Metropolitan Region Board is the sponsor for the IRTMP Update Project and provides the authority and support for the project. Oversight for this project will come from a Task Force of elected officials appointed by the Board, which will include a non-voting member from Alberta Transportation. The Task Force will provide strategic direction and oversight on all aspects of the project on behalf of the Board.

The Task Force will be supported by a Project Team consisting of a Project Manager, Working Group(s), and project consultant(s). A Project Manager from EMRB administration will be assigned to oversee the planning, execution and completion of the project. The Project Manager is responsible for project administration, including project resource management, schedule, budget management, and issues management.

The Working Group(s) of senior staff from the region will provide professional policy and technical advice and other related support. Sub-groups may be initiated, as needed, to provide clarity on functional areas.

Participation by member municipalities is essential to support the project. Therefore, Regional CAOs will be consulted throughout the project.

Consultant(s) will be contracted to assist in all phases of project as subject matter experts and prepare the final deliverables.
3.2 Roles and Responsibilities

The following table further clarifies the roles and responsibilities of the project team identified in the previous section.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Board</th>
<th>Task Force</th>
<th>Project Sponsor</th>
<th>Project Manager</th>
<th>Subject Matter Experts</th>
<th>Working Group</th>
<th>CAOs</th>
<th>Member Municipalities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Initiation</td>
<td>A</td>
<td>I</td>
<td>R</td>
<td>R</td>
<td>I</td>
<td>I</td>
<td>C</td>
<td>I</td>
</tr>
<tr>
<td>Define Requirements</td>
<td>I</td>
<td>A</td>
<td>R</td>
<td>R</td>
<td>I</td>
<td>C</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Execute Project Work</td>
<td>I</td>
<td>R</td>
<td>A</td>
<td>R</td>
<td>R</td>
<td>C</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Engage Stakeholders</td>
<td>I</td>
<td>R</td>
<td>A</td>
<td>R</td>
<td>R</td>
<td>C</td>
<td>C</td>
<td>I</td>
</tr>
<tr>
<td>Validate Deliverables</td>
<td>I</td>
<td>A</td>
<td>R</td>
<td>R</td>
<td>R</td>
<td>A</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Approve Major Deliverables</td>
<td>A</td>
<td>R</td>
<td>R</td>
<td>R</td>
<td>R</td>
<td>I</td>
<td>I</td>
<td>I</td>
</tr>
</tbody>
</table>

R = Responsible, A = Accountable, C = Consulted, I = Informed
3.3 Project Facilities and Resources

The project will require both internal EMRB staff resources as well as consultant services in order to complete project deliverables. EMRB staff contributing to the project will include a Project Manager, GIS Coordinator, Project Coordinator, and Administrative Assistant. The Director of Strategic Initiatives and Operations will also assist with the Engagement Plan and Communications Plan deliverables.

A consultant team will be required for completion of other deliverables, including the environmental scan, identification of transportation scenarios and analysis, IRTMP, Regional Transportation Priorities Evaluation Process and manual, and the 2021 Regional Transportation Priorities Report.

EMRB meeting spaces are considered adequate for work group sessions. Task Force sessions are anticipated to need additional seating capacity and the budget reflects associated meeting space costs.

3.4 Project Stakeholders

In addition to input from Working Groups and direction from the Task Force, as identified in Section 3.2, the IRTMP will include consultation with stakeholders throughout the Region. Stakeholders will include, but not be limited to:

- Government of Alberta (Alberta Transportation)
- Edmonton International Airport
- Alberta Industrial Heartland Association
- Edmonton Global
- Government of Canada
- Canadian National Railway
- Canadian Pacific Railway
- Regional Transit Services Commission (and transition team)

An Engagement Plan will be developed as a deliverable prior to completion of the project initiation phase.

Section 4. Project References

More information concerning this project can be found in the following documents:

<table>
<thead>
<tr>
<th>Document Title</th>
<th>Date</th>
<th>Status</th>
<th>Body</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edmonton Metropolitan Region Growth Plan</td>
<td>October 26, 2017</td>
<td>Approved</td>
<td>Government of Alberta</td>
<td><a href="http://emrb.ca/Website/media/PDF/Publications/EMRGP-Interactive.pdf">http://emrb.ca/Website/media/PDF/Publications/EMRGP-Interactive.pdf</a></td>
</tr>
<tr>
<td>EMRB Strategic Plan</td>
<td>June 14, 2018</td>
<td>Approved</td>
<td>Edmonton Metropolitan Region Board</td>
<td><a href="http://emrb.ca/Website/files/83/83fa492b-d3bd-43f4-b5f3-d417b025c8c0.pdf">http://emrb.ca/Website/files/83/83fa492b-d3bd-43f4-b5f3-d417b025c8c0.pdf</a></td>
</tr>
</tbody>
</table>
Several other reports regarding transit and transportation, including strategies and studies, remain in effect since the adoption of the inaugural IRTMP in 2011. These plans and reports are listed in Appendix E of the Growth Plan (page 121).

### Section 5. Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Name in Full</th>
</tr>
</thead>
<tbody>
<tr>
<td>AT</td>
<td>Alberta Transportation</td>
</tr>
<tr>
<td>EMRB</td>
<td>Edmonton Metropolitan Region Board</td>
</tr>
<tr>
<td>GIS</td>
<td>Geographical Information Systems</td>
</tr>
<tr>
<td>IRTMP</td>
<td>Integrated Regional Transportation Master Plan</td>
</tr>
<tr>
<td>TMP</td>
<td>Transportation Master Plan</td>
</tr>
</tbody>
</table>
Integrated Regional Transportation Master Plan Task Force Terms of Reference

Recommended Motion: That the Executive Committee endorse and recommend the Integrated Regional Transportation Master Plan Task Force Terms of Reference to the Edmonton Metropolitan Region Board for approval.

Background

- In 2011, the Board adopted the inaugural Integrated Regional Transportation Master Plan (IRTMP) establishing a regional transportation network to serve the Region for 35 years, based on the assumptions and policies of the Capital Region Growth Plan.
- The IRTMP update will be initiated to implement the new Edmonton Metropolitan Region Growth Plan as a framework for responsible growth to the year 2044. In addition to an updated IRTMP, the project includes development of an Annual Transportation Priorities Evaluation Process, as well as producing the first Regional Transportation Priorities report to inform the 2021 Provincial Budget Cycle.
- The IRTMP was included in both the 2018-2023 Strategic Plan and 2018-2022 Business Plan as a two-year project commencing in 2019. A project charter for the IRTMP has been developed.

Next Steps

- The Edmonton Metropolitan Region Board is the sponsor for the IRTMP Project and provides the authority and support for the project. Oversight for this project will come from a Task Force of elected officials appointed by the Board, which will include a non-voting member from Alberta Transportation. The Task Force will provide strategic direction and oversight on all aspects of the project on behalf of the Board.
- Following Executive Committee recommendation, the Task Force Terms of Reference will be brought to the Board for approval in June 2019.
- Following Board approval, the Task Force will be initiated. A Municipal Working Group will be also be initiated.

Attachments

1. Integrated Regional Transportation Master Plan Task Force Terms of Reference
INTRODUCTION

The Edmonton Metropolitan Region Board (EMRB) has made significant progress to advance a regional transportation system through the adoption of the inaugural Integrated Regional Transportation Master Plan (IRMTP) in 2011. Ongoing implementation of the IRTMP through the annual Regional Transportation Priorities review and ranking process has fostered a culture of collaboration and advocacy in setting the transportation priorities for the Region. The update to the IRTMP will build on these successes by strategically aligning with the policies and objectives of the Edmonton Metropolitan Region Growth Plan (Growth Plan) with a focus on building an integrated and multi-modal regional transportation system.

Transportation infrastructure is one of the most substantial investments needed to support growth and the economic competitiveness of the Region. Robust, effective and resilient transportation systems are often cited as key contributors to a region’s economic success and competitiveness, highlighting the importance of the IRTMP update in helping EMRB achieve its 50-year vision.

Pursuant to Board policy, a Task Force will be established to carry out the Project Charter as approved by the Board.

PURPOSE

To establish terms of reference for the IRTMP Task Force. The Task Force will provide strategic direction and oversight on all aspects of the project on behalf of the Board.

PROJECT DESCRIPTION

The Task Force is responsible for the preparation and recommendation of the IRMTP and its major deliverables. The outcome will be to provide a framework and policy direction for the future of transportation and mobility to accommodate the growth in the Region, as well as an annual Regional Transportation Priorities Process to ensure ongoing implementation. The IRTMP will be in alignment with the objectives and policies in the Growth Plan.

The objectives of the IRMTP update project includes:

1. Update IRTMP to implement policy direction and growth assumptions of Growth Plan;
2. Research and compile transportation plans from member municipalities and stakeholder organizations and collaboratively identify regionally significant transportation infrastructure;
3. Research and address the implications of emerging and/or disruptive technologies, transportation services and infrastructure;
4. Develop a preferred transportation system in alignment with models from member municipalities and Alberta Transportation;
5. Evaluate and update annual Regional Transportation Priorities criteria, methodology and process; and,
6. Identify data sets and mapping products of importance to the Region and recommend a process for updating and reporting.
PROJECT DELIVERABLES

As outlined in the Project Charter, the key deliverables for the IRTMP include the following:

- An Environmental Scan will compile and review information from member municipalities and identified stakeholders, including but not limited to: adopted plans, policy documents, growth and transportation models, commissions, initiatives and studies relating to strategies and plans for all transportation modes. The Environmental Scan will also identify and present information on: emerging issues and technologies; existing and emerging funding program requirements; and, transportation best practices. Part of the risk and opportunity review will include a lessons learned review of the annual prioritization process and existing evaluation criteria and methodology to identify opportunities for improvement. The Environmental Scan will be delivered as a standalone report.

- A Regional Transportation Scenarios and Technical Report will build upon accepted findings from the Environmental Scan, and the consultant will identify different growth scenarios using Alberta Transportation’s model. Alternative scenarios and methodology will be presented, and assumptions will be agreed upon for modelling. The model would be developed for interim use to inform policy discussion and development and may need adjustment upon drafting of the IRTMP.

- The Policy Framework will guide the development of the IRTMP principles, objectives strategies and policies by establishing a common understanding and approach to the project, as well as how to achieve consensus on policy direction and Work Group outputs. The Policy Framework document will also identify an approach for developing the Regional Transportation Priorities Evaluation Process, to ensure understanding of policy tiebacks prior to IRTMP development.

- Integrated Regional Transportation Master Plan (IRTMP). The IRTMP is a long-term strategic plan building upon the objectives and strategies of the Growth Plan. The IRTMP helps guide transportation decisions and public investment by developing a master plan of regionally significant transportation infrastructure and identifying strategies and targets to implement the objectives of the Growth Plan. The IRTMP will identify appropriate data sets for monitoring and reporting to ensure a clear understanding of the Region’s progress in implementing the plan over time.

- The Regional Transportation Priorities Evaluation Process (Process) is an annual review and ranking of regionally significant transportation projects identified by member municipalities, resulting in a collective list of ranked projects approved by the Board for submission to the province for consideration in the Three-Year Capital Plan. The Process will need to be updated, including a review of criteria, methodology and weighting, to align with the updated IRTMP. A manual will be included for populating the proposed matrix or model to ensure consistent application of the Process going forward.

- 2021 Regional Transportation Priorities Report. Using the updated Regional Transportation Priorities Evaluation Process, the first annual (2021) Regional Transportation Priorities Report will be developed and delivered as a standalone report.
TERMS OF REFERENCE

1. AUTHORITY
The Task Force shall be established by the Board and considered an advisory body to the Board and therefore must, by a passed motion, provide recommendation(s) to the Board for decision.

2. AMENDMENTS TO THE TERMS OF REFERENCE
At any time, the Task Force may consider changes to these Terms of Reference and recommend the proposed changes to the Board for review and approval.

3. MEMBERSHIP
The membership of the Task Force shall be comprised of elected municipal representation, the Province of Alberta and a Working Group.

   Representation
   • Edmonton
   • 2 counties
   • 2 cities
   • 2 towns
   • 1 Provincial Representative (non voting)

At least one representative from each type of municipality – City, County, and Town - must be a Board member.

Appointment of Alternates
Alternates for each appointed voting member of the Task Force municipality shall be identified.

Working Group (non-voting)
The Task Force will be supported by a Working Group made up of regional technical experts with representation being determined based on the needs of the project.

4. TERM
The term of the Task Force is from its establishment by the Board and will continue for two years with the expectation that the final deliverable will be provided to the Board for approval in June 2021.

5. APPOINTMENT AND TERM OF THE CHAIR AND VICE-CHAIR
Upon establishing the Task Force, the Task Force membership will appoint a Chair and Vice Chair. The Chair and Vice Chair must be appointed members of the Board. The Chair and Vice Chair shall be appointed for the term of the Task Force.

6. EX-OFFICIO
The Board Chair will be considered a non-voting ex-officio member of the Task Force.

7. DECISION-MAKING
a. Decisions, recommendations, and actions determined by the Task Force will be driven by the desired outcome to do what is in the best interest of the Edmonton Metropolitan Region. Only elected officials that are designated as voting members of the Task Force, or their designated alternates, may vote. Each member will have one vote. In the event of a tie, the motion is defeated.

b. All motions must be moved by a voting member. Motions require a simple majority of members in attendance to pass (50 percent plus one).

8. QUORUM
Quorum is defined as 50 percent plus one of standing membership and may include representation in person, by telephone, or other telecommunication devices that permit participation.

9. DISPUTE RESOLUTION
The Task Force Chair is accountable for ensuring effective and collaborative Task Force operations and decision-making. Where the Chair’s efforts are unable to resolve a dispute, the matter will be brought to the Executive Committee first for discussion and resolution; however, if the Executive Committee is unable to reach a decision, the matter will be forwarded to the Board for discussion and resolution.

10. SUPPORT/RESOURCES
The Task Force will be supported by the Chief Executive Officer (CEO), a Project Manager assigned by the CEO, Consultants as required, and a technical Working Group established by the CEO.

11. COMMUNICATIONS
The Chief Executive Officer will act as the single point of contact for all communications requests for the Task Force, and will determine the appropriate level of response required in consultation with the Task Force Chair.

12. MEETING FREQUENCY
At the first meeting of the Task Force, a schedule of meetings will be established and approved by the Task Force. The frequency of the meetings will be established to align with the milestones and delivery dates of the project. Where warranted, the Task Force Chair may call a meeting outside of the approved schedule.

13. MEETING AGENDAS AND MINUTES
   a. All meeting agendas, minutes, reports, briefings and supporting materials will be provided in electronic format.
   b. In general, meeting agendas and pre-read materials will be provided at least one week in advance of a scheduled meeting.
   c. The Task Force will include its meeting minutes with the next Board meeting agenda package.

14. STATUS OF MEETINGS
   a. Task Force meetings are open to the public including all members of the Board (elected officials and their alternates), administrative representatives from all Board member
municipalities and members of the public. The Task Force may invite individuals from the province, industry, the general public or other Board, Committee or Task Force members to participate in specific agenda items. Matters emerging and voted on by the Task Force will become a matter of public record.

b. Section 602.08 (1) of the Municipal Government Act (MGA) states that a Committee may close all or part of its meetings to the public if a matter to be discussed falls within one of the exceptions to disclosure in Division 2 of Part 1 of the Freedom of Information and Protection of Privacy Act.

c. All members (elected and administrative) attending the in camera session shall respect the confidentiality of the in camera items.

15. REPORTING
The Task Force is expected to provide the Board, through established communication channels and schedules: advice, descriptions and recommendations to resolve existing issues, status and progress as it relates to its mandate and expected deliverables.
Annual Regional Transportation Priorities Report and Evaluation Criteria

Background

- In June 2018, the Board approved the 2018 Regional Transportation Priorities Report. The Annual Prioritization Report includes a list of regional transportation projects, established through a rigorous and collaborative process involving municipal subject matter experts. The regional transportation projects identified by member municipalities are evaluated using criteria based on the principles and policies of the Growth Plan and the Integrated Regional Transportation Master Plan (IRTMP).

- A Working Group of subject matter experts in Transportation, Planning, and Transit met from October 2017-April 2018, to review and update the Prioritization Evaluation Criteria and weighting used to assess and score regional transportation projects with the principles and polices of the new Growth Plan, Re-imagine. Plan. Build. The results of this process are reflected in the Updated Evaluation Criteria & Category Weighting Report, approved by the Board in June 2018.

- The Working Group at the time agreed the updated criteria would serve as a transition until the IRTMP is updated starting in 2019. Included as part of the IRTMP update would be a comprehensive review and reconsideration of the project ranking system.

