Meeting Agenda
July 11, 2013 – 9:00 a.m. – Noon

Chateau Louis, Grand Ballroom
11727 Kingsway, Edmonton

Open to the Public

1. Chair’s Opening Remarks
2. Moment of Silence – The Late Mayor Paul Krauskopf, Morinville
3. Approval of Agenda
4. Approval of Minutes of June 13, 2013
5. REF Applications
6. Governance
   a. CRB 2015 Growth Plan update – Project Charter
      Motion: That the Capital Region Board receive the Project Charter for the 2015 Capital Region Growth Plan update as information.
   b. CRB updated 2013 Budget
      Motion: That the Capital Region Board approve the 2013 revised budget.
   c. Selection of CRB Interim Chair or Chair
      Motion: That the Capital Region Board approve the selection process for a new Interim Chair or Chair, as approved by the Governance Committee at their meeting on June 17, 2013.
      i. Selection of Chair ballots
         Motion: That the Capital Region Board destroy the ballots for the vote of a CRB Interim Chair or Chair.
7. Land Use Committee
   a. Non-Priority Growth Areas Policy Clarification
      Motion: That the Capital Region Board approve the Non-Priority Growth Areas Policy Clarification as recommended by the Land Use Committee.
8. Advocacy & Communications
   a. 2013-2016 Advocacy and Communications Strategic Plan
      Motion: That the Capital Region Board approve the 2013-2016 Advocacy & Communications Strategic Plan.
9. Other Business
   a. Sturgeon County
      **Motion:** Now therefore be it resolved that the CRB invite the CNR, CPR and other rail carriers with connections to port facilities to present to the CRB their case for moving our growing production of crude and refined oil products to national, US and world markets thereby negating the impact, cost and ability of those entities to restrict or ransom our access to national, international and world markets.

   b. CRB Membership - Redwater
      **Motion:** That the Capital Region Board supports the Town of Redwater's request to the Minister of Municipal Affairs to be removed as a member municipality of the Capital Region Board.

10. Committee Reports
    a. Land Use Committee
    b. Transit Committee
    c. Housing Committee
    d. Governance Committee
    e. Advocacy & Communications Committee

11. CEO’s update
    a. Quarterly Financial Report

12. **Motion:** That the CRB move to in camera session (*if required*)

    **In Camera Items**

    13. **Motion:** That the CRB revert to public session.

    **Open to the Public**

    14. Adjournment
Minutes of a meeting of the Capital Region Board held at Chateau Louis, Grand Ballroom on Thursday, June 13, 2013

Delegates in Attendance:
Mayor Nolan Crouse – St. Albert/Chair
Mayor Camille Berube – Beaumont
Mayor Don Rigney - Sturgeon
Mayor Barry Rasch – Thorsby (arrived 10:01 a.m.)
Mayor Stephen Mandel – Edmonton
Mayor Gale Katchur – Fort Saskatchewan
Mayor William Nimmo - Gibbons
Councillor Dwight Ganske – Stony Plain
Mayor Dawson Kohl - Warburg
Mayor Bill Skinner – Town of Lamont
Councillor Jocelyn MacKay – Leduc County
Councillor Trina Jones - Legal
Mayor Linda Osinchuk – Strathcona County
Mayor Randy Boyd – Bon Accord
Mayor Greg Krischke – City of Leduc
Mayor Don Faulkner - Calmar
Councillor Bill Purdy - Wabamun
Mayor Karl Hauch - Bruderheim
Mayor Paul Krauskopf - Morinville
Mayor Anita Fisher - Devon
Mayor Rodney Shaigec - Parkland
Mayor Stuart Houston – Spruce Grove
Mayor Mel Smith - Redwater
Reeve Wayne Woldanski – Lamont County
Ivan Moore – Government of Alberta

Absent:
None.

CRB Administration:
Doug Lagore, Chief Executive Officer
Sharon Shuya, Project Manager
Neal Sarnecki, Project Manager
Kim Wieringa, Project Manager
Brendan Pinches, Project Manager
Charlene Chauvette, Office Manager
Courtney Andrews, Executive Assistant
Allyson Jacques, Administrative Assistant
Open to Public

1. Call to Order and Chair’s opening remarks
   Called to order at 9:01 a.m.
   The Chair presented a gift to Sharon Shuya, CRB Project Manager in recognition of her 5 years of service with the Board.

   The Chair requested that CRB members send any comments regarding the CEO’s performance to him by August 15, 2013. Any comments received will be summarized and reviewed with the CRB Vice Chair, Mayor Berube.

   Members were reminded to keep the July and October scheduled Board meetings in their calendars. These meetings will proceed if a REF application has to come forward to the Board but will be cancelled otherwise.

2. Approval of Agenda

   Moved by Mayor Houston.

   Motion: To approve the agenda of June 13, 2013.

   Motion carried unanimously.

3. Approval of Minutes of May 9, 2013

   Moved by Mayor Boyd.

   Motion: To accept the minutes of May 9, 2013.

   Motion carried unanimously.

4. REF Applications

5. Land Use

   a. Cluster Country Residential Areas Policy Clarification - Strathcona County

   Mayor Fisher introduced the item. Mr. Neal Sarnecki gave a presentation highlighting the CCRAs policy clarification recommendations as discussed at the Planning Advisory Group (PAG), the CCRAs Sub-Committee and the Land Use Committee. The recommendations identified that the density target for CCRAs is a maximum. To address the distribution of density and flexibility within CCRAs, a three tier process for statutory plans could be applied which would also allow applicant municipalities flexibility in the preparation of statutory plans.

   Moved by Mayor Fisher.

   Motion: That the Capital Region Board approves the Cluster Country Residential Areas Policy Clarification in the review of Regional Evaluation Framework submissions as recommended by the Land Use Committee.
22 in favour, 2 opposed. Supported by 17 or more municipalities comprising more than 75 percent of the population. **Motion carried.**

6. **Housing**

   a. **Sub-regional Planning Framework: Environmental Scan Report**

   Councillor Gibbons introduced the item indicating that the Environmental Scan will be the first step in developing the 10-year Regional Housing Plan as part of the direction contained within the CRB Growth Plan.

   **Moved by Mayor Smith.**

   **Motion:** That the Capital Region Board receives the Sub-Regional Planning Framework: Environmental Scan Report for information as recommended by the Housing Committee.

   **Motion carried unanimously.**

9:26 a.m. Councillor Gibbons replaced Mayor Mandel as City of Edmonton’s representative.

7. **Advocacy & Communications**

   a. **Advocacy & Communications Committee Membership**

   Mayor Krischke introduced the item.

   **Moved by Mayor Krischke.**

   **Motion:** That the Capital Region Board approves that the membership of the Advocacy & Communications Committee’s be updated to include the Chair of the Regional Energy Infrastructure Sub-Committee.

   **Motion carried unanimously.**

8. **New Business**

   a. **CRB Committee Structure – City of St. Albert**

   Chair Crouse relinquished the Chair position and Mayor Berube took the Chair position.

   Mayor Crouse provided an overview of the item.

   **Moved by Mayor Crouse.**

   **Motion:** That the Capital Region Board’s Chief Executive Officer be instructed to review all the Boards’ Committees/Structure with a view to utilize the resources of the Board most efficiently and report back to the Governance Committee with potential recommended changes with a view to come to the Board prior to the Municipal Election, 2013 (for implementation following the election).

9:37 a.m. Mayor Mandel replaced Councillor Gibbons as City of Edmonton’s representative.

   Members discussed the timing and implementation of the CRB Committee Structure review.
Mayor Boyd put forward a friendly amendment to remove “for implementation following the election” from the motion; the mover agreed to the friendly amendment.

Reeve Woldanski put forward a friendly amendment with the request to add wording to the motion to indicate that the recommendations will come forward to the current Board for review and then be provided to the new Board for approval after the election; the mover accepted the friendly amendment and the wording was revised.

**Moved by** Mayor Crouse.

**Amended Motion:** That the Capital Region Board’s Chief Executive Officer be instructed to review all the Boards’ Committees/Structure with a view to utilize the resources of the Board most efficiently and report back to the Governance Committee with potential recommendations which will be reviewed by the current Board prior to the Municipal Election, 2013 and brought forward to the new Board for approval.

23 in favor, 1 opposed. Supported by 17 or more municipalities comprising more than 75 percent of the population. **Motion carried.**

b. Planning Session to Review CRB Voting Structure – Village of Warburg

Mayor Kohl provided an overview of the item.

**Moved by** Mayor Kohl.

**Motion:** That the Capital Region Board hold a planning session of all board members to review the current voting structure (Section 5 subsections (2) and (3)) of the Capital Region Regulations and bring back recommendations to the Capital Region Board, regarding the Regulation’s functionality.

Councillor MacKay put forward a motion.

**Moved by** Councillor MacKay.

**Motion:** That the Capital Region Board postpone this matter until after the 2013 election.

22 in favor, 2 opposed. Supported by 17 or more municipalities comprising more than 75 percent of the population. **Motion carried.**

c. CRB Unaudited Financial Statements

Mr. Doug Lagore introduced the item.

**Moved by** Mayor Berube.

**Motion:** That the Capital Region Board approves the Financial Statements for the year ended March 31, 2013.

**Motion carried unanimously.**
d. REF Process – Parkland County

Mr. Doug Lagore spoke to the matter. A handout of the letter received from Parkland County on May 28, 2013 was provided to members.

Mayor Shaigec introduced the item. Mayor Shaigec revised his first motion from what was originally distributed.

Moved by Mayor Shaigec.

Motion: That The REF process voted on by the Board on May 9, 2013, be amended as follows:

For Applications which the CRB Administration and the CRB’s third party consultant have recommended APPROVAL, the Application will be approved unless one or more participating municipalities appeal to the Board within a defined time limit. To overturn an Administrative approval, an appeal must be supported by not fewer than 17 representatives from participating municipalities that collectively have at least 75% of the population in the Capital Region or the Administrative approval of the application will stand; and

For Applications which the CRB Administration and third party consultant have recommended to REJECT: The Application automatically comes to the Board for a vote. To overturn an Administrative rejection, an appeal must be supported by not fewer than 17 representatives from participating municipalities that collectively have at least 75% of the population in the Capital Region.

Motion: That upon the passing of Motion #1, the Board will request the Minister of Municipal Affairs to endorse the amended REF process by passing a Ministerial Order signed by the Minister of Municipal Affairs.

Motion: That the Capital Region Board waive the requirement for the Parkland County REF Application 2012-019 – Acheson ASP and MDP Amendment to wait twelve (12) months after date of decision before coming before the Board for reconsideration.

Mayor Berube put forward a motion.

Moved by Mayor Berube.

Motion: That the Capital Region Board postpone the three motions of Parkland County, regarding the REF Process, to the CEO until such time as the Minister of Municipal Affairs has made a formal response to Parkland County’s letter dated May 28, 2013 on this very matter.

Councillor MacKay requested to split Mayor Berube’s motion to separate the postponement of motion three; the change was accepted.

Moved by Mayor Berube.

Motion: That the Capital Region Board postpone motions one and two of Parkland County, regarding the REF Process, to the CEO until such time as the Minister of
Municipal Affairs has made a formal response to Parkland County’s letter dated May 28, 2013 on this very matter.

16 in favor, 8 opposed. Not Supported by 17 or more municipalities comprising more than 75 percent of the population. **Motion failed.**

**Moved by** Mayor Berube.  

**Motion:** That the Capital Region Board postpone motion three of Parkland County. To waive the requirement for the Parkland County REF Application 2012-019 – Acheson ASP and MDP Amendment to wait twelve (12) months after date of decision before coming before the Board for reconsideration.

7 in favor, 17 opposed. Not Supported by 17 or more municipalities comprising more than 75 percent of the population. **Motion failed.**

Vote of Parkland County’s motions.

**Motion:** That The REF process voted on by the Board on May 9, 2013, be amended as follows:

For Applications which the CRB Administration and the CRB's third party consultant have recommended APPROVAL, the Application will be approved unless one or more participating municipalities appeal to the Board within a defined time limit. To overturn an Administrative approval, an appeal must be supported by not fewer than 17 representatives from participating municipalities that collectively have at least 75% of the population in the Capital Region or the Administrative approval of the application will stand; and

For Applications which the CRB Administration and third party consultant have recommended to REJECT: The Application automatically comes to the Board for a vote. To overturn an Administrative rejection, an appeal must be supported by not fewer than 17 representatives from participating municipalities that collectively have at least 75% of the population in the Capital Region.

15 in favor, 9 opposed. Not supported by 17 or more municipalities comprising more than 75 percent of the population. **Motion failed.**

**Motion:** That upon the passing of Motion #1, the Board will request the Minister of Municipal Affairs to endorse the amended REF process by passing a Ministerial Order signed by the Minister of Municipal Affairs.

7 in favor, 17 opposed. Not supported by 17 or more municipalities comprising more than 75 percent of the population. **Motion failed.**

**Motion:** That the Capital Region Board waive the requirement for the Parkland County REF Application 2012-019 – Acheson ASP and MDP Amendment to wait twelve (12) months after date of decision before coming before the Board for reconsideration.

19 in favor, 5 opposed. Not supported by 17 or more municipalities comprising more than 75 percent of the population. **Motion failed.**
9. Other Business
   a. Strathcona County Media Release - Canadian municipalities rally for nation-wide energy value
      A handout with respect to the item was provided to members. Mayor Osinchuk provided an overview of the item.

10. Committee Reports
    Two handouts were provided to members – the Housing Committee report and the Governance Committee report brought forward from the May 9, 2013 Board meeting.
    a. Land Use Committee
    b. Housing Committee
    c. Advocacy & Communications Committee

11. CEO’s update
    Mr. Doug Lagore spoke to his updates.
    a. CRP Briefing update
    b. Summary of Meeting with Towns (population under 3,500)

Mayor Rigney put forward a Notice of Motion.

**Notice of Motion:** Whereas one of the biggest challenges facing Alberta today is getting our growing production of crude and refined oil products to national, US and world markets; and

Whereas construction of the necessary pipeline infrastructure to deliver this growth in production is being opposed, delayed or halted by the US Government, British Columbia Government, various environmental groups and some First Nations; and

Whereas this "embargo" or "blockade" is becoming ever more costly to the Capital Region, Alberta and Canada;

Now therefore be it resolved that the CRB invite the CNR, CPR and other rail carriers with connections to port facilities to present to the CRB their case for moving our growing production of crude and refined oil products to national, US and world markets thereby negating the impact, cost and ability of those entities to restrict or ransom our access to national, international and world markets.

No In-Camera Items

12. Motion: That the CRB move to in camera session.

In Camera
13. Motion: That the CRB revert to public.

Open to Public

14. Adjournment

Meeting adjourned at 10:49 a.m.
CRB 2015 Growth Plan Update - Project Charter

Motion

That the Capital Region Board receive the Project Charter for the 2015 Capital Region Growth Plan update as information.