- On May 10, 2018, the Executive Committee supported recommending the 2018 Priority Regional Transportation Priorities Report, as well as the Updated Evaluation Criteria & Category Weighting Report, to the Board for approval.

Status

- In March 2019, the Executive Committee discussed multiple budget scenarios, at which time the idea of decoupling the annual transportation project prioritization system was raised in case the start of the IRTMP update project was delayed until the 2020/2021 Budget year.

- A subsequent meeting of the Audit & Finance Committee, followed by the Board, resulted in approval of the IRTMP project to start in 2019/2020 as part of the approved Budget.

- Considering the discussion at the Executive Committee to advance the review and reconsideration of the project prioritization system, EMRB Administration reached out to previous Transportation Priorities Work Group members to understand if anything had changed from a year ago which would require a further review from the recommended direction provided to the Board.

- Specifically, EMRB Administration requested input on whether the 2018 Regional Transportation Priorities Report needed to be updated for 2019 (recognizing the number of funding announcements in Q1, 2019), whether criteria would need to be updated to complete the 2019 or 2020 prioritization exercise, and the extent of an methodology changes (if any).
• EMRB heard from 11 of the 13 member municipalities.
• The general consensus and recommendation from the Working Group members were:
  o updating a 2019 Regional Transportation Priorities Report is likely unnecessary given major funding announcements are unlikely in the next budget cycle; and,
  o the IRTMP will drive major policy changes, so the review and reconsideration of the project ranking system should be integrated into the IRTMP update.
• A few municipalities indicated they have additional projects to add to the Annual Report and would be looking for an opportunity to revisit the Regional Transportation Priorities list for 2020.
• The comments received regarding issues with the current prioritization methodology and/or the reporting format have been addressed in framing the deliverables of the IRTMP Project Charter to ensure discussion occurs around these issues.
• More robust discussions with the Working Group around shortcomings or opportunities to improve the annual prioritization and project ranking process will occur as part of the Environmental Scan deliverable. This will ensure the consultant team and Working Group can develop solutions in parallel to working on scenario modelling and policy development.
• Suggestions were also received regarding ensuring all members of the Working Group were informed of the projects that received funding announcements, with a proposal that EMRB maintain this list and/or possibly consider updating the 2018 Priority Regional Transportation Priorities Report to identify the projects that received a funding commitment.

Next Steps

• As the IRTMP will begin in 2019 and includes within its scope a specific deliverable to undertake a comprehensive review and reconsideration of the Annual Regional Transportation Priorities Process, EMRB Administration would like to confirm the support of the Executive Committee to proceed with this approach.

Attachments

REGIONAL TRANSPORTATION PRIORITIES
Integrated Regional Transportation Master Plan
Updated Evaluation Criteria & Category Weighting

1. Introduction

The annual identification of the Edmonton Metropolitan Region transportation priorities over the past several years is one of the most successful collaborative efforts conducted by the Edmonton Metropolitan Region Board (EMRB).

Following the approval of the Integrated Regional Transportation Master Plan (IRTMP) by the Province in 2013, the Board has annually prepared and approved a list of the Region’s top transportation priorities. The Regional Transportation Priorities Report is sent to Alberta Transportation to inform the preparation of the Provincial 3-Year Transportation Construction Program. The Report is used by Alberta Transportation to support the provincial funding and development of projects in the Region. A recent example is the funding of the Northeast River Crossing Functional Planning Study – the highest ranked road project on the list of regional functional plan projects by the EMRB in 2017.

The IRTMP policy themes and principles were based on the Land Use Plan principles and policies of the former Capital Region Growth Plan, which were then distilled into criteria used to evaluate regional transportation projects. In the fall of 2017 the Province approved the Edmonton Metropolitan Region Growth Plan (EMRGP or Growth Plan).

The new Growth Plan is a substantial update from the previous growth plan and expands into areas, such as Economic Competitiveness and Agriculture, that were not significantly addressed before. To ensure future transportation priorities are reflective of the updated EMRGP principles, policies and direction, a review of the existing evaluation criteria was undertaken by Board staff in consultation with a Working Group of member municipal and provincial staff representing the transportation, planning and transit fields.

The Working Group met on four occasions from October 2017 through April 2018 to review and update the methodology, criteria, and weighting used to assess and score regional transportation projects with the principles and policies of the new regional growth plan.

2. Transitional Evaluation Criteria

There was recognition and agreement amongst the Working Group that the updated criteria below serves as a transition until the update to the Integrated Regional Transportation Master Plan (IRTMP) is completed. The IRTMP update is currently scheduled to start in 2019. Included as part of the IRTMP update will be a comprehensive review and reconsideration of the project ranking system.

3. Current Evaluation Criteria

The evaluation criteria developed to assess transportation projects from 2014 thru 2017 was based on the Guiding Policy Themes in the Integrated Regional Transportation Master Plan (IRTMP). The themes were drawn from the Land Use Plan Principles and Policies of the 2010 Capital Region Growth Plan.

Guiding Policy Themes

- The regional transportation system is well-integrated with the Capital Region’s Growth Plan.
- The Region’s transportation system provides transportation choices.
- The Region’s transportation system minimizes environmental degradation.
- The Region’s transportation plans are efficiently coordinated across and between jurisdictions.
Principles and policies were developed based on the themes to direct and manage the implementation of the IRTMP in the Region. Those Principles and Policies were the foundation of the current evaluation criteria, found in Appendix A.

4. Edmonton Metropolitan Region Growth Plan

The EMRGP is a substantive revision of the 2010 Growth Plan. The EMRGP represents a significant shift from the four distinct and separate plans that comprised the original growth plan – Land Use, Intermunicipal Transit, Housing, and GIS – to one integrated plan with six connected policy areas including:

1. Economic Competitiveness and Employment
2. Natural Living Systems
3. Communities and Housing
4. Integration of Land Use and Infrastructure
5. Transportation Systems
6. Agriculture

The introduction of a new Growth Plan required revisiting the IRTMP guiding themes, principles and policies, and evaluation criteria to ensure the implementation of the master plan is consistent with the new Growth Plan policy framework.

In this regard, Appendix B compares the new policy framework in the Growth Plan with the current framework in the IRTMP. It demonstrates that the IRTMP policy framework, for the most part, is consistent with the new Growth Plan. However, there are gaps, such as Agriculture Policy recognition, and updates, such as the change from Priority Growth Areas to the tiered Metropolitan Structure, that need to be addressed in revising the criteria to fully align with the EMRGP. The following map – Schedule 2 from the EMRGP – depicts the new tiered regional structure.
5. Updated Evaluation Criteria

The updated evaluation criteria have been categorized into the six policy areas of the EMRGP. Most of the previous criteria remains applicable, with minor updates and additions to reference and align with the new Growth Plan. The following table includes the final proposed criteria by the Working Group.

Table 1: Proposed Criteria

<table>
<thead>
<tr>
<th>EMRGP Principles</th>
<th>IRTMP Theme(s)</th>
<th>Proposed Criteria - “The Project…”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Competitiveness &amp;</td>
<td>The regional transportation system is well integrated with the Capital Region’s Growth Plan.</td>
<td>a. Improves a major goods movement route</td>
</tr>
<tr>
<td>Employment</td>
<td></td>
<td>b. Connects or provides direct access to a Major Employment Area in the EMRGP including transit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>c. Improves a major commuter route as defined in EMRGP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>d. Improves a high load/heavy load/long combination vehicle corridor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>e. Improves a major external economic corridor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>f. Improves connections between modes (Road/Rail/Air) for goods movement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>g. Is adjacent to and/or improves access to the Edmonton International Airport</td>
</tr>
<tr>
<td>Natural Living Systems</td>
<td>The Region’s transportation system minimizes environmental degradation.</td>
<td>a. Minimizes or mitigates the impacts to natural living system features as identified in EMRGP</td>
</tr>
<tr>
<td>Protect natural living systems and</td>
<td></td>
<td>b. Includes a climate change impact analysis and mitigation strategy as part of the project’s planning</td>
</tr>
<tr>
<td>environmental assets.</td>
<td></td>
<td>c. Modeling estimates GHG emissions will be reduced based on implementation of project</td>
</tr>
<tr>
<td>Communities &amp; Housing</td>
<td>The Region’s transportation system provides transportation choices.</td>
<td>a. Is located in the Metropolitan Core or Metropolitan Area</td>
</tr>
<tr>
<td>Recognize and celebrate the diversity of</td>
<td>The Region’s transportation plans are efficiently coordinated across and between jurisdictions.</td>
<td>b. Improves connections between modes (Road/Rail/Air/Transit/Active) for people movement</td>
</tr>
<tr>
<td>communities and promote an excellent</td>
<td></td>
<td>c. Includes an active transportation component</td>
</tr>
<tr>
<td>quality of life across the Region.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integration of Land Use &amp; Infrastructure</td>
<td>The regional transportation system is well integrated with the Capital Region’s Growth Plan.</td>
<td>a. Supports intensification within the Metropolitan Core or a Built Up Urban Area</td>
</tr>
<tr>
<td>Achieve compact growth that optimizes</td>
<td></td>
<td>b. Improves an existing link</td>
</tr>
<tr>
<td>infrastructure investment.</td>
<td></td>
<td>c. Improves transit infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>d. Is a new transit facility or extends a transit corridor or LRT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>e. Supports multiple infrastructure uses (utilities, pipelines, etc.)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>f. Connects multiple EMRB members with infrastructure</td>
</tr>
<tr>
<td>Transportation Systems</td>
<td>The regional transportation system is well integrated with the Capital Region’s Growth Plan.</td>
<td>a. Is a new link or is a parallel/supplementary corridor within the Metropolitan Core and/or Metropolitan Area</td>
</tr>
<tr>
<td>Ensure effective regional mobility.</td>
<td>The Region’s transportation plans are efficiently coordinated across and between jurisdictions.</td>
<td>b. Increases efficiencies in person carrying capacity or reduces congestion, bottlenecks, etc. (i.e. HOV Lane/Transit Priority, street level rail, ITS etc.)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>c. A definitive agreement in place between jurisdictions to undertake and/or complete the project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>d. Provides a viable alternative to the private automobile</td>
</tr>
<tr>
<td></td>
<td></td>
<td>e. Addresses a safety issue (i.e. high collision area, transportation conflicts, etc.)</td>
</tr>
<tr>
<td>Agriculture</td>
<td>The regional transportation system is well integrated with the Capital Region’s Growth Plan.</td>
<td>a. Minimizes fragmentation of agricultural land in the Rural Area by utilizing existing facilities/rights-of-way</td>
</tr>
<tr>
<td>Ensure the wise management of prime</td>
<td></td>
<td>b. Includes supportive infrastructure that serves to maintain and improve transportation access and facilities for the agricultural sector outside of the Built-up Urban Area</td>
</tr>
<tr>
<td>agricultural resources.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Criteria Scores

Scores were assigned to each of the criteria to allow for the comparison and ranking of projects. Each of the criteria is given a value. The current method is to give a score of 1 where a project meets the criteria and 0 where it does not. The Working Group consensus was to maintain the current scoring method after discussions of various alternative scoring methods, such as a sliding scale, increasing the score of certain criteria, etc.

The following table describes the scoring and how it is applied in the evaluation of projects.
**Table 2: Evaluation Criteria & Scoring** (*All applicable Maps and Schedules are found in Appendix C*)

<table>
<thead>
<tr>
<th>Description</th>
<th>Score</th>
<th>Description of how scoring is applied</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Economic Competitiveness &amp; Employment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Improves a major goods movement route</td>
<td>0 or 1</td>
<td>1 if it improves a major goods route. (See Map 1*) Note - HOV/Transit Priority, Park &amp; Ride and LRT is rated 0 even if on route.</td>
</tr>
<tr>
<td>b. Connects or provides direct access to a Major Employment Area in the EMRGP including transit</td>
<td>0 or 1</td>
<td>1 if it is immediately adjacent to, within or provides direct access to a Major Employment Area as identified on Map 2*.</td>
</tr>
<tr>
<td>c. Improves a major commuter route as defined in EMRGP</td>
<td>0 or 1</td>
<td>1 if it is located on a regional road within the Commuter Shed as identified on Map 2*.</td>
</tr>
<tr>
<td>d. Improves a high load/heavy load/long combination vehicle corridor</td>
<td>0 or 1</td>
<td>1 if it improves an existing or potential high load corridor or long combination vehicle route as identified on Schedule 10C* of EMRGP.</td>
</tr>
<tr>
<td>e. Improves a major external economic corridor</td>
<td>0 or 1</td>
<td>1 if it improves a Hwy as depicted on Map 4*. Note - HOV/Transit Priority, Park &amp; Ride and LRT is rated 0 even if on corridor.</td>
</tr>
<tr>
<td>f. Improves connections between modes (Road/Rail/Air) for goods movement</td>
<td>0 or 1</td>
<td>1 if there is a component that improves connection between two or more modes, which enhances the mobility of goods. (i.e. road improvements next to intermodai yard). See Map 5*.</td>
</tr>
<tr>
<td>g. Is adjacent to and/or improves access to the Edmonton International Airport</td>
<td>0 or 1</td>
<td>1 if it is adjacent to and/or improves access to the Edmonton International Airport. See Map 6*.</td>
</tr>
<tr>
<td><strong>2. Natural Living Systems</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Minimizes or mitigates the impacts to natural living system features as identified in EMRGP</td>
<td>-1 or 0 or 1</td>
<td>1 if there is provision for minimizing or mitigating the negative impacts on an existing or historical natural feature, watershed and/or the functionality of a natural living system. Project loses 1 if natural living feature, watershed or natural living system is degraded or lost. Project scores zero if there is no impact on a natural living system.</td>
</tr>
<tr>
<td>b. Includes a climate change impact analysis and mitigation strategy as part of the project’s planning</td>
<td>0 or 1</td>
<td>1 if it includes a climate change impact analysis and/or mitigation strategy in planning phase.</td>
</tr>
<tr>
<td>c. Modeling estimates GHG emissions will be reduced based on implementation of project</td>
<td>0 or 1</td>
<td>1 if it includes documentation and/or modeling that estimates reduced GHG emissions as a result of the project.</td>
</tr>
<tr>
<td><strong>3. Communities &amp; Housing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Is located in the Metropolitan Core or Metropolitan Area</td>
<td>0 or 1</td>
<td>1 if it is located within the Metropolitan Core or Metropolitan Area as identified on Schedule 2* of EMRGP.</td>
</tr>
<tr>
<td>b. Improves connections between modes (Road/Rail/Air/Transit/Active) for people movement</td>
<td>0 or 1</td>
<td>1 if there is a component that improves connection between two or more modes, which enhances the mobility of people. (i.e. LRT to EIA)</td>
</tr>
<tr>
<td>c. Includes an active transportation component</td>
<td>0 or 1</td>
<td>1 if it includes provision for active transportation development (i.e. walking, cycling, etc.).</td>
</tr>
<tr>
<td><strong>4. Integration of Land Use &amp; Infrastructure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Supports intensification within the Metropolitan Core or a Built Up Urban Area</td>
<td>0 or 1</td>
<td>1 if it is within the Metropolitan Core or it supports redevelopment and/or infill within the Built Up Urban Area as shown on Schedule 2* of EMRGP.</td>
</tr>
<tr>
<td>b. Improves an existing link</td>
<td>0 or 1</td>
<td>1 if the link currently exists.</td>
</tr>
<tr>
<td>c. Improves transit infrastructure</td>
<td>0 or 1</td>
<td>1 if it improves Transit infrastructure (i.e. LRT, Park and Ride as identified on Schedule 10B* of EMRGP).</td>
</tr>
<tr>
<td>d. Is a new transit facility or extends a transit corridor or LRT</td>
<td>0 or 1</td>
<td>1 if it is a new transit facility, or extends an existing transit or LRT corridor as identified on Schedule 10B* of EMRGP.</td>
</tr>
<tr>
<td>e. Supports multiple infrastructure uses (utilities, pipelines, etc.)</td>
<td>0 or 1</td>
<td>1 if other forms of regional linear infrastructure are to be supported within the corridor right-of-way (i.e. multi-use corridors).</td>
</tr>
<tr>
<td>f. Connects multiple EMRB members with infrastructure</td>
<td>0 or 1</td>
<td>1 if infrastructure connects or crosses boundaries between one or more member municipalities.</td>
</tr>
<tr>
<td><strong>5. Transportation Systems</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Is a new link is a parallel/supplementary corridor within the Metropolitan Core and/or Metropolitan Area</td>
<td>0 or 1</td>
<td>1 if it is a new link (or essentially replaces an existing road) or improves a parallel/supplementary corridor to the transportation network in the Metropolitan Core and/or Metropolitan Area as identified on Schedule 10B* of EMRGP.</td>
</tr>
<tr>
<td>b. Increases efficiencies in person carrying capacity or reduces congestion, bottlenecks, etc. (i.e. HOV Lane/Transit Priority, street level rail, ITS etc.)</td>
<td>0 or 1</td>
<td>1 if it includes HOV/Transit Priority Lane, LRT or Park &amp; Ride or if it will reduce congestion and/or bottlenecks (i.e. rail grade separation, interchange replaces signals, etc.).</td>
</tr>
<tr>
<td>c. A definitive agreement is in place between jurisdictions to undertake and/or complete the project</td>
<td>0 or 1</td>
<td>1 if an agreement has been defined between two or more jurisdictions to collaborate to complete the project (i.e. between member municipalities and/or Alberta Transportation).</td>
</tr>
<tr>
<td>d. Provides a viable alternative to the private automobile</td>
<td>0 or 1</td>
<td>1 if it includes provision for HOV/Transit Priority Lane, Park &amp; Ride or LRT.</td>
</tr>
<tr>
<td>e. Addresses a safety issue</td>
<td>0 or 1</td>
<td>1 if it addresses a community transportation safety issue (i.e. high accident location, pedestrian safety, etc.).</td>
</tr>
<tr>
<td><strong>6. Agriculture</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Minimizes fragmentation of agricultural land in the Rural Area by utilizing existing facilities/rights-of-way</td>
<td>-1 or 0 or 1</td>
<td>1 if it is a new link using existing road allowance or improving an existing regional road in the Rural Area Tier. Project loses 1 if new link does not use existing right-of-way and fragments land in the Rural Area. Project scores zero if in Metropolitan Core or Area.</td>
</tr>
<tr>
<td>b. Includes supportive infrastructure that serves to maintain and improve transportation access and facilities for the agricultural sector outside of the Built-up Urban Area</td>
<td>0 or 1</td>
<td>1 if it has a component that improves a regional road outside of the Built-up Urban Areas as depicted on Schedule 2* of EMRGP.</td>
</tr>
</tbody>
</table>
7. Category Weighting

The current weighting of criteria categories is based on the seven transportation principles found in the IRTMP as shown in the following table.

**Table 3: Current Category Weighting**

<table>
<thead>
<tr>
<th>Criterion</th>
<th>% Weight*</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supports the Region’s Economy</td>
<td>25.5</td>
<td>1</td>
</tr>
<tr>
<td>Maximize Use of Existing Infrastructure</td>
<td>23.6</td>
<td>2</td>
</tr>
<tr>
<td>Provides Viable Alternatives to the Private Automobile</td>
<td>16.4</td>
<td>3</td>
</tr>
<tr>
<td>Supports Growth in Priority Growth Areas (PGA’s)</td>
<td>14.5</td>
<td>4</td>
</tr>
<tr>
<td>Supports Multi-Modal Transportation Facilities</td>
<td>10.9</td>
<td>5</td>
</tr>
<tr>
<td>Coordination Between Jurisdictions-Agreement in Place</td>
<td>5.5</td>
<td>6</td>
</tr>
<tr>
<td>Project Reduces Environmental Degradation</td>
<td>3.6</td>
<td>7</td>
</tr>
</tbody>
</table>

100%

The evaluation criteria categories have been updated to reflect the new EMRGP Principles and Policy Areas. Given the differing levels of importance that the region may apply to each of the Principles and Policy Areas, a pair-wise weighting exercise was used to differentiate the categories in order to emphasize scoring in a certain direction. The pair-wise exercise was conducted by the Working Group with 26 participants using voting software technology to calculate the final weightings.

**Table 4: Weighting of EMRGP Principles/Policy Area Categories**

<table>
<thead>
<tr>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>EMRGP Principles/Policy Areas</th>
<th>Score</th>
<th>Weighting factor</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>2</td>
<td>A</td>
<td>1</td>
<td>A</td>
<td>A Economic Competitiveness &amp; Employment</td>
<td>11</td>
<td>36.7%</td>
<td>1</td>
</tr>
<tr>
<td>A</td>
<td>2</td>
<td>D</td>
<td>2</td>
<td>E</td>
<td>B Natural Living Systems</td>
<td>1</td>
<td>3.3%</td>
<td>5</td>
</tr>
<tr>
<td>B</td>
<td>C</td>
<td>E</td>
<td>1</td>
<td>C</td>
<td>C Communities &amp; Housing</td>
<td>4</td>
<td>13.3%</td>
<td>4</td>
</tr>
<tr>
<td>D</td>
<td>D</td>
<td>2</td>
<td>D</td>
<td>3</td>
<td>D Integration of Land Use &amp; Infrastructure</td>
<td>8</td>
<td>26.7%</td>
<td>2</td>
</tr>
<tr>
<td>E</td>
<td>E</td>
<td>3</td>
<td></td>
<td></td>
<td>E Transportation Systems</td>
<td>6</td>
<td>20.0%</td>
<td>3</td>
</tr>
<tr>
<td>F</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>F Agriculture</td>
<td>0</td>
<td>0.0%</td>
<td>6</td>
</tr>
</tbody>
</table>

| Totals | 30 | 100.0% |

**Ranking**

1. Low
2. Medium
3. High

EMRGP Principles/Policy Areas are the criteria categories that need to be compared

Score is the total number of points for each element

Weighting Factor is the relative numerical value of each attribute

Rank is the order of importance of the elements or alternatives

The ranking of the categories is similar to the original and continues to show the ongoing importance of the economy and infrastructure in identifying transportation priorities. However, at a Working Group meeting there was concern voiced over the weighting of Agriculture and the general disparity between the top and bottom policy areas. The Working Group explored a number of methods to adjust and normalize the weightings, settling on a 10% adjustment to the original weighting to incorporate a margin of error and to better demonstrate the integration of Growth Plan policy areas. Ten per cent was taken from each of the top three policy areas and redistributed to the bottom three policy areas as shown in Table 5 below. While the weighting has been tweaked, it is important to note that the original ranking of the policy areas remains the same.
### Table 5: Final Adjusted Weighting of EMRGP Principles/Policy Area Categories

<table>
<thead>
<tr>
<th>EMRGP Principles/Policy Areas</th>
<th>Original Weight</th>
<th>10% Adjustment</th>
<th>Adjusted Weight</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Competitiveness &amp; Employment</td>
<td>36.7%</td>
<td>-3.7</td>
<td>33.0%</td>
<td>1</td>
</tr>
<tr>
<td>Integration of Land Use &amp; Infrastructure</td>
<td>26.7%</td>
<td>-2.7</td>
<td>24.0%</td>
<td>2</td>
</tr>
<tr>
<td>Transportation Systems</td>
<td>20.0%</td>
<td>-2.0</td>
<td>18.0%</td>
<td>3</td>
</tr>
<tr>
<td>Communities &amp; Housing</td>
<td>13.3%</td>
<td>+2.0</td>
<td>15.3%</td>
<td>4</td>
</tr>
<tr>
<td>Natural Living Systems</td>
<td>3.3%</td>
<td>+2.7</td>
<td>6.0%</td>
<td>5</td>
</tr>
<tr>
<td>Agriculture</td>
<td>0%</td>
<td>+3.7</td>
<td>3.7%</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
</tbody>
</table>

Figure 1 below is an example of how the weight in the above table is used to calculate the weighted score of a criteria within the Economic Competitiveness & Employment Category.

**Figure 1: Weighted Score Calculation of Criteria**

\[
\text{Weighted Score} = \frac{\text{Score} \times \text{weighting factor}}{\# \text{ of criteria in category}}
\]

Example:
- Project: Highway 830 from Highway 16 to Highway 15 Twinning
- Category: 1. Economic Competitiveness & Employment
- Category Weight = 33%
- Criteria: a. Improves a major goods movement route
- Criteria Score = 1
- \# of criteria in category = 6

\[
4.7 = \frac{1 \times 33}{7}
\]

Once all of the criteria have been scored and weighted, they are summed up to obtain the overall weighted score. A priority factor is then applied as discussed in the next section.

### 8. Project Priority Factor

In previous years rankings an urgency factor was applied to the overall weighted score of each project in order to further differentiate the projects and ensure that the most pressing projects rose to the top of the rankings. There was much discussion by the Working Group regarding the purpose and use of the urgency factor. One view was that the alignment of a project with the principles and objectives of the Growth Plan should determine the priority rankings and therefore no additional factor was necessary. The other view was that though a project may rank high due to meeting all the criteria, the municipality and/or region may not be ready to proceed with the project. This resulted in conversations regarding a readiness factor being applied as opposed to urgency. This led to further discussion and concerns that although a project may be ready it may not be a priority.

Project status was also considered in the factor discussion. A project may need to be ranked higher at the Functional Planning/Study Phase because it may be necessary to plan the route/corridor before development starts to occur in an area, even though after completing the study, it may not need to rank high in the next phase because design and construction may be many years away.
In this regard, the timing, phase, readiness, and urgency aspects of the project all needed to be considered in applying the factor. Table 6 below was developed to address the application of a priority factor.

The overall weighted score is multiplied by the following applicable factor:

**Table 6: Priority Factors**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>“The project is at the Functional Planning/Study Phase; or, Engineering Design Phase; or, Ready for Construction; and is ….”</td>
</tr>
<tr>
<td>2</td>
<td>projected to be at least 10 or more years from being executed.</td>
</tr>
<tr>
<td>3</td>
<td>projected to be approximately 3-10 years from being executed.</td>
</tr>
<tr>
<td>4</td>
<td>a high priority and should be executed within the next 3 years.</td>
</tr>
</tbody>
</table>

9. **Project Scoring & Ranking**

Over the past few years, the Region has identified approximately 90 transportation projects, road and transit. New projects are added to the master list as they arise. Each project is reviewed by the Working Group and scored in accordance with the evaluation criteria. Once the scoring is completed, the weighting and priority factors are applied and the projects are sorted by their overall total weighted score, transportation type (road or transit), and project status – Ready for Construction, Engineering Design Phase, and Functional Planning/Study Phase. The result is three priority lists each for road and transit projects.

Table 6 on the next page is an example of how criteria is applied to a project and a final score is achieved.

*Note: The example on the next page demonstrates the methodology and is not intended to be a final assessment of any one particular project.*
Table 6: Final Adjusted Weighting of EMRGP Principles/Policy Area Categories

Example 1: Highway 830 from Highway 16 to Highway 15 Twinning

<table>
<thead>
<tr>
<th>1. Economic Competitiveness &amp; Employment (33%)</th>
<th>Score</th>
<th>Weighted Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Improves a major goods movement route</td>
<td>1</td>
<td>4.7</td>
</tr>
<tr>
<td>b. Connects or provides direct access to a Major Employment Area in the EMRGP</td>
<td>1</td>
<td>4.7</td>
</tr>
<tr>
<td>c. Improves a major commuter route as defined in EMRGP</td>
<td>1</td>
<td>4.7</td>
</tr>
<tr>
<td>d. Improves a high load/heavy load/long combination vehicle corridor</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>e. Improves a major external economic corridor</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>f. Improves connections between modes (Road/Rail/Air) for goods movement</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>g. Is adjacent to and/or improves access to the Edmonton International Airport</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Category Weighted score</td>
<td></td>
<td>14.1</td>
</tr>
</tbody>
</table>

2. Natural Living Systems (6%)

<table>
<thead>
<tr>
<th>Category Weighted score</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.0</td>
</tr>
</tbody>
</table>

3. Communities & Housing (15.3%)

<table>
<thead>
<tr>
<th>Category Weighted score</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.0</td>
</tr>
</tbody>
</table>

4. Integration of Land Use & Infrastructure (24%)

<table>
<thead>
<tr>
<th>Category Weighted score</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.0</td>
</tr>
</tbody>
</table>

5. Transportation Systems (18%)

<table>
<thead>
<tr>
<th>Category Weighted score</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.0</td>
</tr>
</tbody>
</table>

6. Agriculture (3.7%)

<table>
<thead>
<tr>
<th>Category Weighted score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.9</td>
</tr>
</tbody>
</table>

Total Weighted score: 20

Final Score: 40
10. Conclusion

As a living document, the Growth Plan must change and adjust to keep up with the ever-evolving future of the Region. So too must the tools used to implement the Plan. This update to the evaluation criteria is one of those critical adjustments that ensures the Region’s planning remains current and enduring.

The implementation of the Regional Transportation Priorities is one of the most successful initiatives undertaken by the Edmonton Metropolitan Region Board, and represents a tangible example of regional collaboration and decision-making.

11. Acknowledgements

Significant effort was undertaken to update the evaluation criteria by the Working Group. It should be noted that consensus was not always possible. Compromises were required by all members and municipal positions, in order to complete the update of the evaluation criteria, knowing that a new priority ranking system will be developed as part of the update to the IRTMP.

Representatives from all member municipal administrations and Alberta Transportation were invited to participate on the Working Group that reviewed and updated the evaluation criteria and category weightings. In addition to representation from Alberta Transportation the following municipalities participated in the evaluation process:

- City of Edmonton
- City of Fort Saskatchewan
- City of Leduc
- City of Spruce Grove
- City of St. Albert
- Leduc County
- Parkland County
- Strathcona County
- Sturgeon County
- Town of Beaumont
- Town of Devon
- Town of Morinville
- Town of Stony Plain
Appendix A

Current Evaluation Criteria

<table>
<thead>
<tr>
<th>Evaluation Criteria Category</th>
<th>Scoring</th>
<th>Scoring Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Integration with the Capital Region’s Growth Plan (First Guiding Policy Theme of the RTMP) How well does the project support the OR Growth Plan with imminent growth and development in Priority Growth Areas (PGAs)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) Supports Growth in Priority Growth Areas (PGAs)’ (Supports Principle 1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Provides Access to a PGA (as shown in RTMP)</td>
<td>0 or 1</td>
<td>If located within or alongside a PGA as shown in RTMP Figure 1, score 1.</td>
</tr>
<tr>
<td>* The Project is a New Link or Adds Connectivity to the Regional Network</td>
<td>0 or 1</td>
<td>Score 1 if a new link or improves connectivity in the network.</td>
</tr>
<tr>
<td>* The Project Supports intensification</td>
<td>0 or 1</td>
<td>If supports access to known major infill area (i.e. City Centre Airport Redevelopment), score 1.</td>
</tr>
<tr>
<td>* Number of PGAs Served (one point per PGA, as shown in RTMP)</td>
<td>Score 1 per PGA</td>
<td>Score 1 per RSA that the project is in or PGA boundary it approaches.</td>
</tr>
<tr>
<td>ii) Maximise Use of Existing Infrastructure (Supports Principle 2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* The Project Improves an Existing Link</td>
<td>0 or 1</td>
<td>Score 1 if link exists currently.</td>
</tr>
<tr>
<td>* The Project Increases Efficiency in Person Carrying Capacity (i.e. HOV lane/Transit Priority, etc.)</td>
<td>0 or 1</td>
<td>Score 1 if HOV/Transit Priority lane, LRT or Park &amp; Ride.</td>
</tr>
<tr>
<td>iii) Supports the Region’s Economy (Supports Principle 3)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Improves a Major Goods Movement Route</td>
<td>0 or 1</td>
<td>Scores 1 if project improves a major goods movement route. HOV/Transit Priority, Park &amp; Ride and LRT is rated 0 even if on corridor. Score 1 if road provides necessary connection or direct access to major employment areas, as shown in RTMP Figure 4.</td>
</tr>
<tr>
<td>* Connects or Provides Direct Access to a Major Employment Area (as depicted in RTMP)</td>
<td>0 or 1</td>
<td>Score 1 if major commuter route.</td>
</tr>
<tr>
<td>* Improves a Major Commuter Route</td>
<td>0 or 1</td>
<td>Scores 1 if major commuter route.</td>
</tr>
<tr>
<td>* Project Improves a High Load Corridor (as depicted in RTMP)</td>
<td>0 or 1</td>
<td>If existing or potential future HLC/LCV as shown on RTMP Figure 4, the project scores 1.</td>
</tr>
<tr>
<td>* Connects to Major Economic Corridors (i.e. to Fort McMurray, Hwy 2 south, etc.)</td>
<td>0 or 1</td>
<td>Score 1 if project along Hwy 2 south to Calgary/US or Hwy 28/3A/B30/15 to the north, Hwy 21 and connection to north HOV/Transit Priority, Park &amp; Ride and LRT is rated 0 even on corridor.</td>
</tr>
<tr>
<td>2. Increased Transportation Choices (Second Guiding Policy Theme of the RTMP) How well does the project improve transportation choices for travellers by strengthening the transit and active transportation system? How well does the project improve connections to multi-modal facilities for goods movement?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) Provide Viable Alternatives to the Private Automobile (Supports Principle 1)</td>
<td>0 or 1</td>
<td>Scores 1 if HOV/Transit lane, Park &amp; Ride or LRT.</td>
</tr>
<tr>
<td>* Project Provides a Viable Alternative to the Private Automobile</td>
<td>0 or 1</td>
<td>Scores 1 if along a transit priority (including LRT) corridor shown on RTMP Figure 5.</td>
</tr>
<tr>
<td>* Project Improves a Transit Priority Corridor or is a Park and Ride on a Transit Priority Corridor (as depicted in RTMP)</td>
<td>0 or 1</td>
<td>Scores 1 if active transportation will clearly be incorporated in project (i.e. in planning study or design, or along TransCanada Trail).</td>
</tr>
<tr>
<td>ii) Supports Active Transportation (Supports Principle 2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Project Supports Active Transportation</td>
<td>0 or 1</td>
<td>Score 1 if project is a MAJOR connection to multi-modal areas (i.e. EIA, Rail to Road parks, Park &amp; Ride, etc).</td>
</tr>
<tr>
<td>iii) Supports Multi-Modal Transportation Facilities (Supports Principle 3)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Project Improves Connections Between Modes (Road/Rail/Av/Transit/Active)</td>
<td>0 or 1</td>
<td>All projects meet environmental regulations and guidelines. Score 1 if will unequivocally reduce environmental degradation (i.e. HOV/Transit Lane, Park &amp; Ride, LRT, or some other design concept, LEED, etc.)</td>
</tr>
<tr>
<td>3. Reduction of Environmental Degradation (Third Guiding Policy Theme of the RTMP) Does the project mitigate environmental degradation associated with the Region’s transportation system?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) Project Reduces Environmental Degradation</td>
<td>0 or 1</td>
<td>All projects meet environmental regulations and guidelines. Score 1 if will unequivocally reduce environmental degradation (i.e. HOV/Transit Lane, Park &amp; Ride, LRT, or some other design concept, LEED, etc.)</td>
</tr>
<tr>
<td>ii) Supports Multi-Modal Transportation Facilities (Supports Principle 3)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Project Improves Connections Between Modes (Road/Rail/Av/Transit/Active)</td>
<td>0 or 1</td>
<td>Scores 1 if an agreement is reached between two or more jurisdictions to complete the project (i.e. between municipalities and/or Alberta Transportation).</td>
</tr>
</tbody>
</table>
Appendix B