Background

- The CRB Growth Plan was approved by the Province on March 11, 2010.
- As part of the approved Growth Plan, the Board committed to conducting a full review of all aspects of the Growth Plan at least every five years as part of its ongoing business planning process. This will ensure the Growth Plan reflects changes in economic, environmental and other significant trends.
- The CRB has received $500,000 from the Province as the first instalment to start this project.
- The Growth Plan update is due to the Province in June 2015.

Rationale

- The project charter is a high level description of the project’s scope, approach and proposed timelines.
- Detailed planning to support each phase of the project will be completed in the form of a terms of reference. Each phase of the project will be informed by the prior phase.
- The context and the strategy for the update have been developed from a broad level of engagement with member municipalities CAO’s.
PROJECT CHARTER

Our goal for the 2015 Growth Plan update is to build on our past successes and to create one plan for the Region rather than a plan that affects 24 municipalities. This requires a shift in how we think about being part of one metropolitan region: a CRB that works collaboratively to achieve the best outcomes for all our citizens. This model will allow us to accomplish more than individual municipalities competing for scarce resources. Managing growth as one region is key to ensuring we achieve our full economic potential in a global context. This is our opportunity to get it right: we can capitalize on our collective capacity, strengths and distinctiveness of our communities by strategically investing in core and social infrastructure based on our shared vision for the future of the Capital Region.
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1.0 Capital Region Growth Plan

The Capital Region Growth Plan (CRGP) is a public policy and regional planning framework for managing growth in the Alberta Capital Region.

The plan was developed in 2009 and approved by the Province in 2010. It consists of four separately developed plans in key areas essential to planning and managing growth: land use, inter-municipal transit, housing and geographic information services.

The four plans were designed to achieve the following goals:

The CRGP goals:

1. Protect the Environment and Resources
2. Minimize the Regional Footprint
3. Strengthen Communities
4. Increase Transportation Choices
5. Ensure Efficient Provision of Services
6. Support Regional Economic Development
1.1 Evergreening the Growth Plan

A plan is not a static document. It must evolve as conditions change, if new ideas arise, and if the real life experience of working within the Plan reveals shortcomings. That is why the required five-year update is an opportunity for us to revisit and revitalize the Growth Plan.

Since 2009, the Capital Region has experienced above average population and employment growth which is expected to continue. New investment in northern Alberta’s oil and gas sector and the recent announcement of a refinery in Sturgeon County are examples of economic drivers unique to the Region.

In addition, our working experience of the Plan has revealed that despite the solid policy framework within the document, there are some fundamental gaps\(^1\) which impair the Board’s ability to identify and manage the investment in core infrastructure to support growth in the Region.

This document provides the background, context and recommendations of CRB Administration, in consultation with the Region’s CAOs, on the scope, process and deliverables for the 2015 CRGP update.

\(^1\) See Section 3.0 for a list of Key Issues & Gaps
2.0 Background and Context

The mandate of the Capital Region Growth Plan is to:

- Provide an integrated and strategic approach to planning for future growth in the Capital Region;
- Identify the overall development pattern and key future infrastructure investments that would best complement existing infrastructure, services and land uses in the Capital Region; and which would also maximize regional benefits; and
- Co-ordinate decisions in the Capital Region to sustain economic growth and ensure strong communities and a healthy environment.

Planning for the future growth and prosperity of the Capital Region is about attracting new business and investment from outside the Region; it’s about working together to fulfill the economic potential of the Region. To realize this potential requires an understanding of why industry would want to invest in our region. What makes the Capital Region unique among similarly-sized City Regions from around the world (i.e., populations of 1–2M), and how do we make the most of our distinctions? Developing a greater appreciation of our region’s current and future economic drivers will empower decision making that supports prosperity and enhances the quality of life for all residents. Being globally competitive as a Region means competing for talent, investment and jobs. Do we have what it takes to compete?

Growth requires local, provincial and in some cases federal investment in infrastructure. Given scarce fiscal resources, we know that there may not be enough funding to support every desired project within 24 municipalities to proceed. The current implementation model requires each member municipality to bring their statutory plans into conformance with the Growth Plan, yet, the Board has no established mechanisms to determine regional infrastructure priorities. Our working experience with this suggests that a more effective model would see all municipalities agree collectively on why and where growth should occur, and in what priority based on an understanding of how. Making decisions as a Region requires the support of a process built on a common understanding of what it means to be a globally competitive Region.
3.0 Capital Region Growth Plan Issues and Gaps

In the planning for the update to the Capital Region Growth Plan, CRB Administration consulted with the Region’s CAO’s to better understand what’s working and not working with the current plan to inform the focus and process for the project. The following statements describe the issues and gaps identified with the current Plan and have been used to inform the scope, project approach and key deliverables of the project.

**Strategic Focus**
- The Plan needs to be more strategic and placed in a global context of other globally competitive regions
- The CRGP needs to be aligned with provincial priorities
- Common understanding of what regional economic sustainability means to all communities and how drivers of economic prosperity are essential to guide the plan
- The Plan must recognize the Region is not homogeneous requiring some flexibility and possibly even trade-offs when the economic prosperity of the Region is impacted
- A regional growth plan needs to acknowledge the role and importance of the largest urban center of the Region while at the same time how the collective strengths of all communities contribute to the sustainability and economic prosperity of the Region
- The Growth Plan needs to clarify that regional equity, which will be our goal, does not mean equality
- Long term scope needs to be more than 35 years for effective infrastructure planning. Minimum 50 years is recommended

**Building the Foundation**
- Role of the Province as a key stakeholder in the regional plan needs to be established
- A cohesive, unique and shared vision for the Region is needed
- Guiding principles to achieve regional sustainability are needed to support effective decision-making and provide certainty for regional communities, businesses and industry
- The Growth Plan needs to be inclusive of all land uses within the regional boundary
- An examination of the Growth Plan boundaries are needed to ensure alignment with the shared vision for the Region
- The Growth Plan is not sufficiently clear and is subject to ongoing interpretation
Managing Growth

- Need a mechanism in the plan to link demand for core infrastructure and social infrastructure with regional growth (Land Use Planning / Transportation Planning / Urban Built Form / Human Services)
- The Plan needs to tie land use decisions to infrastructure investment decision to be meaningful at a regional level
  - Specific emphasis going forward should be on the availability and capacity of core infrastructure to support growth. Examples of core infrastructure include – regional storm water, sanitary, water, power, pipelines, highways/bridges/roads, and transit (including LRT)
  - An example of social infrastructure includes affordable housing

- Specific planning policies to guide sustainable, efficient, compact growth that is fiscally sound and reduces the impact on the environment are needed

Measures of Success

- Establishing greater accountability by identifying measurable goals and relevant indicators as the basis for evaluation and improvement
- Identifying opportunities to make Regional Evaluation Framework (REF) more relevant
- Assessment and reporting on the of the successes and performance of the Plan
- Regional equity - cost and revenue sharing remain divisive issues among municipalities, significantly impacting the implementation of the Growth Plan
- Through the work of implementing the Growth Plan, the focus has been primarily on coordinating plans, what’s really needed is more collaboration
- Building better relationships within the Region to ensure common understanding of what it means to be successful as a Region

Another recurring issue identified was the inaccessibility of the Growth Plan. The Plan is complex and contains too many documents that aren’t well integrated to support coordinated regional planning.

Finally, due to the absence of any regional data and information about core infrastructure and development patterns, the Board is challenged to identify regional infrastructure priorities that would maximize the benefits to the Region. Building the capability and capacity to measure the progress or deviation from the Plan’s goals based on evidence and a shared understanding of the impacts on core and social infrastructure is fundamental to managing growth as a Region.
4.0 Recommendations for updating the Capital Region Growth Plan

Creating a globally competitive and sustainable Region requires leadership and vision. As we re-examine our Plan in the light of our shared experience, we may need to rethink what it means to be a Region and what we need to do to achieve our shared goals to manage and encourage growth. Every CRB decision should advance that agenda.

To create a true regional plan, instead of a regional plan for 24 separate municipalities, requires the Board to set the direction for development patterns and key future infrastructure investments. These will complement existing infrastructure, services and land uses while maximizing the benefits to citizens in the Capital Region. This represents a shift from trying to incorporate developments from disparate jurisdictions without a solid information base on existing infrastructure and services.

Just to reiterate, every development decision has financial implications and constraints exist when there is a limited amount of capital available from the Province to fulfill the demand. If we hope to maximize the value of these scarce development dollars, a regional plan reflecting the best interests of all our citizens and agreed to by all our municipal governments is our best bet for success. Fiscal sustainability provides the foundation for the Region’s economic, environmental and social sustainability.

An effective Plan for one Region requires a more strategic approach based on some sound building blocks. These include updating the economic, social, fiscal and political realities that affect our Region and are likely to shape the next few years. We also need an integrated plan which incorporates the policy frameworks in each of the four earlier components of the Plan but ensures that they are linked appropriately to reflect the effects each has on the others. Our updated and integrated Capital Region Growth Plan would then be easily communicated and accessible to all stakeholders.

Updating the Growth Plan is a complex task. Once we have the building blocks above, we add data on existing and planned core and social infrastructure across the whole Region to see where capacity exists for growth, what development patterns look like and the location of economic drivers for the Region. This provides the CRB a consistent evidence-based view of the Region to support future decisions on how and where to grow.

In this regard, a four-phased approach to update the Growth Plan is proposed.
4.1 Four-Phased Approach

Phase 1 – Building the Foundation

This Phase will begin with an education component whereby elected officials and CAO’s from the Region will be involved in sessions that provide the context of what successful competitive regions look like and consider what makes this Region unique. This step will prepare the CAO’s and elected officials for work in developing a Shared Vision for the Region and a set of guiding principles to support decision making to achieve a common goal for the Region.

The third deliverable will identify the location, capacity and function of the relevant core regional infrastructure is a foundational criterion, among others, as the basis for evaluating plans within the Region. The starting point will be the Capital Region Integrated Growth Management Plan (2007). As

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stated in the Executive Summary of the Working Together Report: “the results (of the Report) are the most comprehensive database of information ever compiled about plans in the Capital Region in key areas affected by growth”.

Phase 2 - Policy Framework

Based on the data gathered from Phase 1 – Core Infrastructure data and Information, the next phase will identify the core infrastructure priorities that complement existing development and future growth. Another deliverable will be establishing the policy framework necessary to achieve the goals of the plan. The existing principles and policies provide the basis for this framework. All other plans approved by the Board will also be considered.

The final deliverable will be a monitoring and reporting framework to measure the Board’s success in achieving its goals and targets.

Phase 3 – Build the Growth Plan

In Phase 3 the deliverables will be an updated, integrated Capital Region Growth Plan and an education and communications plan to address different stakeholders.

Phase 4 – Implementation Plan

The final phase in the project is an implementation plan for the Board and member municipalities that includes direction on the policy framework, proposed changes to the Regional Evaluation Framework and identifies specific annual reporting requirements by municipalities.

The complete work from Phases 1-4 will be integrated into one plan document.

See Section 6.0 for the Proposed Project Timeline

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4.2 Consultations

Up to three consultations with key stakeholders, including members of the public are being proposed over the course of the update. These will fulfill the CRB’s commitment to seek public input on the Growth Plan.

The first consultation would occur during Phase 1 in the development of the shared vision for the Region. The consultation on the shared vision will involve elected officials and senior municipal administration from member municipalities. Depending on timing and available resources a second consultation could be included under Phase 2. This consultation would focus on the effects of specific Growth Plan policy areas for key stakeholders. These could include density of development, transit-oriented development, and what’s important for future mobility within the Region. The third public consultation is proposed towards the end of the update to validate the Growth Plan’s strategic direction and outcomes.

4.3 The Role of the Provincial Government

In recognizing the benefits of planning as a Region, the Province created the Capital Region Board in 2008. Since then, the Province has provided operating funds for the Board and has appointed non-voting provincial representatives to the Board and several committees. This has helped maintain a connection between the Board and Municipal Affairs Ministry, but additional support from other ministries affected by the CRB’s work is crucial for our next steps on the update.

For example, this would include Alberta Transportation, Alberta Environment & Sustainable Resource Development, and Alberta Infrastructure, to name a few. Enhancing the working relationship with the Province is critical to ensure greater alignment between the regional plan and provincial priorities, particularly when it comes to investment priorities for regional infrastructure, both hard and soft.

This approach would facilitate a new relationship between the Region and the Province so that provincial priorities and the Region’s plan is more closely aligned going forward. The Growth Plan must be recognized by and incorporated with the priorities of all relevant provincial ministries so that the CRB can meet our shared vision and our full economic potential.

4.4 Regional Stakeholders

The role of regional stakeholders in this process will be to supply the data required to build a regional inventory of existing infrastructure, its capacity and future plans to expand it. The Board will be speaking with industry level associations and organizations to collect information and opinions on
different aspects of the update. For example, this would include: Alberta Industrial Heartland, EPCOR, CN/CP/ Port Alberta, Edmonton International Airports, regional water and waste water commissions, and housing management bodies, etc. Again, the intent is to incorporate the relevant information about core infrastructure in a database to assist with planning, and not to give any additional authority to, or to integrate these regional plans into the Growth Plan.

5.0 Rationale for the Recommended Approach

Updating the Growth Plan and establishing an evidenced-based approach to support regional decision-making requires data gathering and analysis. The focus on core infrastructure brings in a new dimension to the CRGP: a solid foundation on which to base regional growth decisions. This approach also fulfills a requirement identified in the Land Use plan to update the regional infrastructure information as identified in the “Working Together Report”.

This approach complements and adds value to the existing policy framework and provides an opportunity to refine the plan in certain areas, including tools to ensure compliance through the Regional Evaluation Framework. It will also establish processes to measure the successes.

Municipalities understand that infrastructure serves development. Collaborative regional planning to optimize our investment in infrastructure requires understanding the pattern of development in the Region over the short, medium and long term. Making evidenced-based decisions, evaluated through the lens of existing infrastructure and planning throughout the entire Region, will change the conversation about how and where it makes sense to grow.

The benefits to the Region, municipalities and its residents:

- Collaborative Planning results in less waste and duplication
- Use of emerging technologies increases efficiencies and opportunities for sustainable infrastructure supporting economic and environmental goals
- More compact development patterns and investing in projects to improve urban core services saves taxpayers’ money and supports environmental goals
- Strategic investment in infrastructure is critical to maintaining and enhancing regional economic growth, competitiveness, productivity and quality of life for all residents
- All residents of the Region benefit from a healthy urban core – access to amenities, employment, post-secondary education, and public services contributing to the economic well-being of all
- All municipalities within the Region contribute to and benefit from the greater good and economic prosperity
The benefits to the Province:

- Reduced cost of providing infrastructure and services through collaborative and coordinated planning
- One voice for regional priorities results in more efficient use of provincial resources
- Strong economic performance of the city regions benefits the entire province

6.0 Recommended Project Governance

The Capital Region Board is the project sponsor for the 2015 Growth Plan update and provides the authority and support for the project.