EMRGP vs IRTMP Principles, Themes, and Objectives Comparison

<table>
<thead>
<tr>
<th>EMRGP Principles and Objectives</th>
<th>Related IRTMP Themes &amp; Principles</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Guiding Principle</strong></td>
<td>➢ The regional transportation system is well Integrated with the Capital Region’s Growth Plan.</td>
</tr>
</tbody>
</table>
| Promote global economic competitiveness and regional prosperity. | ➢ Develop a Transportation System that supports the Region’s Economy  
  ➢ Support Multi-Modal Transportation Facilities  
  ➢ Effective Coordination of Infrastructure between all jurisdictions |
| 1.1: Promote global economic competitiveness and diversification of the regional economy | ➢ Develop a Transportation System that supports the Region’s Economy  
  ➢ Effective Coordination of Infrastructure between all Jurisdictions |
| 1.2: Promote job growth and the competitiveness of the region’s employment base | ➢ Maximize Use of Existing Infrastructure  
  ➢ The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel  
  ➢ Develop a Transportation System that supports the Region’s Economy  
  ➢ Support Multi-Modal Transportation Facilities  
  ➢ Support Active Transportation  
  ➢ Effective Coordination of Infrastructure between all Jurisdictions |
| 1.3: Enhance competitiveness through the efficient movement of people, goods and services to, from and within the Region | ➢ Maximize Use of Existing Infrastructure  
  ➢ The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel  
  ➢ Develop a Transportation System that supports the Region’s Economy  
  ➢ Support Multi-Modal Transportation Facilities  
  ➢ Support Active Transportation  
  ➢ Effective Coordination of Infrastructure between all Jurisdictions |
| 1.4: Promote the livability and prosperity of the Region and plan for the needs of a changing population and workforce | ➢ Maximize Use of Existing Infrastructure  
  ➢ The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel  
  ➢ Develop a Transportation System that supports the Region’s Economy  
  ➢ Support Multi-Modal Transportation Facilities  
  ➢ Support Active Transportation  
  ➢ Minimize environmental Impacts associated with the Transportation Network |

| Guiding Principle | ➢ The Region’s transportation system minimizes environmental degradation. |
| Protect natural living systems and environmental assets. | ➢ Maximize Use of Existing Infrastructure  
  ➢ The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel  
  ➢ Minimize environmental Impacts associated with the Transportation Network |
| 2.1: Conserve and restore natural living systems through an ecological network approach | ➢ Maximize Use of Existing Infrastructure  
  ➢ The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel  
  ➢ Minimize environmental Impacts associated with the Transportation Network |
| 2.2: Protect regional watershed health, water quality and quantity | ➢ Maximize Use of Existing Infrastructure  
  ➢ The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel  
  ➢ Minimize environmental Impacts associated with the Transportation Network |
| 2.3: Plan development to promote clean air, land and water and address climate change impacts | ➢ Maximize Use of Existing Infrastructure  
  ➢ The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel  
  ➢ Minimize environmental Impacts associated with the Transportation Network |
| 2.4: Minimize and mitigate the impacts of regional growth on natural living systems | ➢ Maximize Use of Existing Infrastructure  
  ➢ The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel  
  ➢ Minimize environmental Impacts associated with the Transportation Network |
<table>
<thead>
<tr>
<th>EMRGP Principles and Objectives</th>
<th>Related IRTMP Themes &amp; Principles</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Guiding Principle</strong>&lt;br&gt;Recognize and celebrate the diversity of communities and promote an excellent quality of life across the Region.</td>
<td>➢ The regional transportation system is well Integrated with the Capital Region’s Growth Plan.&lt;br➢ The Region’s transportation system provides transportation choices.</td>
</tr>
<tr>
<td>3.1: Plan and develop complete communities within each policy tier to accommodate people’s daily needs for living at all ages</td>
<td>• Preserve the Integrity of Priority Growth Areas&lt;br• Maximize Use of Existing Infrastructure&lt;br• The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel&lt;br• Develop a Transportation System that supports the Region’s Economy&lt;br• Support Multi-Modal Transportation Facilities&lt;br• Support Active Transportation</td>
</tr>
<tr>
<td>3.2: Plan for and promote a range of housing options</td>
<td>• Preserve the Integrity of Priority Growth Areas</td>
</tr>
<tr>
<td>3.3: Plan for and promote market affordable and non-market housing to address core housing need</td>
<td>• Preserve the Integrity of Priority Growth Areas</td>
</tr>
<tr>
<td><strong>Guiding Principle</strong>&lt;br&gt;Achieve compact growth that optimizes infrastructure investment.</td>
<td>➢ The regional transportation system is well Integrated with the Capital Region’s Growth Plan.</td>
</tr>
<tr>
<td>4.1: Establish a compact and contiguous development pattern to accommodate employment and population growth</td>
<td>• Preserve the Integrity of Priority Growth Areas&lt;br• Maximize Use of Existing Infrastructure&lt;br• The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel&lt;br• Develop a Transportation System that supports the Region’s economy&lt;br• Support Multi-Modal Transportation Facilities&lt;br• Support Active Transportation&lt;br• Effective Coordination of Infrastructure between all Jurisdictions</td>
</tr>
<tr>
<td>4.2: Enable growth within built-up urban areas to optimize existing infrastructure and minimize the expansion of the development footprint</td>
<td>• Preserve the Integrity of Priority Growth Areas&lt;br• Maximize Use of Existing Infrastructure&lt;br• The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel&lt;br• Support Multi-Modal Transportation Facilities&lt;br• Support Active Transportation&lt;br• Minimize environmental Impacts associated with the Transportation Network</td>
</tr>
<tr>
<td>4.3: Plan and develop greenfield areas in an orderly and phased manner to contribute to complete communities</td>
<td>• Preserve the Integrity of Priority Growth Areas</td>
</tr>
<tr>
<td>4.4: Plan for and accommodate rural growth in appropriate locations with sustainable levels of local servicing</td>
<td>• Maximize Use of Existing Infrastructure</td>
</tr>
<tr>
<td>4.5: Plan and develop mixed use and higher density centres as areas to concentrate growth of both people and jobs</td>
<td>• Preserve the Integrity of Priority Growth Areas&lt;br• Maximize Use of Existing Infrastructure&lt;br• The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel&lt;br• Develop a Transportation System that supports the Region’s Economy&lt;br• Support Multi-Modal Transportation Facilities&lt;br• Support Active Transportation</td>
</tr>
<tr>
<td>4.6: Prioritize investment and funding of regional infrastructure to support planned growth</td>
<td>• Preserve the Integrity of Priority Growth Areas&lt;br• Maximize Use of Existing Infrastructure&lt;br• The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel&lt;br• Develop a Transportation System that supports the Region’s Economy&lt;br• Support Multi-Modal Transportation Facilities</td>
</tr>
<tr>
<td>EMRGP Principles and Objectives</td>
<td>Related IRTMP Themes &amp; Principles</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>----------------------------------</td>
</tr>
</tbody>
</table>
| 4.7: Ensure compatible land use patterns to minimize risks to public safety and health | • Support Active Transportation  
• Effective Coordination of Infrastructure between all Jurisdictions  
• Preserve the Integrity of Priority Growth Areas  
• The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel  
• Support Multi-Modal Transportation Facilities  
• Support Active Transportation  
• Minimize environmental Impacts associated with the Transportation Network  
• Effective Coordination of Infrastructure between all Jurisdictions |

**Guiding Principle**

Ensure effective regional mobility.

➢ The Region’s transportation system provides transportation choices.  
➢ The Region’s transportation plans are efficiently coordinated across and between jurisdictions.

| 5.1: Develop a regional transportation system to support the growth of the Region and enhance its regional and global connectivity | • Preserve the Integrity of Priority Growth Areas  
• Maximize Use of Existing Infrastructure  
• Develop a Transportation System that supports the Region’s Economy  
• Support Multi-Modal Transportation Facilities  
• Support Active Transportation  
• Effective Coordination of Infrastructure between all Jurisdictions |

| 5.2: Encourage a mode shift to transit, high occupancy vehicles and active transportation modes as viable alternatives to private automobile travel, appropriate to the scale of the community | • The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel  
• Support Multi-Modal Transportation Facilities  
• Support Active Transportation |

| 5.3: Coordinate and integrate land use and transportation facilities and services to support the efficient and safe movement of people, goods and services in both urban and rural areas | • Preserve the Integrity of Priority Growth Areas  
• The region’s transportation system shall develop and strengthen transit facilities and services to provide a viable alternative to private automobile travel  
• Support Multi-Modal Transportation Facilities  
• Support Active Transportation  
• Effective Coordination of Infrastructure between all Jurisdictions |

| 5.4: Support the Edmonton International Airport as northern Alberta’s primary air gateway to the world | • Maximize Use of Existing Infrastructure  
• Develop a Transportation System that supports the Region’s Economy  
• Support Multi-Modal Transportation Facilities  
• Effective Coordination of Infrastructure between all Jurisdictions |

| 5.5: Ensure effective coordination and alignment of regional transportation policies and initiatives between all jurisdictions | • Effective Coordination of Infrastructure between all Jurisdictions |

**Guiding Principle**

Ensure the wise management of prime agricultural resources.

➢ The regional transportation system is well Integrated with the Capital Region’s Growth Plan.

| 6.1: Identify and conserve an adequate supply of prime agricultural lands to provide a secure local source of food security for future generations | • Preserve the Integrity of Priority Growth Areas  
• Maximize Use of Existing Infrastructure  
• Develop a Transportation System that supports the Region’s Economy  
• Minimize environmental Impacts associated with the Transportation Network |

| 6.2: Minimize the fragmentation and conversion of prime agricultural lands to non-agricultural uses | • Preserve the Integrity of Priority Growth Areas  
• Maximize Use of Existing Infrastructure  
• Support Multi-Modal Transportation Facilities |

| 6.3: Promote diversification and value-added agriculture production and plan infrastructure to support the agricultural sector and regional food system | • Develop a Transportation System that supports the Region’s Economy  
• Support Multi-Modal Transportation Facilities  
• Effective Coordination of Infrastructure between all Jurisdictions |
Appendix C

Transportation Priorities Maps and EMRGP Schedules used to score projects with the evaluation criteria
SCHEDULE 10C:
Airports, Rail Facilities and Overdimensional Corridors to 2044

NOTES:
1. Existing Corridors are those existing today.
2. Construction of new rail lines will be shown as a conceptual line to scale.
3. The remaining rail lines are shown in black.

Legend:
- Red: Existing Corridors
- Black: New Construction
- Green: Conceptual Lines

Executive Committee
April 30, 2018

Agenda Package May, 9/19
83 of 148
Engagement Strategy

Background

Over the course of the last few months, the Board and EMRB administration has been engaged in work related to advocacy. During this time work has commenced on the development of a strategy framework and the associated initiatives needed to implement the framework. As this work has progressed, there is an increased focus on the importance of multi-stakeholder engagement and increased potential and opportunity for strategic alignment with a number of partners.

Becoming clearer over the course of this work is that the EMRB is presented with a tremendous opportunity to demonstrate not only its notable successes and relevance, but also an opportunity to enhance the established EMRB leadership role and utilize the broad, diverse, and informed regional perspective, experience and economic impact as a basis of evidence to leverage and increase influence across all levels of government and decision-makers. The organization has an opportunity to clearly demonstrate the EMRB value proposition and advantage, and the return on investment and organizational efficiencies the EMRB can offer in advancing shared goals and objectives to the benefits of all Albertans.

Next Steps

EMRB Administration:

- has engaged a consultant with significant expertise, and vital connections and relationships to assist in the development of an engagement strategy related to government and key stakeholders;
- is continuing the development of a full engagement strategy, including implementation, that identifies opportunities for strategic alignment, and the ability to leverage outcomes
- has commenced the process on behalf of the Board to reach out to Premier and will extend the initial congratulatory contact to all other Ministries; notably including invitations to meet with the Board to the Minister and Deputy Minister of Municipal Affairs, and regional MLAs;
- when and if available, will obtain, review and assess Minister Mandate Letters and potential impact/opportunities in relation to EMRB activities;
- has completed a preliminary review of potential linkages between published pre-election policy platforms and EMRB policy areas/projects to analyze and assess potential impacts, and to determine areas of for EMRB opportunity, influence and leverage;
- is working with the Calgary Metropolitan Region Board to identify joint opportunities;
- is planning an event(s) to engage with Ministers and regional MLAs;
is scheduling a meeting of the Advocacy Committee to provide input and feedback on the Engagement Strategy, and set a course of action for engagement activities; and
will present a communications and engagement update at the June 9, 2019 meeting of the Board.