The Board oversight for this project will come from an advisory committee of elected officials appointed by the Board. The elected official project advisory committee will provide strategic direction and oversight on all aspects of the project on behalf of the Region.

Feedback from member municipalities is essential to validate the data and analysis to build the foundation for the plan. Therefore, the Regional CAOs will be consulted throughout the process and will be included in the project communications plan.

The core project team will be multidisciplinary, consisting of: CRB administration, senior planners from the region, consultants, provincial representative(s) and subject matter experts.

A project manager from CRB administration will be assigned to oversee the planning, execution and completion of the 2015 Growth Plan update with the support of all CRB administrative staff. The project
manager is responsible for preparing the project charter, terms of reference for each phase, for project administration including project resource management, project schedule, budget management, and issues management throughout the project. The project manager will report through the CEO to the project advisory committee and the CRB.

6.1 Roles & Responsibilities

The table below summarizes the involvement of the different stakeholders throughout the project.

<table>
<thead>
<tr>
<th>Draft CRGP Update Project - Roles &amp; Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tasks</strong></td>
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<tr>
<td>------------------------------------------------------</td>
</tr>
<tr>
<td>1. Project Initiation - Successful Competitive Regions Discussion</td>
</tr>
<tr>
<td>2. Shared Vision - includes Public Consultation</td>
</tr>
<tr>
<td>3. Guiding Principles for Regional Sustainability</td>
</tr>
<tr>
<td>4. Data Collection &amp; Analysis</td>
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<tr>
<td>5. Policy Review, Analysis and Development</td>
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<tr>
<td>6. Implementation Plan - 5 year infrastructure priorities</td>
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<tr>
<td>7. Monitoring &amp; Reporting Framework</td>
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<td>8. Education &amp; Communications Plan</td>
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<tr>
<td>9. Consultation #2 (Optional Policy Framework)</td>
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<tr>
<td>10. Consultation #3 - CRGP Strategy &amp; Policy Framework</td>
</tr>
</tbody>
</table>

All project phases will be led by CRB Administration under the guidance of the elected official project advisory committee. The elected official advisory committee will be a new committee appointed by the Board in 2014. In the meantime, the project will remain under the Governance Committee. The reporting relationship to any exiting committee will be determined once the scope of Phase 2 and subsequent phases is determined.

This project core team will include the current regional technical advisory committee and will be supplemented with consultants and other expertise, as required. The core project team is responsible for all the technical work to support the update of the Growth Plan.

The Regional CAOs will be involved to input on the direction and scope and in reviewing all deliverables based on project milestones established in a more detailed work plan for each phase of the project. CAO reviews will precede any review by the project advisory committee and the Board.
7.0 Proposed Project Timeline

The table below provides a high level project timeline.

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<tbody>
<tr>
<td>Phase 1</td>
<td>Project initiation - Successful Competitive Regions</td>
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<td>Guiding Principles for Regional Sustainability</td>
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<tr>
<td>Phase 2</td>
<td>Policy Review, Analysis and Development</td>
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<td></td>
<td>Regional Core Infrastructure Priorities</td>
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<td>Consultation #2 (optional)</td>
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<td>Phase 3</td>
<td>Build the integrated regional Growth Plan</td>
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<td>Education &amp; Communications Plan</td>
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<td>Consultation #3</td>
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<td>Phase 4</td>
<td>Implementation Plan - 5 year priorities</td>
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<td>Approval of the Plan</td>
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<td>Concurrent Activities</td>
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<td>1 Learning &amp; Development</td>
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<td>3 Monitoring &amp; Reporting</td>
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<td>4 Building CRGIS Capabilities</td>
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</table>

8.0 Project Deliverables

The goal for the 2015 CRGP update is to prepare an accessible, integrated plan that ties together the shared vision for the Alberta Capital Region with the goals, objectives, key strategies, enabling policies and measurable outcomes. The following is a list of key project deliverables:

- One integrated plan that includes
  - Shared vision for the Region
  - Guiding principles for regional sustainability
  - CRGP goals and objectives
  - Integrated policy framework to support growth management
  - Identification of 5 year infrastructure priorities
  - Monitoring and reporting framework for implementation
  - Roles and areas of responsibility and accountability among the different stakeholders
  - GIS data and information layers to support Growth Plan decision-making going forward
  - Implementation Plan

And supporting the implementation plans will be an education & communications plan

-------------End of Document-------------
2013 Budget changes

Motion

*That the Capital Region Board approve the 2013 revised budget.*

Background

- Increase Governance projects costs, to offset grant for Growth Plan
- Increase Advocacy project costs to incorporate Regional Energy Infrastructure Sub-Committee
- Increase Land Use project costs to support the Prioritization of the Transportation Master Plan project.

Rationale

- The Board is to receive a Regional Collaboration Grant of $500,000 for the Growth Plan Update
- Support for the activities of the Regional Energy Infrastructure Sub-Committee
- Addition of the Transportation Master Plan project to the Land Use Committee supported by a small budget increase of $6,000.
## 2013 Detailed Budget

### Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>2012 Annual Budget-Amended</th>
<th>2013 Annual Budget</th>
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</thead>
<tbody>
<tr>
<td>GOA Regular Grant</td>
<td>$3,000,000</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>GOA Planning Intern Grant</td>
<td>$43,000</td>
<td>$19,000</td>
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<tr>
<td>Revenue Carryover from prior years</td>
<td>$992,220</td>
<td>$19,000</td>
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<tr>
<td>Other income-pipelines</td>
<td>$5,000</td>
<td>$ -</td>
</tr>
<tr>
<td>Regional Collaboration Grant-GP</td>
<td>$-</td>
<td>$500,000</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$4,040,220</strong></td>
<td><strong>$3,519,000</strong></td>
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</table>

### Expenditures

<table>
<thead>
<tr>
<th>Description</th>
<th>2012 Expenditures</th>
<th>2013 Expenditures</th>
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</thead>
<tbody>
<tr>
<td>Board and Committees</td>
<td>$312,820</td>
<td>$335,000</td>
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<tr>
<td>Administration</td>
<td>$1,798,000</td>
<td><strong>$1,853,000</strong></td>
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<td><strong>REF</strong></td>
<td>$120,000</td>
<td>$120,000</td>
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<tr>
<td>Project Costs</td>
<td>$1,370,000</td>
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<td><strong>Regional Projects</strong></td>
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<td>Planning Intern</td>
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<td>Pipelines Linkages</td>
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<tr>
<td><strong>Capital</strong></td>
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<tr>
<td>Office Furniture/Equipment</td>
<td>$5,000</td>
<td>$14,000</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$3,665,220</strong></td>
<td><strong>$3,519,000</strong></td>
</tr>
</tbody>
</table>

### Unallocated Project Funds

- **$ -**

### Carry forward to 2013 Budget

- **$375,000**

### Surplus (Deficit)

- **$ -**

**includes** office lease, office supplies, legal fees, insurance, IT, salaries/benefits, communications, travel

Prepared: May 21, 2013
## 2013 Revised Project Budget Summary
### as of May 14, 2013

<table>
<thead>
<tr>
<th>Board Projects</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Consulting</td>
<td>$ 50,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$ 50,000</td>
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</table>

<table>
<thead>
<tr>
<th>Housing Projects</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Integrated Land Use &amp; Housing*</td>
<td>$ 40,000</td>
</tr>
<tr>
<td>Sub Regional Planning Model Phase 2*</td>
<td>$ 32,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$ 72,000</td>
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</table>