Attachments:

1. Elections Results – April 16, 2019
2. MLA/Minister Biographies
3. UPC Policy Platform - Notional Linkages to EMRB
<table>
<thead>
<tr>
<th>Riding</th>
<th>Previous MLA</th>
<th>New MLA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drayton Valley-Devon</td>
<td>Mark Smith *</td>
<td>Mark Smith</td>
</tr>
<tr>
<td>Edmonton-Beverly-Clareview</td>
<td>Deron Bilous  *</td>
<td>Deron Bilous</td>
</tr>
<tr>
<td>Edmonton-Castle Downs</td>
<td>Nicole Goehring</td>
<td>Nicole Goehring</td>
</tr>
<tr>
<td>Edmonton-City Centre</td>
<td>David Shepherd</td>
<td>David Shepherd</td>
</tr>
<tr>
<td>Edmonton-Decore</td>
<td>Chris Nielsen</td>
<td>Chris Nielsen</td>
</tr>
<tr>
<td>Edmonton-Ellerslie</td>
<td>Rod Loyola</td>
<td>Rod Loyola</td>
</tr>
<tr>
<td>Edmonton-Glenora</td>
<td>Sarah Hoffman *</td>
<td>Sarah Hoffman</td>
</tr>
<tr>
<td>Edmonton-Gold Bar</td>
<td>Marlin Schmidt *</td>
<td>Marlin Schmidt</td>
</tr>
<tr>
<td>Edmonton-Highlands-Norwood</td>
<td>Brian Mason  *</td>
<td>Janis Irwin</td>
</tr>
<tr>
<td>Edmonton-Manning</td>
<td>Heather Sweet</td>
<td>Heather Sweet</td>
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<td>Edmonton-McClung</td>
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<td>Lorne Dach</td>
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<td>N/A</td>
<td>Jasvir Deol</td>
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<tr>
<td>Edmonton-Mill Woods</td>
<td>Christina Gray *</td>
<td>Christina Gray</td>
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<td>Edmonton-North West</td>
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<td>David Eggen</td>
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<tr>
<td>Edmonton-Riverview</td>
<td>Lori Sigurdson *</td>
<td>Lori Sigurdson</td>
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<tr>
<td>Edmonton-Rutherford</td>
<td>Richard Feehan *</td>
<td>Richard Feehan</td>
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<td>Edmonton-South</td>
<td>N/A</td>
<td>Thomas Dang</td>
</tr>
<tr>
<td>Edmonton-South West</td>
<td>Thomas Dang</td>
<td>Kaysee Madu **</td>
</tr>
<tr>
<td>Edmonton-Strathcona</td>
<td>Rachel Notley *</td>
<td>Rachel Notley</td>
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<tr>
<td>Edmonton-West Henday</td>
<td>N/A</td>
<td>Jon Carson</td>
</tr>
<tr>
<td>Edmonton-Whitemud</td>
<td>Bob Turner</td>
<td>Rakhi Pancholi</td>
</tr>
<tr>
<td>Fort Saskatchewan-Vegreville</td>
<td>Jessica Littlewood</td>
<td>Jackie Armstrong-Homeniuk</td>
</tr>
<tr>
<td>Lac Ste. Anne-Parkland</td>
<td>N/A</td>
<td>Shane Getson</td>
</tr>
<tr>
<td>Leduc-Beaumont</td>
<td>Shaye Anderson *</td>
<td>Brad Rutherford</td>
</tr>
<tr>
<td>Morinville-St. Albert</td>
<td>N/A</td>
<td>Dale Nally **</td>
</tr>
<tr>
<td>Sherwood Park</td>
<td>Annie McKitrick</td>
<td>Jordan Walker</td>
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<tr>
<td>Spruce Grove-Stony Plain</td>
<td>N/A</td>
<td>Searle Turton</td>
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<tr>
<td>St. Albert</td>
<td>Marie Renaud</td>
<td>Marie Renaud</td>
</tr>
<tr>
<td>Strathcona-Sherwood Park</td>
<td>Stefania Cortes-Vargas</td>
<td>Nate Glubish **</td>
</tr>
</tbody>
</table>

**Legend**

- United Conservative Party (UCP)
- New Democratic Party (NDP)
- Re-Elected MLA
- ** New Minister
- * Previous Minister

Current as of: April 30, 2019
Edmonton Metropolitan Region
MLAs

Current as of: May 1, 2019

United Conservative Party
New Democratic Party
Jackie Armstrong-Homeniuk  
MLA, Fort Saskatchewan-Vegreville

Jackie is a businesswoman, wife, mother, volunteer, and was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Fort Saskatchewan-Vegreville.

She has been married for 35 years with 2 children and runs a successful small business, she understand the challenges and rewards of family and professional life. She knows how challenging it is for families to make ends meet, particularly for small business owners. This is part of who she is and why she believes in fighting for Alberta families, through good policy that supports them and reflects their shared values.

Jackie have over 20 years of experience in grassroots politics and has served as the Regional Director for Central Northeast Alberta on the Progressive Conservative Party board of directors. But, like many Albertans, Jackie is looking toward the future of our great province. Through her business and grass roots political experience she has shown her strength in relationship building, which she will put to work for the constituents of Fort Saskatchewan-Vegreville in the legislature.

Information gathered from: [https://jackiearmstronghomeniuk.ca/](https://jackiearmstronghomeniuk.ca/)
Deron Bilous
MLA, Edmonton-Beverly-Clareview
* Previous Minister of Economic Development and Trade

Deron has served two terms as the MLA for Edmonton-Beverly-Clareview, and was re-elected to the Legislative Assembly of Alberta on April 16, 2019.

Born and raised in Edmonton, Deron Bilous grew up in a proudly Ukrainian home where he learned to appreciate Alberta’s diversity.

A dedicated champion for Alberta workers and business, Deron was sworn in as Minister of Economic Development and Trade in 2015. Deron used this role to help drive international investment in the province and to encourage projects that will help grow and diversify Alberta’s economy.

After graduating from the University of Alberta with a Bachelor of Education degree, he taught and mentored students at Edmonton’s Inner City High School. He quickly learned to see potential where others might only see hardship, an outlook that still serves him well. Before becoming a teacher, Deron worked in Quebec, Tunisia and China on a number of projects with Canada World Youth, a volunteer youth program that focuses on international development between 1995 and 2005.

Deron lives in the historic neighbourhood of Beverly in Edmonton.

Information gathered from: https://deronbilous.albertandp.ca/
Jon was re-elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for the new riding of Edmonton-West Henday.

As a proud Edmontonian, Jon is a dedicated representative for his constituents.

Jon cares about what matters to everyday Albertans, and has used his time in office to fight for enhanced consumer protections and to advocate on behalf of local businesses. He also worked with Children's Autism Services of Edmonton to secure funding for expanded services.

A believer in accessible and affordable public transit, one of Jon’s proudest accomplishments as MLA for Edmonton-Meadowlark has been being part of the team that fought for and secured over $1 Billion in funding for the west leg of Edmonton’s LRT.

Before being elected Jon was employed as an electrician. He has a diploma in radio and television broadcasting from the Northern Alberta Institute of Technology, where he later returned to undertake an electrical apprenticeship.

Information gathered from: https://joncarson.albertandp.ca/
Lorne was re-elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Edmonton-McClung.

Born and raised in Edmonton, Lorne has always had a passion for Alberta politics and people. He is known as a respected leader in his constituency and a strong voice in local anti-racism initiatives.

A committed advocate for fostering diversity, Lorne has used his time as an MLA to promote a spirit of cooperation. He proudly initiated the Edmonton McClung Interfaith Council and has been involved with countless community building initiatives including working to help seniors stay in their own home longer through the Seniors Home Adaptation and Repair Program.

Lorne graduated from the University of Alberta with a BA in Political Science. Prior to being elected he had a successful 30 year career as a Realtor where he learned the important role small businesses play in communities. He was proud to help hard working Alberta families achieve their goal of home ownership.

Information gathered from: https://lornedach.albertandp.ca/
Thomas was re-elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for the new riding of Edmonton-South.

Thomas was born and raised in Edmonton and is proud to call Edmonton home. He is known as a passionate, strong, and effective voice in the Legislature and is the youngest MLA elected in Alberta’s history.

Thomas is the second child of refugee parents. His parents came to Canada following the Vietnam War as part of the many boat people welcomed to Canada.

His work around anti-racism, helping racialized communities, and strengthening education is guided by his family’s past. The hard work and dedication his parents brought with them is something he strives to honour every single day.

Prior to entering politics, Thomas worked as a software consultant at various startups and was an activist and advocate for education.

Information gathered from: https://thomasdang.albertandp.ca/
Jasvir was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for the new riding Edmonton-Meadows.

Jasvir has been an active member of his community for 26 years and has been a grassroots worker for progressive values his entire life.

A small business owner for nearly two decades, Jasvir also serves as a board member to several non-profit and community projects including literary, cultural and media organizations. He has a strong background fighting for labour rights and has held a leadership role with the Edmonton Taxi Association.

Jasvir has also focused much of his work on youth engagement and activism within politics and communities at large. He has successfully organized community sports tournaments for over a decade, funding and contributing to youth projects within the community, and creating large scale youth engagement in politics.

As an experienced businessman, Jasvir understands the role that the economy plays in maintaining the affordable public services that Albertans rely on. Since immigrating to Canada, Jasvir and his wife have worked hard to build a life, raise their two boys and to care for their aging parents. Jasvir is motivated to fight for education, access to quality care for seniors, and health care.

Jasvir will continue to fight for these values and work to help create the next generation of activists.

Information gathered from: https://jasvirdeol.albertandp.ca/
David was re-elected to the Legislative Assembly of Alberta on April 16, 2019 as MLA for the new riding of Edmonton-North West.

David is well-known across the province for his commitment to improving Alberta’s education system. He has been an enthusiastic representative for Edmonton-Calder since 2012, and previously represented the constituency from 2004 to 2008.

Named Minister of Education in 2015, David was focused on supporting Alberta students on their path to success. As a champion for gay-straight alliances, one of his top priorities was ensuring that all Alberta students feel safe, welcome and cared for. He is also incredibly proud of the fact that he was able to drive the building and modernization of 244 new schools in every corner of the province.

David holds a Bachelor of Education degree from the University of Alberta, and taught for 3 years in Zimbabwe and for 14 years at various local schools. He is active in the community, having been a trustee with the Forum for Young Albertans and a chair leader of the Canadian Paraplegic Association.

David and his family have lived in northwest Edmonton for over 20 years.

Information gathered from: https://davideggen.albertandp.ca/
Richard Feehan
MLA, Edmonton-Rutherford
* Previous Minister, Deputy Government House Leader

David was re-elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Edmonton-Rutherford.

Richard is dedicated to making communities better, and is proud to represent Edmonton-Rutherford.

He spent over a decade teaching with the Edmonton branch of the University of Calgary's Faculty of Social Work. Prior to this he was Program Director of the Edmonton Social Planning Council and the Vice-President of Edmonton's Catholic Social Services. He also spent over a decade in private social work practice.

As Minister of Indigenous Relations, Richard has demonstrated his commitment to Truth and Reconciliation and has proudly worked with Alberta's Indigenous communities to begin fulfilling the United Declaration on the Rights of Indigenous Peoples, taking action to make life better for Indigenous peoples in Alberta.

Richard holds a Masters of social work from Wilfrid Laurier University, a Bachelor of social work from the University of Calgary, and a Bachelor of Arts degree from the University of Alberta.

Richard was born and raised in Edmonton and he lives in the south side with his wife and three children.

Information gathered from: https://richardfeehan.albertandp.ca/
Shane was elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for the new riding of Lac Ste. Anne-Parkland.

Shane grew up on a small mixed farm in Alberta, was a logger, labourer, equipment operator. He became a Civil Engineering Technologist, and then went to work on Major Project teams for the next 25 years as a Project Coordinator, Construction Manager, Project Manager, General Manager, and Sr. Manager. He was used often for strategic planning and project recovery roles managing teams in Canada and the US. He is a private pilot, firearms enthusiast, Husband of 16 years, and Father of 4 children. Shane is here to help “Take Our Province Back” this spring, so we can all share in the Alberta Advantage.

Information gathered from: https://shanegetsonucp.ca/about/
Minister Glubish was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Strathcona-Sherwood Park.

Born in Edmonton, Glubish was raised in Saskatoon, where he earned his Bachelor of Commerce degree, majoring in Finance, at the University of Saskatchewan before moving back to the Edmonton area in 2004 to start his career. He is married to Allison, his wife of 10 years, who is a junior high teacher with Elk Island Public Schools.

Glubish has dedicated his professional life to facilitating investment in Alberta technology companies. He began his career with Foundation Equity, an investment firm, where over eight years he rose to Partner and participated in the negotiation and success of more than $40 million in technology business investments.

He then spent four years at the Edmonton head office of NCSG Crane & Heavy Haul Services, where he managed their mergers & acquisitions efforts, investing over $150 million to buy eight companies and grow their operations across North America. These transactions generated significant interest from the Private Equity investment community, which resulted in the sale of a majority stake in NCSG to one of the largest Canadian private equity firms.

Prior to his election, Glubish worked for Vancouver-based Yaletown Partners, a Venture Capital fund, where he oversees investments into Alberta-based technology companies.

Nate Glubish was appointed as the Minister for Service Alberta on April 30, 2019. He will apply his expertise to provide and ensure an efficient delivery of the services Albertans rely on.

Information gathered from: https://www.alberta.ca/nate-glubish-bio.aspx
Nicole was re-elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Edmonton-Castle Downs.

Nicole Goehring was first elected on May 5th, 2015 as the MLA for Edmonton-Castle Downs. She is the Government of Alberta's Liaison to the Canadian Armed Forces. Nicole serves as Chair of the Legislature's Standing Committee on Families and Communities and as a member of the Standing Committee on Privileges and Elections, Standing Orders and Printing.

Before being elected, Nicole worked for almost a decade with Child and Family Services in various capacities, including as a caseworker, assessor, and most recently as a court co-ordinator. Prior to that she worked with Edmonton Integrated Services for seven years, six of those as a group home supervisor.

Nicole has a diploma in social work from MacEwan University. She lives in Edmonton with her three children.

Information gathered from: [https://nicolegoehring.albertandp.ca/](https://nicolegoehring.albertandp.ca/)
Christina was re-elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Edmonton-Mill Woods.

Christina is proud to call Edmonton home and loves the incredible diversity of the Mill Woods community where she lives.

Named Minister of Labour and Minister Responsible for Democratic Renewal in 2016, Christina has a proven track record of making life more affordable for Albertans. She was instrumental in the introduction of the $15 minimum wage because she believes that every hard working Albertan deserves to be paid fairly. She has had the backs of everyday working Albertans by passionately advocating for healthy work environments where all workers can do their jobs safely.

Active in her Mill Woods community of Edmonton, she served on the Edmonton Transit System Advisory Board for six years, three of those as the Chair. She also volunteered as a Distress Line operator with The Support Network. In 2007, Christina was recognized for work with a YWCA of Edmonton Woman of Distinction award.

Prior to being elected, Christina worked as a senior consultant with a local software development consulting firm and has experience working as a software developer and instructor.

Christina holds a Bachelor of Arts degree in psychology from the Concordia University of Edmonton, and a diploma in software development.

Information gathered from: https://christinagray.albertandp.ca/
Sarah Hoffman
MLA, Edmonton-Glenora
* Previous Deputy Premier, Minister of Health

Sarah was re-elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Edmonton-Glenora.

Anyone who has met Sarah knows she is a passionate representative who works hard every day to serve Albertans.

Sarah’s record as a School Trustee for the Edmonton Public School Board is just one example of her commitment to ensuring all Albertans receive the education they deserve. As Minister of Health and Deputy Premier, Sarah prioritized what matters to Albertans by fighting to ensure all patients are treated in good hospitals and have access to high quality care.

A life-long learner, Sarah has a Master of Education degree in educational policy studies and a Bachelor of Education in secondary math from the University of Alberta. She also holds a Bachelor of Science in math and a Bachelor of Arts in religion from Concordia University College of Alberta.

Information gathered from: https://sarahhoffman.albertandp.ca/
Janis Irwin  
MLA, Edmonton-Highlands-Norwood

Janis was elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Edmonton-Highlands-Norwood.

Janis is deeply embedded in the Edmonton community, and her strong commitment to public service and social justice make her an excellent fit to be an MLA.

An educator to her core, Janis built her career as a teacher, vice principal, university lecturer, and Executive Director of High School Curriculum at Alberta Education. She also builds community in her spare time, having volunteered for a number of organizations, including Arts on the Ave, Boyle McCauley News, Edmonton Mennonite Centre for Newcomers, Highlands Historical Society, and the Somali Canadian Women and Children Association, among others.

In the last federal election, Janis knocked on tens of thousands of doors, garnering the strongest showing for the NDP in decades. She strongly supports gender parity in politics, encouraging women to run for office and actively supporting their campaigns.

Information gathered from: [https://janisirwin.albertandp.ca/](https://janisirwin.albertandp.ca/)
Rod Loyola and was re-elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Edmonton-Ellerslie.

A proud Edmontonian, Rod has called the city home for more than 35 years.

Rod is passionate about building a diverse and inclusive province, and one of his proudest moments as MLA was hosting the first ever anti-racism framework consultation in Alberta. A supporter of local business, Rod also fought to extend liquor service hours during the FIFA World Cup.

Before being elected MLA for Edmonton-Ellerslie, Rod was heavily involved with the University of Alberta. He holds a Bachelor of Arts degree from the university and was later employed as an academic program coordinator and student advisor for University of Alberta International. A committed advocate for his peers, Rod also served as the President of the Non-Academic Staff Association, the union that represents support staff that work at the University of Alberta.

Rod is an active community volunteer, who has helped in various roles for the Knottwood Community League, as well as on the Post-Secondary Education Task Force for Public Interest Alberta. Rod has also volunteered on the board of Friends of Medicare.

Information gathered from: https://rodloyola.albertandp.ca/
Kelechi (Kaycee) Madu *
MLA, Edmonton-South West
Minister of Municipal Affairs

Minister Madu was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Edmonton-South West.