<table>
<thead>
<tr>
<th>Governance Projects</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>Annual Business Planning</td>
<td>$ 40,000</td>
</tr>
<tr>
<td>Annual Report &amp; Audit</td>
<td>$ 30,000</td>
</tr>
<tr>
<td>Orientation &amp; Communication Support</td>
<td>$ 35,000</td>
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<tr>
<td>Carryover projects</td>
<td>$ 70,000</td>
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<tr>
<td>Planning Framework for Growth Plan Phase 1*</td>
<td>$ 500,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$ 675,000</td>
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</table>

<table>
<thead>
<tr>
<th>Advocacy &amp; Communications Projects</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Advocacy &amp; Communications Strategy</td>
<td>$ 30,000</td>
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<tr>
<td>Regional Energy Infrastructure Sub-Committee</td>
<td>$ 30,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$ 60,000</td>
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</table>

<table>
<thead>
<tr>
<th>Land Use Projects</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Planning Support</td>
<td>$ 15,000</td>
</tr>
<tr>
<td>Geographic Information Services</td>
<td>$ 100,000</td>
</tr>
<tr>
<td>Regional Energy Corridors Study *</td>
<td>$ 89,000</td>
</tr>
<tr>
<td>Integrated Intermunicipal Planning Framework*</td>
<td>$ -</td>
</tr>
<tr>
<td>REF Report Recommendations Implementation</td>
<td>$ 25,000</td>
</tr>
<tr>
<td>Priorization of Transportation Master Plan</td>
<td>$ 60,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$ 289,000</td>
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<thead>
<tr>
<th>Transit Projects</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Governance Study**</td>
<td>-</td>
</tr>
<tr>
<td>Transit Executive</td>
<td>$ 40,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$ 40,000</td>
</tr>
</tbody>
</table>

* Received or will be applying for Regional Collaboration Grants

**Fundied through a Regional Collaboration Grant and Municipal Contributions

**Total Projects for 2013** $ 1,186,000
2013 Land Use Projects

Total Cost of 2013 Land Use Projects: $289,000

Project Number: L1-13

Project Name: General Planning Support

Guiding Principles: Minimize Regional Footprint, Strengthen Communities, Increase Transportation Choice, Ensure Efficient Provision of Services, Support Regional Economic Development

Project Description: General land use planning support provided by consultants to assist CRB Administration and the Planning Advisory Group in making recommendations to the Land Use Committee on matters related to the implementation of the Capital Region Growth Plan.

Project Delivery: CRB staff/ consultant

Timelines: January 1, 2013 - December 31, 2013

Project Cost: $15,000

Project Number: L2-13

Project Name: GIS

Guiding Principles: Minimize Regional Footprint, Strengthen Communities, Increase Transportation Choice, Ensure Efficient Provision of Services, Support Regional Economic Development

Project Description: Expand regional capacity to deliver regional geographic information services that supports implementation and monitoring of the Capital Region Growth Plan.

Project Delivery: CRB staff/ consultant

Timelines: July 1, 2013 - December 31, 2013

Project Cost: $100,000
**Project Number: L3-13**

**Project Name:** Regional Energy Corridors Study

**Guiding Principles:** Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development

**Project Description:** The purpose of the Regional Energy Corridors Study is to define a framework for accommodating Regional Energy Corridors within the Capital Region in a manner that is consistent and compatible with the Principles and Policies of the Capital Region Land Use Plan.

**Project Delivery:** CRB staff/consultant

**Timelines:** January 1, 2013 - December 31, 2013

**Project Cost:** $89,000- an application for a Regional Collaboration Grant has been submitted

**Project Number: L4-13**

**Project Name:** Integrated Intermunicipal Planning Framework*

**Guiding Principles:** Minimize Regional Footprint, Strengthen Communities, Increase Transportation Choice, Ensure Efficient Provision of Services, Support Regional Economic Development

**Project Description:** Development of a regional planning framework that promotes and supports integrated regional intermunicipal planning, coordination, and cooperation in the context of the policies and principles of the Capital Region Land Use Plan.

**Project Delivery:** CRB staff/consultant

**Timelines:** September 1, 2013 - December 31, 2013

**Project Cost:** $0-Will be applying for Regional Collaboration Grants
Project Number: L5-13

Project Name: REF Report Recommendations Implementation

Guiding Principles: Minimize Regional Footprint, Strengthen Communities, Increase Transportation Choice, Ensure Efficient Provision of Services, Support Regional Economic Development

Project Description: Development of a regional planning framework that promotes and supports integrated regional intermunicipal planning, coordination, and cooperation in the context of the policies and principles of the Capital Region Land Use Plan.

Project Delivery: CRB staff/ consultant

Timelines: January 1, 2013 - December 31, 2013

Project Cost: $25,000

______________________________________________________________________________

Project Number: L6-13

Project Name: Prioritization of Transportation Master Plan

Guiding Principles: Minimize Regional Footprint, Increase Transportation Choice, Ensure Efficient Provision of Services, Support Regional Economic Development

Project Description: Development of a Regional Transportation Project priority list

Project Delivery: CRB staff/ consultant

Timelines: July 1, 2013 – March 31, 2014

Project Cost: $60,000
2013 Transit Projects

Total Cost of 2013 Transit Projects: $40,000

Project Number: T1-13

Project Name: Governance Study

Guiding Principles: Minimize Regional Footprint, Strengthen Communities, Increase Transportation Choice, Ensure Efficient Provision of Services, Support Regional Economic Development

Project Description: Prepare a business case analysis to understand the merits and feasibility of establishing a Regional Transit Services Commission within the Alberta Capital Region.

Project Delivery: CRB Staff/Consultant/Municipalities

Timelines: March 2013 – March 2014

Project Cost: $250,000 Funded through a Regional Collaboration Grant and Municipal Contributions – No impact on CRB Budget.

Project Number: T2-13

Project Name: Transit Executive

Guiding Principles: Strengthen Communities, Increase Transportation Choice

Project Description: To contract a Transit Executive to provide strategic leadership, implementation of the Transit Plan and CRB Business Plan projects.

Project Delivery: CRB Staff/Consultant

Timelines: April 1, 2013 – March 31st, 2014

Project Cost: $40,000
2013 Housing Projects

Total Cost of 2013 Housing Projects: $72,000

Project Number: H1-13

Project Name: Our Affordable Future Report Implementation

Guiding Principles: Strengthen Communities, Support Regional Economic Development

Project Description: Implementation of the CRB’s Market Affordable Housing Policy Framework

Project Delivery: CRB staff/ municipalities/ consultant

Timelines: January 1, 2013 - December 31, 2013

Project Cost: $40,000

Project Number: H2-13

Project Name: Sub-Regional Planning Model: Phase 2

Guiding Principles: Strengthen Communities, Support Regional Economic Development

Project Description: In conjunction with the Province, develop a housing assessment framework to identify housing need at the sub-regional level.

Project Delivery: Province/ CRB staff/ municipalities/ consultant

Timelines: September 1, 2013 – February 31, 2014

Project Cost: $32,000- applying for Regional Collaboration Grant
2013 Governance Projects

Total Cost of 2013 Governance Projects: $675,000

Project Number: G1-13

Project Name: Planning Framework for Growth Plan Phase 1

Guiding Principles: Not applicable

Project Description: Undertake a comprehensive review of all aspects of the Growth Plan at least every five years as part of the Board’s ongoing business planning process.