A loving husband and father of three, Madu was born and raised in the Southeastern part of Nigeria. There, he attended the University of Lagos and graduated with a Bachelor of Laws Honours degree. He was subsequently called to the Bar in Nigeria. In 2005, he and his wife migrated to Canada.

Madu has been a lawyer for sixteen years, practicing in both Nigeria and Alberta. In addition to running Tisel Law Office with his wife, Emem, he has worked for Legal Aid Alberta, and volunteered with the Edmonton Community Legal Centre and the Lawyer Referral Program of the Law Society of Alberta. Madu also has extensive public service experience, having worked as a senior technical advisor for the Government of Alberta with a focus on legislative and regulatory reviews, operational and strategic public policies, issues management and stakeholder consultation.

In 2009, alongside a team he worked with in the public service, Madu was awarded the Premier’s Award of Excellence in the bronze medal category. He continues to volunteer with Alberta’s Nigerian and Igbo communities.

Kelechi (Kaycee) Madu was appointed as Alberta’s Municipal Affairs Minister on April 30, 2019. As a Nigerian immigrant, Madu has lived the Alberta dream. Now, he’s committed to ensuring that dream is alive and well for others, and will work with Alberta’s municipalities to deliver the services that they rely on to develop and grow as world-class cities.

Information gathered from: https://www.alberta.ca/kaycee-madu-bio.aspx
Dale Nally *
MLA, Morinville-St. Albert
Associate Minister of Natural Gas

Minister Nally was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Morinville-St. Albert.

Nally brings with him decades of private sector experience managing and leading business units that generate between 50 million and 80 million dollars in revenue. He has a Masters Degree in Education.

Nally was a co-chair for Diversity Edmonton which was a volunteer organization that worked with business to promote the hiring of people with disabilities. He is an active volunteer within his community. You can often catch him at one of the local arenas assisting on and off the ice with his child’s hockey.

Dale Nally was appointed the Associate Minister of Natural Gas on April 30, 2019. He will work to ensure Albertans receive the full value for their natural resources, and fight for more market access for Canada’s LNG to displace carbon intense sources of energy around the world.

Chris Nielsen
MLA, Edmonton-Decore

Chris was elected to the Legislative Assembly of Alberta on April 16, 2019, for MLA for Edmonton-Decore.

Home to large corporations, small businesses and everyday Alberta families, Edmonton-Decore is a diverse riding that Chris is proud to represent.

Prior to being elected, Chris worked as a shipper/receiver for 26 years. He feels a connection to hardworking Albertans in every field, and has used his time as an MLA to stand up for and protect the public services that they rely on.

During his extensive career he also represented his colleagues as shop steward for 15 years and filled various committee positions within local 401 of the United Food and Commercial Workers International Union. His union activism motivated him to get involved in politics, and has shaped his commitment to protecting workers’ rights.

Chris care about giving back to his community, and has volunteered with the Children's Heart Society in a variety of capacities, including as secretary and as director.

Born in Winnipeg, Manitoba, Chris and his family have called Edmonton home since 1982.

Information gathered from: https://chrisnielsen.albertandp.ca/
Rachel Notley was re-elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Edmonton-Strathcona.

Rachel Notley was sworn in as Alberta’s 17th Premier on May 24th of 2015. On May 5th, 2015 she was re-elected as the MLA for Edmonton-Strathcona. This is Rachel's third term as the MLA for her area, having won in 2008 and 2012 as well. Rachel grew up in Fairview, Alberta, and is the daughter of former Alberta NDP leader Grant Notley and his wife Sandy.

Rachel holds a Bachelor of Arts in political science from the University of Alberta, and a law degree from Osgoode Hall Law School. Rachel has worked for a variety of labour unions in Alberta and BC, and she served as a Ministerial Advisor to British Columbia's Attorney General in the 1990s. Rachel's work during her legal career focused on labour law, workers' compensation advocacy and workplace health and safety issues.

Rachel lives in Edmonton's Old Stathcona neighbourhood with her husband Lou and their two children.

Information gathered from: https://rachelnotley.albertandp.ca/
Rahki was elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Edmonton-Whitemud.

Raised in South Edmonton, and now raising her own family there, Rakhi knows what matters to residents of Edmonton Whitemud.

Rakhi has been deeply involved in the Alberta education system throughout her career which has given her an understanding of what needs to be done to continue making life better for Alberta students and families. As a lawyer, she has experience working with the Alberta School Boards Association and was the senior legislative consultant for Alberta Education.

A strong believer in giving back to her community, Rakhi has been very involved in a number of volunteer organizations including ParityYEG, the Humane Animal Rescue Team and the National Education Program Committee, Women's Legal Education & Action Fund. She has also volunteered her services as a lawyer to help vulnerable people by providing legal advice to low-income clients.

Rakhi lives in South Edmonton with her husband, two children and two rescue dogs. She has an undergraduate degree from the University of Alberta, and a law degree from the University of Toronto.

Information gathered from: https://rakhipancholi.albertandp.ca/
Marie Renaud
MLA, St. Albert

Marie and was re-elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for St.Albert.

Marie Renaud is committed to protecting the most vulnerable members of her community, and she has built her career on that principle.

Her passion for protecting and defending the rights of all Albertans is reflected in her work both inside the legislature and out. Prior to her election, Marie worked for almost 15 years as the executive director of the Lo-Se-Ca Foundation, a nonprofit organization that provides residential and day supports to adults with developmental disabilities.

Marie’s commitment to building a strong and inclusive community also extends to her volunteer work and she has worked with a number of organizations including the Handicapped Housing Society of Alberta, the Norwood Child & Family Resource Centre, and the Alberta Avenue Business Revitalization Zone. She has also served on various public committees including the Rehabilitation Practitioner Advisory Committee for MacEwan University and the St. Albert Accessible Transportation Advisory Committee.

Marie holds a university certificate in counselling women from the women's and gender studies department at the University of Alberta as well as a diploma in community disability studies from MacEwan University.

Information gathered from: https://marierenaud.albertandp.ca/
Brad Rutherford  
MLA, Leduc-Beaumont

Brad was elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Leduc-Beaumont.

As a husband, father, and police officer, Brad know the struggles Albertans are facing and how much more we stand to lose under the weight of NDP policies that are crushing our economy. Brad is determined to make life better for everyday Albertans and restore the Alberta Advantage that made this province the best place to live, raise a family, succeed in a profession, and prosper in business.

Information gathered from: https://bradrutherforducp.ca/about/
Marlin Schmidt
MLA, Edmonton-Gold Bar
* Previous Minister of Advanced Education

Marlin was re-elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Edmonton-Goldbar.

Marlin was born in Edmonton and raised in Alberta. He and his family have called southeast Edmonton home for many years. Marlin’s children attend schools in Edmonton-Gold Bar and it was his concern over school closures that first prompted him to run.

Marlin is an advocate for the essential services that Edmonton-Gold Bar counts on and is passionate about protecting public services for all Albertans.

Named Minister of Advanced Education in 2016, Marlin has taken concrete action to make life more affordable for students by freezing tuition and passing legislation to modernize Alberta’s post-secondary system.

Marlin worked in site remediation and hydrogeology, including seven years with Alberta Environment as a soil and groundwater contamination specialist.

Information gathered from: https://marlinschmidt.albertandp.ca/
David was re-elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Edmonton-City Centre.

David is all about connecting with people, and his strong background in communications attests to that. He’s been a communications advisor and writer for organizations such as the North Edge Business Association, City of Edmonton and Government of Alberta.

In his time representing Edmonton-Centre, David has proven himself to be an advocate for active transportation and a proponent for housing that is both inclusive and affordable.

David is a champion of the arts scene as well as an avid cyclist and life-long resident of Edmonton. He holds diplomas in music performance and live sound recording from MacEwan University, and he has a Bachelor of Arts in professional Communications from Royal Rhodes University.

Information gathered from: https://davidshepherd.albertandp.ca/
Lori Sigurdson
MLA, Edmonton-Riverview
* Previous Minister of Labour

Lori was re-elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Edmonton-Riverview.

Lori has a strong background in social services and spent her life working for her community. She spent 25 years as a social worker in a number of fields of practice and has both a Masters and Bachelor of Social Work from the University of Calgary, as well as a Bachelor or Political Science from the University of Alberta.

Lori has used her experience in social services to inform her work in the legislature, where she has worked to make life more affordable for Albertans. Previously Minister of Innovation and Advanced Education and Minister of Jobs, Skills, Training and Labour, Lori was named Minister of Seniors and Housing in 2016. She has used these roles to advocate that all Albertans deserve to have a safe and affordable home.

Lori has also mentored future social workers as an instructor in her field at the University of Calgary, MacEwan University and NorQuest College, and in 2017 she was awarded the John Hutton Memorial Award for social action and policy to recognize her outstanding contributions in this field.

She is committed to community service and has been involved with many organizations over the years. She and her three sons are proud to call Edmonton home.

Information gathered from: https://lorisigurdson.albertandp.ca/
Mark was re-elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Drayton Valley-Devon. Mark was first elected on May 5, 2015.

Mark has resided in the Drayton Valley-Devon constituency since moving to Drayton Valley in 1985. Mark and his wife Lisa and have raised 3 kids: Joshua, Luke and Sarah.

As a Social Studies teacher at Frank Maddock High School in Drayton Valley, Mark worked hard to ensure his students became engaged citizens. Mark has a long history of volunteerism, coaching basketball for 30 years both inside and outside of the school system, as well as being involved in many other volunteer activities in his church and the broader community.

A lifelong conservative, having worked with Preston Manning and the Reform Party, Mark believes that the people of Alberta are best served by a government that is driven by the grassroots and is fiscally responsible.

Outside of a short stint as Seniors, Housing and Mental Health critic Mark has served primarily as the Education critic in both the Wildrose and United Conservative Party. As the Education critic Mark has defended school choice, parental authority and a balanced and rigorous curriculum that will reflect the diversity of the people of Alberta.

Mark looks forward to working for the people of Drayton Valley-Devon and standing up for conservative values in the legislature!

Information gathered from: https://marksmithucp.ca/about/
Heather was re-elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Edmonton-Manning.

Heather has a passion for making people’s lives better. She has worked for over a decade as a registered social worker in child protection services focusing on high-risk youth and with the Metis Child and Family Services Society.

Heather is a dedicated volunteer and she has been a part of events such as the Vancouver Olympics, the Edmonton Folk Music Festival and FIFA Edmonton.

She was also a member of the Alberta Union of Provincial Employees’ Committee on Political Action and was chapter Chair for Edmonton and Area Human Services Workers.

Heather and her husband, along with their two dogs, are proud residents of Edmonton-Manning.

Information gathered from: https://heathersweet.albertandp.ca/
Searle Turton
MLA, Spruce Grove-Stony Plain

Searle was elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Spruce Grove-Stony Plain.

Searle is proud to call Alberta home because of his love of the community and the people who live there.

He is a husband, father, entrepreneur, businessman, and city councillor who has served on the Economic Advisory Board and chaired the Spruce Grove Economic Development Committee. His experience as a three term Councillor in the City of Spruce Grove has provided him with the opportunity to meet with so many and receive direct feedback on what can be done to encourage the business-friendly environment needed to thrive.

He has been a lifelong volunteer and active member of his church and know the difference one person can make in a community. That’s why he wants to work with Jason Kenney to restore prosperity to our province and show what Albertans can do when we have a government that lets us do what we do best.

Searle will work hard to represent the people of Spruce Grove – Stony Plain bringing a fresh perspective and new kind of energy to this position.

Information gathered from: [https://searleturtonucp.ca/about/](https://searleturtonucp.ca/about/)
Jordan Walker  
MLA, Sherwood Park  

Jordan was elected to the Legislative Assembly of Alberta on April 16, 2019, as MLA for Sherwood Park.

**Personal**

Jordan is 35 years old and he and his wife Shizuko live in Sherwood Park. He was born in Prince Edward Island and came to Alberta as a young adult seeking hope and opportunity, seeing Alberta as the ultimate opportunity society.

Jordan has Bachelor of Arts and Master of Arts degrees, with focuses in political science, history and international relations. He loves to read, watch movies and sports, and spend time with Shizuko and his Australian cattle dog Kai. Jordan also spent one year overseas in Japan over a decade ago as an ESL teacher. Jordan speaks basic-level Japanese. He is passionate about international relations and believes Alberta must be deeply engaged throughout the world to achieve its full potential.

**Professional**

Jordan’s career includes both private and public sector experience. He is now a proud public servant, having worked for over seven years in the public sector. He works in the fields of international credential assessment, immigration and labour mobility. He has worked in a number of areas. During his public service career, he has also been involved in research and policy development. Jordan is very passionate about serving Albertans, including new Albertans and helping them integrate.

**Political Involvement**

Jordan began his active involvement in conservative politics in his community when he joined the Sherwood Park Wildrose Constituency Association as a board member in 2015 and served until its dissolution. Jordan was an early supporter and champion for the movement to unite Alberta conservatives in 2017. He organized for the unity movement and brought many new people into the United Conservative Party. Additionally, he supported and organized for Jason Kenney’s successful leadership campaign, organizing and mobilizing support for Jason in new Albertan communities in Sherwood Park and Edmonton.

Jordan also served as a lead local area organizer for Andrew Scheer’s successful leadership campaign for the Conservative Party of Canada in 2017.

Information gathered from: [https://jordanwalkerucp.ca/about/](https://jordanwalkerucp.ca/about/)
Cabinet Ministers and Associate Ministers

Current as of: May 1, 2019
Cabinet Ministers

Minister of Intergovernmental Relations
Jason Kenney
Premier of Alberta
MLA, Calgary-Lougheed

Premier Kenney committed himself to public life in the early 1990s as President of the Canadian Taxpayers Federation, where he fought hard for lower taxes and fiscal responsibility.

In 1997, at the age of 29, Calgary voters elected him to Parliament where he worked to unite conservatives nationally. During his time in Parliament, Jason was voted the “best overall,” “hardest working,” and “most knowledgeable” MP by his colleagues in Maclean’s Magazine’s annual survey.

Mr. Kenney served as Minister for Multiculturalism for eight years in Prime Minister Harper’s government, reaching out to new Canadians as a strong advocate for pluralism. He became Canada’s longest serving Minister of Citizenship and Immigration, welcoming over 1.3 million newcomers to Canada while implementing comprehensive reforms to Canada’s immigration, refugee and citizenship programs, leading the National Post to call him “perhaps Canada’s best immigration minister ever.”

From 2013 to 2015 Mr. Kenney served as Minister of Employment and Social Development, where he implemented a “skills for jobs” strategy to increase support for skilled trades and apprenticeship learning. In 2015, he served as Minister of National Defence, deploying Canada’s military to combat ISIS in the Middle East, and to Ukraine to help modernize that country’s defences.

In 2017 Mr. Kenney was elected Leader of Alberta’s Progressive Conservative Party with a mandate to reunite the province’s divided free enterprise political movement. He then helped to lead the creation of the new United Conservative Party, and was elected its Leader, becoming Leader of the Opposition. In April, 2019 he led his party to an election victory with 55% of the popular vote in a campaign focused on economic growth, and advocating a fair deal for Alberta in the Canadian federation. He was sworn-in as Alberta’s 18th Premier on April 30, 2019.

Information gathered from: https://www.alberta.ca/premier-biography.aspx
Minister of Advanced Education
Demetrios (Dimitri) Nicolaides
MLA, Calgary-Bow

Minister Nicolaides was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Calgary-Bow.

Nicolaides is a born and raised Calgarian and long-time resident of Calgary-Bow. He lives in Cougar Ridge with his wife and two daughters, and volunteers extensively in his community.

An expert in conflict resolution, he has extensive training in arbitration, is an accredited mediator and has a PhD in the field. Nicolaides was active in peacebuilding and reconciliation activities in Cyprus and has consulted in high-stakes arbitrations and regulatory hearings in Alberta, B.C. & Manitoba. Prior to his election, he served as the head of the Calgary office for a national communication-consulting firm. In this role, he worked with senior business leaders across Canada, and Alberta, working closely with key players in our energy sector.

Demetrios Nicolaides was appointed as Alberta’s Minister of Advanced Education on April 30, 2019. He will bring his experience as an author, university lecturer, mediator and communications expert to his ministry, and work hard to keep Alberta’s universities world-class, while expanding trades colleges and new innovative methods for continuing learning.

Information gathered from: https://www.alberta.ca/dimitri-nicolaides-bio.aspx
Minister of Agriculture and Forestry
Devin Dreeshen
MLA, Innisfail-Sylvan Lake

Minister Dreeshen was first elected to the Legislative Assembly of Alberta in a by-election on July 12, 2018 as the MLA for Innisfail-Sylvan Lake. He was re-elected on April 16, 2019.