Project Delivery: CRB staff/ consultant/ CRB Committees

Timelines: January 1, 2013 - December 31, 2013

Project Cost: $500,000-Received Regional Collaboration Grant

Project Number: G2-13

Project Name: Carry over projects-outstanding invoices

Guiding Principles: Not applicable

Project Description: This represents project expenses that were carried over from 2012

Project Delivery: CRB staff/ consultant

Timelines: January 1, 2013 - December 31, 2013

Project Cost: $70,000
**Project Number: G3-13**

Project Name: Annual Report and Audit

Guiding Principles: Not applicable

Project Description: Prepare Audit 2012 and 2012 Annual Report by March 2013. Also submit January 1-March 31, 2013 unaudited financial statements required by CRB regulation, Municipal Affairs Grant and CRB Policies G009, F005 and G006.

Project Delivery: CRB staff/ consultant/ CRB auditors

Timelines: January 1, 2013 - June 30, 2013

Project Cost: $30,000


**Project Number: G4-13**

Project Name: Annual Business Planning

Guiding Principles: Not applicable

Project Description: Annual review and update of the Business Plan

Project Delivery: CRB staff/ consultant/ CRB Committees

Timelines: January 1, 2013 - March 31, 2013

Project Cost: $40,000


**Project Number: G5-13**

Project Name: Orientation & Communication Support

Guiding Principles:

Project Description: An orientation will be held Jan17/14 for all Board members, councils and CAO’s.

Project Delivery: CRB staff/ consultant/ CRB Committees


Project Cost: $35,000
2013 Advocacy and Communications Projects

Total Cost of 2013 Advocacy and Communications Projects: $60,000

Project Number: A1-13

Project Name: Regional Energy Infrastructure Sub-Committee

Guiding Principles:

Project Description: Develop a Sub-committee and complete identified priorities during 2013.

Project Delivery: CRB Staff/Consultant

Timelines: January 1, 2013 - December 31st, 2013

Project Cost: $30,000

Project Number: A2-13

Project Name: Advocacy & Communications Strategy

Guiding Principles: Not applicable

Project Description: Work with consultants to prepare a 2013-2016 Advocacy and Communications Strategic Plan and support the priority media, communications and advocacy requirements during 2013.

Project Delivery: CRB Staff/Consultant

Timelines: January 1, 2013 - June 30th, 2013

Project Cost: $30,000
2013 Board Projects

Total Cost of 2013 Board Projects: $50,000

Project Number: B1-13

Project Name: Consulting to provide Board Administrative services.

Guiding Principles: Not applicable

Project Description: Costs for Interim Chair and other consulting to provide Board administration services.

Project Delivery: consultant

Timelines: January 1, 2013 - December 31, 2013

Project Cost: $50,000

Total Budgeted Costs in 2013 for All Projects: $1,186,000
Selection of CRB Interim Chair or Chair

Motion

*That the Capital Region Board approve the selection process for a new Interim Chair or Chair, as approved by the Governance Committee at their meeting on June 17, 2013.*

Background

- The CRB Regulation provides that Board members select a Chair of the Board from within the members of the Board. The Minister of Municipal Affairs does not have to appoint a Chair of the Board selected from within its members. As an alternative, the Minister may appoint an individual as Interim Chair of the Board.
- In 2011, the Minister appointed an Interim Chair, Mr. Jim Edwards with a term ending on March 31, 2012. Following this term, Mayor Nolan Crouse was voted in as Chair of the Board from April 1, 2012 to present.
- Even though the term of the Chair does not expire for three months, this process will provide the Board an opportunity to decide if they wish to have an elected Chair or an appointed Chair of the Board. The Chair or Interim Chair would begin following the election in November 2013.
- If the Minister were to appoint an Interim Chair, sufficient lead time would be required for the Ministry to complete the decision-making process culminating in an Order-in-Council appointment.

Process for CRB selection of Interim Chair or Chair

- The Vice Chair will ask CRB members on July 11, 2013 to answer the following questions by secret ballot:
  1. Do you want to elect the Chair from within the Board members?
  2. Do you want to select an Interim Chair external to the Board members who would be recommended to the Minister of Municipal Affairs for appointment?

- The vote will be taken on the basis of one member=one vote and a majority of members is required to determine the approved answer.
- Following the count of the votes, the Vice Chair will announce the Board’s decision and the Board will vote to destroy the ballots.

a) Selection of Chair

- If the majority respond in the affirmative to question 1, then the process for selecting a Chair of the CRB will be:
  - Nominations will be solicited by the Chief Executive Officer. The Chief Executive Officer will send an email to CRB members indicating there will be election of a Chair and ask for nominations.
The Chief Executive Officer will send an email with list of nominees to Board members prior to the meeting at which the election will take place.

- Nominations will also be requested and accepted from the floor at a CRB meeting prior to the nomination list being circulated by the Chief Executive Officer.

- The Chief Executive Officer will conduct the election at the next CRB meeting at an in-camera session of the Committee of the Whole by secret ballot.

- The vote will be taken on the basis of one member one vote and a majority of members is required to elect the Chair.

- The nomination process would commence at a date to be determined. The vote would take place at a date to be determined.

b) Selection of Interim Chair

- If the majority respond in the affirmative to question 2, then the process for selecting an Interim Chair of the CRB will be:
  - The Governance Committee will provide a recommendation to the CRB on a potential list of candidates for the position of Interim Chair.
  - The CRB may approve the list of candidates and may provide additional names for consideration.
  - The Governance Committee may appoint a subcommittee of its members to be a search committee for an Interim Chair.
  - Following a search process, the Governance Committee will make a recommendation to the CRB identifying a preferred candidate for Interim Chair.
  - Approval of the candidate will be required by the CRB at a future date. A vote at an in-camera session of the CRB’s Committee of the Whole will be conducted by secret ballot.
  - Following approval of a candidate for Interim Chair, the Vice Interim Chair will write to the Minister of Municipal Affairs advising of the CRB’s recommended individual for Interim Chair and request their appointment.
Non-Priority Growth Areas Policy Clarification

Motion

*That the Capital Region Board approve the Non-Priority Growth Areas Policy Clarification as recommended by the Land Use Committee.*

Background

- Ministerial Order No. L:270/10, being the Regional Evaluation Framework (REF), was approved November 29, 2010. The effective date of the Regional Evaluation Framework is March 31, 2010.

- The purpose of the Regional Evaluation Framework is to confirm that new municipal statutory plans and statutory plan amendments proposed by member municipalities are consistent with the Capital Region Board Regulation and the Capital Region Growth Plan.

- The REF contains evaluation criteria that must be considered in the review of Statutory Plan and Statutory Plan amendments that require approval of the Capital Region Board.

- One of the evaluation criteria in REF is consistency of a Statutory Plan or Statutory Plan amendment with the Land Use Principles, Policies, and density targets as outlined in Capital Region Growth Plan.

- On September 13, 2012, the Board approved the following motion by Strathcona County:

  *That the Capital Region Board directs the Land Use Committee and Planning Advisory Group to give priority to developing an interpretive guide to the policies in the Growth Plan and criteria in the Regional Evaluation Framework related to Cluster Country Residential Areas and Areas Outside of Priority Growth Areas as part of the current REF Administration Review Implementation project.*

- In the background document provided with the motion, Strathcona County indicated that there is limited guidance for areas identified for growth outside the Priority Growth Areas, simply indicating that growth in these areas be ‘appropriate to their size’. What is the intent for growth distribution and expansion of these areas?

- The matter was referred to the Planning Advisory Group (PAG) for review and recommendations. PAG created a Non-PGA Subcommittee to consider the motion and prepare recommendations for the Land Use Committee.