Dreeshen is a fifth-generation local farm owner and Albertan. Farming near Pine Lake, he has a long record of community service. He is a director of the Western Canadian Wheat Growers Association, serves as a board member on the Crossroads Agricultural Society, and as a volunteer at the Pine Lake Country Fair.

Devin Dreeshen was appointed as Alberta’s Minister of Agriculture and Forestry on April 30, 2019. He has a wealth of previous experience working on this file during his time in Ottawa where he was a policy advisor to Agriculture Minister Gerry Ritz from 2008 to 2015, advocating for Canadian agriculture trade, improved rural infrastructure support, and leading the effort to end the Canadian Wheat Board monopoly. Dreeshen will apply this experience, as well has his own farming history to serve Alberta’s agricultural community and ensure that Alberta’s farmers continue to make a significant contribution to the provincial economy.

As Minister, Dreeshen hopes to continue this work, seeking to restore and improve market access for our forestry and agriculture products, and to attract investment in order to bring jobs back to Alberta.

Information gathered from: https://www.alberta.ca/devin-dreeshen-bio.aspx
Minister of Children’s Services
Rebecca Schulz
MLA, Calgary-Shaw

Minister Schulz was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Calgary-Shaw.

A wife and proud mother of two young children, Schulz has seen first-hand the challenges that Alberta’s families have faced during the last four years of economic stagnation and decline. A communications professional with a master’s degree from Johns Hopkins University, Schulz is eager to advocate for the types of common-sense policies that will grow Alberta’s economy and encourage investment and jobs to return to the province.

Rebecca Schulz was appointed as Alberta’s Minister of Children’s Services on April 30, 2019. Schulz will be focused on ensuring that all Alberta children have the best opportunity to succeed.

Information gathered from: https://www.alberta.ca/rebecca-schulz-bio.aspx
Minister of Community and Social Services
Rajan Sawhney
MLA, Calgary-North East

Minister Sawhney was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Calgary-North East.

Sawhney is a mother of four, an activist, an engaged community volunteer and a senior professional in the Oil and Gas industry. Born and raised in NE Calgary, Sawhney is a first generation Canadian, the daughter of parents who immigrated from India. Rajan attended the University of Calgary, earning a degree in Economics and Political Science as well as an MBA.

Sawhney has worked in the oil patch for well over twenty years in a variety of different roles in economics and business development. Prior to her election, she served as the Vice President of Business Development for Fracture Modeling Inc.

As an active volunteer, Sawhney is passionate about community engagement initiatives. She has played a key role in leadership with several non-profit organizations and has also spearheaded several programs and events designed to spread awareness and raise funds for worthy causes. For her community engagement work, Rajan was recognized as a Community Builder by the YWCA for Canada 150.

Rajan Sawhney was appointed as Alberta’s Minister of Community and Social Services on April 30, 2019.

Information gathered from: https://www.alberta.ca/rajan-sawhney-bio.aspx
Minister of Culture, Multiculturalism and Status of Women
Leela Aheer
MLA, Chestermere-Strathmore

Minister Aheer was first elected as the Member of the Legislative Assembly of Alberta for the constituency of Chestermere-Rocky View on May 5, 2015. She was re-elected on April 16, 2019, as the MLA for the newly formed riding of Chestermere-Strathmore.

Born in Edmonton and raised in Chestermere, where she is raising her family, Aheer is a proud wife and mother of two boys. Prior to entering politics, Aheer served as a drama and music teacher, a French and Spanish instructor, owned and operated businesses as an entrepreneur, and was heavily involved in volunteerism and community service.

Leela Aheer was appointed as Alberta’s Minister of Culture, Multiculturalism & Status of Women on April 30, 2019. Previously serving as the Opposition Critic for Children’s Services and Status of Women, Aheer brings her experience as a legislator to her new portfolio. A key priority of the new government is to provide more protections for women, through initiatives like Clare’s Law. Aheer will continue to work hard to build an Alberta that regardless of who you are, where you come from, to whom you pray - is for generations to come, strong and free.

Information gathered from: https://www.alberta.ca/leela-aheer-bio.aspx
Minister of Economic Development, Trade and Tourism
Tanya Fir
MLA, Calgary-Peigan

Minister Fir was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Calgary-Peigan.

Like many other first generation Canadians, Fir comes from a home that understands the meaning of hard work. Born in Cranbrook, she moved to Calgary with her family in 1985 where she saw first hand the promise and opportunity of the Alberta economy. Fir has been active in her community since then, including her volunteer service in support of Calgary Reads.

Fir earned a Bachelor of Commerce with a concentration in Management of Organizations and Human Resources from the University of Calgary. She worked as a Human Resources Advisor in Alberta’s Oil and Gas industry for more than 19 years and has a deep knowledge of the industry, those who rely on it for jobs, and the challenges they face right now.

Tanya Fir was appointed as Alberta’s Minister of Economic Development, Trade & Tourism on April 30, 2019. She is focused on fiercely advocating for Alberta, it's industry, world renowned natural beauty, and restoring it as a place that once again attracts the investment and opportunity that drew her family to the province.

Information gathered from: https://www.alberta.ca/tanya-fir-bio.aspx
Minister LaGrange was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Red Deer North.

A wife, mother of seven, and proud grandmother of three, LaGrange understands the importance of the role that parents play in the development of children. She has an extensive career in helping those Albertans who face physical and mental disabilities, earning her Diploma in Rehabilitative Studies from Humber College in 1981.

LaGrange also has a pedigree as an entrepreneur, owning a trucking company, as well as running a family farm.

Adriana LaGrange was appointed as Alberta's Education Minister on April 30, 2019. Serving as a Trustee of the Red Deer Catholic Regional School Division for more than 11 years, LaGrange is well positioned to understand the unique needs of the education system. She is committed to the development of a modern curriculum to prepare Alberta’s next generation with the skills they need to succeed.

Information gathered from: https://www.alberta.ca/adriana-lagrange-bio.aspx
Minister Savage was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Calgary-North West.

A life-long Albertan, Savage has been a strong voice championing pipelines for years. Earning a Master of Laws in Environment and Energy, she practiced law for 13 years before taking a job as an advocate for the oil and gas industry. After working 9 years at Enbridge, she accepted a role as the Sr. Director of Policy and Regulatory Affairs at the Canadian Energy Pipeline Association (CEPA) in 2015. She has handled the pipeline industry’s large policy files, including regulatory reform, Indigenous reconciliation, legal, environment and climate change.

Sonya Savage was appointed as Alberta’s Energy Minister on April 30, 2019. Relying on her extensive background in the industry, and spending the last 12 years fighting for pipelines and the energy sector, Savage will continue her work to promote and develop Alberta’s oil and gas wealth and deliver on getting pipelines built.

Information gathered from: https://www.alberta.ca/sonya-savage-bio.aspx
Minister of Environment and Parks
Jason Nixon
MLA, Rimbey-Rocky Mountain House-Sundre

Minister Nixon was first elected as the Member of the Legislative Assembly of Alberta for the constituency of Rimbey–Rocky Mountain House–Sundre on May 5, 2015. He was re-elected on April 16, 2019.

Prior to serving in the Legislative Assembly, Nixon spent over 25 years volunteering and working for one of Alberta’s most respected not-for-profit organizations, The Mustard Seed, including serving as Executive Director of the organization between 2006 and 2011. He has also been an entrepreneur, owning and operating a consulting business for several years.

Nixon graduated with honours from the Southern Alberta Institute of Technology’s School of Business. He was born and raised in Alberta and lives in west-central Alberta with his wife Tiffany. They are the proud parents of Markus and twins Austin and Chyanne.

Mr. Nixon had the privilege of serving as the Leader of Her Majesty’s Loyal Opposition in the Alberta Legislative Assembly from October 2017 to January 2018. He has held other notable positions within the Assembly, including Official Opposition House Leader, Chief Opposition Whip, a variety of Shadow Minister roles, and he has served as a member of several legislative standing committees.

Jason Nixon was appointed as Alberta’s Minister of Environment and Parks as well as Government House Leader on April 30, 2019. He will bring his substantial legislative record to his portfolio, as he works to restore confidence in the consultation process which was bungled several times, most notably with the Bighorn. Nixon will also work with the Premier in developing the Carbon Tax Repeal Act.

Information gathered from: https://www.alberta.ca/jason-nixon-bio.aspx
Minister of Health
Tyler Shandro
MLA, Calgary-Acadia

Minister Shandro was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Calgary-Acadia.

A husband and father to two young children, Shandro has been an active member of his community for years. Previously serving a member of the National Parole Board, the Municipal Government Board, the Criminal Injuries Review Board, the University of Calgary Senate, the Calgary Parking Authority, and the Calgary Police Commission.

After the devastating 2013 floods, Shandro was appointed to the Disaster Recovery Committee by the Minister of Municipal Affairs on matters related to disaster recovery assistance. His public service record continues further, as he has been a volunteer for the Calgary Stampede’s Promotion Committee, an instructor and evaluator for CPLED (the Legal Education Society of Alberta's bar admission course), a volunteer mentor for the Law Society of Alberta, a volunteer lawyer for Student Legal Assistance at the University of Calgary. Shandro was a former director of a number of non-profit organizations, including the Calgary Ukrainian Festival, Digital Alberta, the Canadian Police Governance Association, and the Alberta Media Production Industries Association.

Tyler Shandro was appointed as Alberta’s Minister of Health on April 30, 2019. He will apply his strong record of public service to addressing the challenges currently facing Alberta’s healthcare system. He is committed to ensuring key pledges are met, including reducing wait times, and ensuring that all Albertans have access to a publicly funded, universal and reliable healthcare system.

Information gathered from: https://www.alberta.ca/tyler-shandro-bio.aspx
Minister of Indigenous Relations
Rick Wilson
MLA, Maskwacis-Wetaskiwin

Minister Wilson was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Maskwacis-Wetaskiwin.

Wilson brings an extensive record of public service to the legislature, including: 15 years as County Councillor with County of Wetaskiwin, seven years as Chairman of Crossroads Regional Health Authority, six years as Member of the Western Canadian Agriculture Debt Review Board, five years as School Board Trustee with Wetaskiwin Regional Public Schools and decades as a local business owner and farmer.

Wilson’s family farm has been in operation for more than 100 years, and is recognized as an Alberta Century Farm and Ranch. Through his own hard work, in addition to that of his family, he has earned a place in the history of Wetaskiwin. As much as the Wilson family is deeply connected to the land his farm sits upon, he recognizes The Maskwacîs-Wetaskiwin region is home to a diverse and welcoming community of over 15,000 Indigenous citizens.

Wilson grew up and went to school with the First Nations of Maskwacîs. He lived near the 4 bands in the Summer Village of Ma-Me-O Beach, which he considers an integral part of his personal story.

Rick Wilson was appointed as Alberta’s Indigenous Relations Minister on April 30, 2019. He brings his rich life experience and dedication to Alberta’s First Nations to the portfolio, and remains focused on reconciliation, consultation, and ensuring that Alberta’s First Nations are partners in the prosperity of the province.

Information gathered from: https://www.alberta.ca/rick-wilson-bio.aspx
Minister of Infrastructure
Prasad Panda
MLA, Calgary-Edgemont

Minister Panda was first elected to the Legislative Assembly of Alberta in a by-election on September 3rd, 2015 as the MLA for Calgary-Foothills. Mr. Panda was re-elected on April 16, 2019, as the MLA for the newly formed riding of Calgary-Edgemont.

Born in Sangam Jagarlamudi, Andhra Pradesh, India, Panda has lived in the constituency of Calgary-Edgemont for 15 years. An active member of his community, his volunteer experience includes serving as president of the Telugu Association of Calgary and as the first vice-president of the India-Canada Association of Calgary. Panda organizes an annual Food Drive for Calgary Veterans.

A Professional Engineer by trade, Mr. Panda holds a Bachelor of Technology in Mechanical Engineering and is a member of APEGA. He previously worked in the energy sector for 28 years, during which time he held Senior Management Positions with Reliance Industries Ltd. and Suncor Energy Inc. Panda was a key member of the Project Management Teams that built world scale projects worth over $100 Billion Dollars, including Petroleum, Petrochemical, Power, Pipelines and Marine Infrastructure and Oil Sands Development projects.

During the last Legislature, Panda was a member of the Legislative Standing Committees on Public Accounts, Resource Stewardship and Alberta’s Economic Future and served as the Official Opposition Critic for Energy and Economic Development and Trade.

Prasad Panda was appointed as Alberta’s Infrastructure Minister on April 30, 2019. Panda will apply his extensive private and public sector experience on delivering key infrastructure needs Albertans rely on including LRT expansions in Calgary and Edmonton.

Information gathered from: https://www.alberta.ca/prasad-panda-bio.aspx
Minister Schweitzer was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Calgary-Elbow.

A dedicated husband, father of two young girls and a long-serving community volunteer, Schweitzer has a strong record of public service, including previously raising funds for military families and serving as Vice Chair of the Calgary Drug Treatment Court. He is passionate about restoring Alberta's promise - an Alberta in which, no matter where you came from, if you worked hard, you could succeed.

Schweitzer was a partner at a leading Alberta law firm as a restructuring and bankruptcy lawyer. This experience gave him a first-hand view of the staggering impacts of failed policies that have led to job losses, economic stagnation and a loss of hope.

Doug Schweitzer was appointed as Alberta’s Minister of Justice and Attorney General on April 30, 2019. He is committed to working with Alberta’s prosecutors, police and justice system to improve public safety, address rural crime, and make Alberta a leader in combating human trafficking.

Schweitzer’s extensive legal experience make him uniquely positioned to get to work on day one and deliver results for Albertans.

Information gathered from: https://www.alberta.ca/doug-schweitzer-bio.aspx
Minister of Labour and Immigration
Jason Copping
MLA, Calgary-Varsity

Minister Copping was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Calgary-Varsity.

Copping has over 20 years of senior management experience in labour relations & human resources and corporate affairs. Working in the transportation industry, he has led teams in the development and implementation of labour relations strategies, negotiated and administered collective agreements, and represented management in labour arbitrations cases.

More recently, Copping has worked as a consultant providing advice and training to clients on labour relations and human resources issues, as well as offering dispute resolution services in the field. He has also served as a part-time member of the Alberta Labour Relations Board.

Copping has taught Labour Relations at the University of Calgary and Labour & Employment Law as well as Human Resource Management at the University of Lethbridge. Jason holds a Master of Industrial Relations from Queen’s University and an LLM with a specialization in Labour & Employment law from Osgoode Hall, York University.

Jason Copping was appointed as Alberta’s Minister of Labour and Immigration on April 30, 2019. His extensive background in labour relations make him well positioned to take on this portfolio as Alberta’s government seeks to create more jobs, and deliver on fairness for newcomers entering the workforce, through initiatives like foreign credential recognition and the Fairness For Newcomers Act.

Information gathered from: https://www.alberta.ca/jason-copping-bio.aspx
Minister of Municipal Affairs
Kelechi (Kaycee) Madu
MLA, Edmonton-South West

Minister Madu was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Edmonton-South West.

A loving husband and father of three, Madu was born and raised in the Southeastern part of Nigeria. There, he attended the University of Lagos and graduated with a Bachelor of Laws Honours degree. He was subsequently called to the Bar in Nigeria. In 2005, he and his wife migrated to Canada.

Madu has been a lawyer for sixteen years, practicing in both Nigeria and Alberta. In addition to running Tisel Law Office with his wife, Emem, he has worked for Legal Aid Alberta, and volunteered with the Edmonton Community Legal Centre and the Lawyer Referral Program of the Law Society of Alberta. Madu also has extensive public service experience, having worked as a senior technical advisor for the Government of Alberta with a focus on legislative and regulatory reviews, operational and strategic public policies, issues management and stakeholder consultation.

In 2009, alongside a team he worked with in the public service, Madu was awarded the Premier’s Award of Excellence in the bronze medal category. He continues to volunteer with Alberta’s Nigerian and Igbo communities.

Kelechi (Kaycee) Madu was appointed as Alberta’s Municipal Affairs Minister on April 30, 2019. As a Nigerian immigrant, Madu has lived the Alberta dream. Now, he’s committed to ensuring that dream is alive and well for others, and will work with Alberta’s municipalities to deliver the services that they rely on to develop and grow as world-class cities.

Information gathered from: https://www.alberta.ca/kaycee-madu-bio.aspx
Minister of Seniors and Housing
Josephine Pon
MLA, Calgary-Beddington

Minister Pon was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Calgary-Beddington.

Pon has a wealth of work experience in banking. For more than 20 years she was the Account Manager in Personal/Commercial banking and also the Regional Manager, Business Development responsible for Multicultural Banking and working with over 230 branches and 3,000 staff in the Prairie Region for Scotiabank. She also worked at Canada Mortgage and Housing Corporation (CMHC), a crown corporation in mortgage insurance, as an International Trade Consultant and in the Assisted Housing department in the Prairie Region.

Most recently, Pon acted as the Vice President of the Taste of Asia Group, managing five restaurants and leading over 150 employees. These experiences have also given her insights into the current economic situation and the challenges faced by everyone in this city including business owners and restaurant staff.

Pon has been active in volunteering in a number of non-profit organizations including her time as a member of the working group in the Edmonton Mayor’s task force to eliminate poverty, the Board Chair of Immigrant Services Calgary and Gala Chair for Immigrants of Distinction Awards gala.

Josephine Pon was appointed as Alberta’s Minister of Seniors and Housing on April 30, 2019. She will work to ensure that Albertans have access to quality and affordable housing, and that our seniors have the resources and care they need.

Information gathered from: https://www.alberta.ca/josephine-pon-bio.aspx
Minister Glubish was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Strathcona-Sherwood Park.

Born in Edmonton, Glubish was raised in Saskatoon, where he earned his Bachelor of Commerce degree, majoring in Finance, at the University of Saskatchewan before moving back to the Edmonton area in 2004 to start his career. He is married to Allison, his wife of 10 years, who is a junior high teacher with Elk Island Public Schools.

Glubish has dedicated his professional life to facilitating investment in Alberta technology companies. He began his career with Foundation Equity, an investment firm, where over eight years he rose to Partner and participated in the negotiation and success of more than $40 million in technology business investments.

He then spent four years at the Edmonton head office of NCSG Crane & Heavy Haul Services, where he managed their mergers & acquisitions efforts, investing over $150 million to buy eight companies and grow their operations across North America. These transactions generated significant interest from the Private Equity investment community, which resulted in the sale of a majority stake in NCSG to one of the largest Canadian private equity firms.

Prior to his election, Glubish worked for Vancouver-based Yaletown Partners, a Venture Capital fund, where he oversees investments into Alberta-based technology companies.

Nate Glubish was appointed as the Minister for Service Alberta on April 30, 2019. He will apply his expertise to provide and ensure an efficient delivery of the services Albertans rely on.

Information gathered from: https://www.alberta.ca/nate-glubish-bio.aspx
Minister McIver was first elected to the Legislative Assembly of Alberta on April 23, 2012 as the MLA for Calgary-Hays. He was re-elected on May 5, 2015, and again on April 16, 2019. Previously, McIver has served Albertans as Minister of Transportation, Infrastructure, and Jobs, Skills, Training and Labour.

A proud husband and father, McIver served three terms on Calgary’s City Council, bringing his experience as a business owner and family man to offer a common-sense, fiscally-responsible viewpoint to Council.

Outside his roles in elected politics, Ric has been passionate about helping Calgarians and Albertans by listening, learning and taking sensible actions. He served on the Police Commission and as chair of the Calgary Housing Company while on Council and is a 12-year volunteer with the Calgary Stampede and supports a variety of charitable causes. His wife Christine is the founder and CEO of the Kids Cancer Care Foundation of Alberta.

Ric McIver was appointed as Alberta’s Transportation Minister on April 30, 2019. McIver is uniquely positioned, having previously served in this role, during which time he negotiated the agreement with the Tsuu T’ina Nation on the completion of the southwest portion of Calgary’s Ring Road. He will bring his experience to his portfolio as he works to get Alberta back on track and return it to a place of opportunity for all our children and grandchildren.

Information gathered from: https://www.alberta.ca/ric-mciver-bio.aspx
Minister of Treasury Board and Finance
Travis Toews
MLA, Grande Prairie-Wapiti

Minister Toews was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Grande Prairie-Wapiti.

A lifelong resident of Alberta, Toews and his wife live in the Grande Prairie region and have 3 children and 6 grandchildren. He has considerable business experience, and holds a CPA, CMA accounting designation and, prior to pursuing business interests, spent twelve years in a public accounting practice. In the past fifteen years, he and his wife Kim, have invested in, managed and grown a corporate family cattle ranching operation and an oilfield environmental company.

Toews has served as a Director on a number of local non-profit boards, as well as provincial and national industry boards and committees including the Alberta Beef Producers and the Canadian Agri-Food Trade Alliance. He was elected President of the Canadian Cattlemen’s Association in 2010 and served until the term end in 2012. Toews co-chaired the Agri-Innovators Committee for then federal Agriculture Minister, Gerry Ritz.

As a Canadian representative on the Asia Pacific Economic Cooperation committee on food security and a member of the Country of Origin Labelling Canadian World Trade Organization Legal working group, Toews has worked globally to support Canadian interests in international Trade. In 2012, he received the QEI Diamond Jubilee Award presented by Prime Minister Stephen Harper and Governor General David Johnston for contributions to Canadian Agriculture and Trade.

Information gathered from: https://www.alberta.ca/travis-toews-bio.aspx
Associate Ministers

Associate Minister of Mental Health and Addictions
Jason Luan
MLA, Calgary-Foothills

Minister Luan was elected as Member of the Legislative Assembly (MLA) for Calgary-Foothills on April 16, 2019. He previously served as an MLA for Calgary-Hawkwood (2012-2015).

Married to his wife, Ms. Fengying Zhang for 34 years, Luan has two daughters. Graduating from the University of Calgary with a Masters of Social Work in 1990, he has dedicated his career to public service, promoting healthy families, strong communities and economic prosperity. He served in a variety of roles in provincial and municipal governments including as a child protection worker, a social planner, a manager and as a senior counsellor.

Luan has also managed funding for nonprofit social service agencies for over 20 years. He co-chaired the Immigrant Sector Council of Calgary (2006-2012) and served on the Calgary Council on Mental Health and Addictions from 2017 to 2018. He is proud to have made a difference in many lives throughout his professional services and community volunteering, and received the Queen’s Diamond Jubilee Medal in 2012 for community services.

Jason Luan was appointed as the Associate Minister for Mental Health and Addictions on April 30, 2019. His extensive experience in working with those suffering from addiction makes him uniquely positioned to handle the key commitment to address the opioid epidemic in Alberta.

Information gathered from: https://www.alberta.ca/jason-luan-bio.aspx
Minister Nally was elected to the Legislative Assembly of Alberta on April 16, 2019, as the MLA for Morinville-St. Albert.

Nally brings with him decades of private sector experience managing and leading business units that generate between 50 million and 80 million dollars in revenue. He has a Masters Degree in Education.

Nally was a co-chair for Diversity Edmonton which was a volunteer organization that worked with business to promote the hiring of people with disabilities. He is an active volunteer within his community. You can often catch him at one of the local arenas assisting on and off the ice with his child’s hockey.

Dale Nally was appointed the Associate Minister of Natural Gas on April 30, 2019. He will work to ensure Albertans receive the full value for their natural resources, and fight for more market access for Canada’s LNG to displace carbon intense sources of energy around the world.

Associate Minister of Red Tape Reduction
Grant Hunter
MLA, Taber-Warner

Minister Hunter was first elected to the Legislative Assembly of Alberta on May 5, 2015 as the MLA for Cardston-Taber-Warner. He was re-elected on April 16, 2019 as the MLA for the newly created riding of Taber-Warner.

A dedicated husband, father of 5, and a grandfather of 2, Hunter has owned and operated his own commercial/residential construction company for over 2 decades. Earning a Bachelor's of Science degree (Economics and Political Science) and a Master's of Business Administration degree, he has extensive knowledge of the challenges that businesses in Alberta face.

Over the past 4 years Hunter has served on the Public Accounts Committee, Alberta Economic Futures, and as the Deputy Whip for the Official Opposition Caucus.

Grant Hunter was appointed as the Associate Minister of Red Tape Reduction on April 30, 2019. Relying on his own experience as an entrepreneur, Hunter will target unnecessary and burdensome over-regulation that currently weighing job-creators down, while empowering entrepreneurs, and business owners to invest in Alberta and create jobs in this province.

Information gathered from: https://www.alberta.ca/grant-hunter-bio.aspx
### United Conservative Party: Leader – Premier Jason Kenney

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<td>MUNICIPALITIES</td>
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| Maintain 2019/20 funding to municipalities and Bill 32 City Charters.        | • Integration of Land Use & Infrastructure  
• Economic Competitiveness & Employment  
• Communities and Housing  
• Natural Living Systems  
• Transportation Systems  
• Agriculture                                                                 | • SISB  
• RAMP  
• MRSP  
• IRTMP  
• Annual Transportation Prioritization  
• Regional Broadband  
• (Edmonton Global)                                                           |
| Enshrine property rights in Alberta.                                         | • Agriculture  
• Communities and Housing  
• Natural Living Systems                                                      | • RAMP  
• REF                                                                                                                                   |
| Supervised Consumption Sites – optimal locations.                          | • Communities and Housing  
• Integration of Land Use & Infrastructure  
• Natural Living Systems                                                      | • MRSP  
• SISB  
• REF                                                                                                                                   |
| Consult with municipalities on funding formula for police services.         | • Communities and Housing  
• Integration of Land Use & Infrastructure  
• Economic Competitiveness & Employment                                        | • MRSP  
• SISB  
• (Edmonton Global)                                                           |
| Relax restraints on liquor consumption in public spaces.                    | • Communities and Housing  
• Economic Competitiveness and Employment                                         | • (Edmonton Global)  
• REF  
• MRSP                                                                   |
| 10-year tourism strategy.                                                   | • Economic Competitiveness & Employment  
• Communities and Housing  
• Integration of Land Use & Infrastructure                                         | • (Edmonton Global)  
• SISB  
• REF |
### COMMITMENTS
Comparatively evaluate and improve local government reporting through an Alberta Municipalities Measurement Index.

### LINKAGE TO EMRB POLICY AREAS
- Integration of Land Use & Infrastructure
- Communities and Housing
- Natural Living Systems
- Transportation Systems
- Agriculture
- Economic Competitiveness & Employment

### LINKAGE TO EMRB PROJECTS
- KPI’s
- REF
- MRSP
- RECA
- IRTMP
- Annual Transportation Prioritization
- RAMP
- Regional Broadband
- SISB
- (Edmonton Global)

### AGRICULTURE
Create Rural Entrepreneur and Rural Renewal Immigration Programs.

- Agriculture
- Economic Competitiveness & Employment

- RAMP
- (Edmonton Global)

Farm Freedom and Safety Act – consultation with farmers, ranchers and Ag workers.

- Agriculture
- Economic Competitiveness & Employment

- RAMP
- (Edmonton Global)

### INFRASTRUCTURE AND HOUSING
20-year Strategic Capital Plan for Alberta.

- Integration of Land Use & Infrastructure
- Economic Competitiveness & Employment
- Communities and Housing
- Natural Living Systems
- Transportation Systems
- Agriculture

- SISB
- (Edmonton Global)
- MRSP
- IRTMP
- Annual Transportation Prioritization
- Regional Broadband
- RECA
- Open Spaces
- RAMP

Public Infrastructure – maintain Alberta Capital Plan through 2022/23.

- Integration of Land Use & Infrastructure
- Communities and Housing
- Natural Living Systems
- Transportation Systems

- SISB
- MRSP
- RECA
- IRTMP
- Annual Transportation Prioritization
- Regional Broadband
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<td>Alternative infrastructure financing – P3’s.</td>
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<td>Re-purpose capital funding for affordable housing projects into P3 projects.</td>
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<td>Lift the cap on the number of charter schools.</td>
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<td>Expand mixed income housing.</td>
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| Ensure municipal bylaws provide flexible and affordable housing options for seniors. | ▪ Communities and Housing  
▪ Natural Living Systems  
▪ Integration of Land Use & Infrastructure  
▪ Economic Competitiveness and Employment | ▪ SISB  
▪ (Edmonton Global)  
▪ REF  
▪ Open Spaces |
| Prioritize capital funding for the creation on new long-term care beds. | ▪ Communities and Housing  
▪ Natural Living Systems  
▪ Economic Competitiveness & Employment | ▪ SISB  
▪ (Edmonton Global)  
▪ REF  
▪ Open Spaces |

**LEGISLATIVE AND REGULATORY**

| Amend MGA to allow municipalities to offer property tax incentives to attract investment and development. | ▪ Economic Competitiveness & Employment  
▪ Communities and Housing | ▪ SISB  
▪ (Edmonton Global)  
▪ RECA  
▪ REF |
| Facilitate pre-approved industrial zones and streamline regulatory approvals. | ▪ Economic Competitiveness & Employment  
▪ Agriculture  
▪ Natural Living Systems  
▪ Integration of Land Use & Infrastructure | ▪ (Edmonton Global)  
▪ RAMP  
▪ SISB  
▪ RECA  
▪ REF |
<p>| Open for Business Act – youth minimum wage of $13/hr. | ▪ Economic Competitiveness &amp; Employment | ▪ (Edmonton Global) |
| Job Creation Tax Cut – reduction to 8% business tax rate. Small business at 2%. | ▪ Economic Competitiveness &amp; Employment | ▪ (Edmonton Global) |</p>
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<td>Cut red tape by 1/3 for job creators.</td>
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<td>Reduce well licensing times through AER.</td>
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<td>Increase regulatory efficiency and streamline approvals.</td>
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<td>Cut regulation and administrative burden for municipalities.</td>
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**ENVIRONMENTAL**

| Ensure all major economic development proposals remain subject to environmental impact assessments. | ▪ Natural Living Systems                                                                       | ▪ RAMP                                                                                  |
|                                                                                                   | ▪ Communities and Housing                                                                      | ▪ REF                                                                                    |
|                                                                                                   | ▪ Agriculture                                                                              | ▪ RECA                                                                                  |
|                                                                                                   |                                               | ▪ Open Spaces                                                                            |

<p>| Allocate $10M over two years to create Big Island Provincial Park along the banks of the North Saskatchewan River in Southwest Edmonton. | ▪ Communities and Housing                                                                       | ▪ SISB                                                                                  |
|                                                                                                   | ▪ Natural Living Systems                                                                      | ▪ REF                                                                                    |
|                                                                                                   | ▪ Integration of Land Use &amp; Infrastructure                                                    | ▪ (Edmonton Global)                                                                      |
|                                                                                                   | ▪ Economic Competitiveness &amp; Employment                                                       | ▪ Open Spaces                                                                            |</p>
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CEO Performance Evaluation

Background

- As part of the Chair’s roles and responsibilities, the Chair will:
  - On behalf of the Board, ensure that the Chief Executive Officer is satisfactorily carrying out his/her duties; and
  - Provide advice, counsel and mentorship to the CEO, and members of the Board.

- As per Executive Committee Terms of Reference, the Executive Committee approves, monitors, evaluates, advises and makes recommendations in accordance with these terms of reference and as specified in the Governance Manual, on matters in respect of the:
  - CEO performance and compensation.

Subject to the powers and duties of the Board, the Executive Committee is responsible to perform the following duties:
- Executive Performance
  - Review and recommend the process to evaluate the CEO’s performance.

- At the April 11, 2019 Board meeting, the Board Chair indicated to Board members that over the course of the next two months, the Chair would work with the CEO and Executive Committee to bring forward to the Board a CEO performance evaluation process.

- Currently, all employees are evaluated in conjunction with the fiscal year. The CEO’s contract does not align with the fiscal year. Therefore, aligning the CEO’s performance evaluation with that of the fiscal year is advantageous for consistency as well as the ability to align progress of annual goals of the EMRB strategy and fiscal year.

- In the first instance of evaluation, the performance review process would include a 360 Leadership Competency Review as well as a presentation brought forward by the CEO that reflects a review period from November 1, 2018 – March 31, 2019. Thereafter, a standard performance process would be utilized as noted in the evaluation guide. In summary, on an annual basis from 2019/2020 onward the CEO would be evaluated on three key areas; 1) leadership competencies, 2) performance goals as captured in the contribution agreement, and 3) contingent priorities and qualitative assessment.

- Attached for review is a Draft of the Edmonton Metropolitan Region Board CEO Performance and Leadership Evaluation Guide.
Next Steps

- Executive Committee will be asked to provide comments and feedback on the CEO Performance and Leadership Guide.

- Executive Committee will be asked to provide input into the process and timing of the CEO performance review process.

- Based on the outcome of the discussion at Executive Committee, the Board Chair will work with the CEO to bring forward a CEO performance review for the Board's consideration at the June 13, 2019 meeting.