- At its meeting of June 27, 2013, the Land Use Committee approved the Non-PGA Subcommittee recommendation contained within the Non-Priority Growth Areas Policy Clarification (Attachment 1).
Rationale

- The Non-PGA Subcommittee established an approach to reviewing the policies that were the subject of the Strathcona County motion. The approach included four components: research; issue identification; recommendation; and 5 year update issues. Based on this approach the issues identified included the use of population forecasts; infrastructure funding; growth appropriate to size; and servicing appropriate to the form of development.

- The Planning Advisory Group recommends deferring the matter of the use of population forecasts to the population and employment forecast update project. Secondly, PAG recommends the CRB continue to support access to provincial infrastructure funding for municipalities outside of PGAs. And finally, that ‘appropriate to their size’ and ‘appropriate to form of development’ for towns and villages outside of PGAs be interpreted using the following guidelines:

  1. Planning for up to a maximum of double the current population (based on 2011 Municipal Affairs Official Population List) over the forecast period of the Growth Plan (to 2044) within current boundaries.
  2. New infrastructure to support the increase in population is only allowed after all efforts to maximize the use and efficiency of existing infrastructure has been exhausted.

- The Planning Advisory Group recommends that growth within Counties, outside of PGAs, CCRAs, Towns and Villages, be further reviewed as part of the 5 Year Growth Plan Update.

Attachments:
1. REF Interpretation Guide: Non-Priority Growth Areas Policy Clarification
REF Interpretation Guide
Non-Priority Growth Area Policy Clarification

Introduction

On June 14, 2012, the Capital Region Board approved the Report: A Review of the Administration of the Regional Evaluation Framework. The Report included the following recommendation regarding interpretation of the Capital Region Growth Plan and the evaluation criteria in the REF:

7. Develop a comprehensive guide that will assist municipalities, Third Party Consultants, and CRB administration in the interpretation of the principles and policies of the Growth Plan and the evaluation criteria in the Regional Evaluation Framework.

Work on the development of the guide was still in the preparation stages when Strathcona County introduced a notice of motion at the August 9, 2012 Board meeting that would direct the Capital Region Board to prioritize a process to clarify the criterion, principles and policies used to evaluate planning documents through the Regional Evaluation Framework (REF).

The motion was put forward as a result of 2 REF applications that were considered and rejected at the August 9, 2012 Board meeting. One application was for a cluster country residential development and the other for an expansion to an existing Hamlet.

A backgrounder provided by Strathcona County indicated that “there is an urgent need for clarification of interpretation of the Capital Region Growth Plan’s principles and policies that are used to evaluate planning proposals submitted by member municipalities.” Strathcona County provided three areas of prioritization:

1. Cluster Country Residential
2. Growth outside the Priority Growth Areas
3. Industrial and commercial development

On September 13, 2012, an amended motion, that aligned Strathcona’s motion with the REF Administration Report recommendations work, was presented and approved by the Board.

Amended Motion: That the Capital Region Board directs the Land Use Committee and Planning Advisory Group to give priority to developing an interpretive guide to the policies in the Growth Plan and criteria in the Regional Evaluation Framework related to Cluster Country Residential Areas and Areas Outside of Priority Growth Areas as part of the current REF Administration Review Implementation project.
**Growth Outside the Priority Growth Areas**

This particular policy clarification document is focused on the Growth Outside the Priority Growth Areas (Non-PGA) part of the motion.

Strathcona County’s backgrounder included the following examples of the interpretive issues facing municipalities when preparing planning documents that are subject to CRB approval:

> 3. **There is limited guidance for areas identified for growth outside the Priority Growth Areas** as identified in the Priority Growth Areas and Cluster County Residential Areas map. For instance, what is the Growth Plan’s intent for growth distribution or expansion of these areas? Currently the Growth Plan simply states that areas allowed for growth outside of Priority Growth Areas are to be ‘appropriate to their size’ which has been interpreted differently.

**Planning Advisory Group**

Pursuant to the direction in the Motion the Planning Advisory Group (PAG) members discussed the challenges of applying the Non-PGA policies at their September 17, 2012 meeting. There is a lack of direction and clarity in the policies of the Growth Plan for areas outside of PGA’s and CCRA’s.

At the October 15, 2012 PAG meeting a Non-PGA Subcommittee of PAG was established to review the matter further and report back to the rest of the Group.

The Non-PGA Subcommittee, together with the CCRA Subcommittee, established the following approach to reviewing the policies that were the subject of the Strathcona County Motion:
Subcommittee Approach

a. **Research** - Research legislative context and decision making process resulting in existing policies in the Growth Plan for Growth Areas Outside PGAs and CCRAs

b. **Issue Identification** - Identify current “Red Flag” issues relating to interpretation of Growth Areas Outside of PGAs and existing CCRA policies

c. **Policy Clarification Recommendations** - Recommend clarifications to be included in an interpretive guide to the policies in the Growth Plan and criteria in the Regional Evaluation Framework

d. **5 Year Update Issues** - Identify implementation issues related to Growth Areas Outside of PGAs and CCRA policies for consideration in the 5 Year Land Use Plan Review

**a. Research**

With the assistance of ISL Consulting, the Subcommittees researched the establishment of the current growth plan policies related to CCRAs and Non-PGA areas. The Subcommittees’ research is summarized in Appendix 1.

**b. Issue Identification**

Following the review of the research and the backgrounder provided by Strathcona County the Non-PGA Subcommittee identified the following issues related to the application of the policies in the Growth Plan:

1. **Population Forecasts** - Forecasts are being interpreted and used as caps in REF applications with the effect of limiting growth potential of Areas Outside of PGAs. The intent of the Principles and Policies of the Growth Plan is that all municipalities be allowed to have growth, appropriate to their size, as long as the cumulative amount and impact of such growth does not compromise growth occurring in PGAs and regional infrastructure investments required to service PGAs.

2. **Infrastructure Funding** - In Recommendations to Other Orders of Government contained in the October 2009 Addendum there is a specific recommendation supportive of Growth Areas Outside of PGAs stating “That the Government of Alberta support continued access to provincial infrastructure funding for municipalities located outside of PGAs and for Alberta’s Industrial Heartland”.

3. **Growth appropriate to size** - The preamble to Principal C of the Growth Plan (March 2009) states that “all municipalities should be allowed to have growth, appropriate to their size”. No definition or interpretation of ‘appropriate’ is provided; and its interpretation is therefore subjective.

4. **Servicing appropriate to the form of development** - The policies under Principle C state that development is allowed outside of PGAs if “the level of services provided is appropriate to the form of development”. As with the above, no definition or interpretation of ‘appropriate’ is provided.
c. Policy Clarification Recommendations

1. Population Forecasts

The REF evaluation criteria includes the following:

5.4 When evaluating a statutory plan or statutory plan amendment under this section, the Board must consider:

b) Whether approval and full implementation of the statutory plan or statutory plan amendment would result in development that is consistent with all of the following:

(ii) The regional population and employment forecasts in the Capital Region Growth Plan.

The CRB is currently looking at the use of population and employment forecasts in the evaluation of REF applications through a separate process that is running parallel to the update to the forecasts. The most recent information indicates that the new forecast will be based on a range rather than a single line forecast that will introduce some flexibility to the evaluation of REF applications.

2. Infrastructure Funding

It is recommended that the CRB continue to support continued access to provincial infrastructure funding for municipalities located outside of PGAs.

3. Growth appropriate to size & 4. Servicing appropriate to the form of development

The Capital Region Growth Plan guides future growth and development through the application of Land Use Principles and Policies. The Minimize Regional Footprint principle includes the following policies for growth outside of Priority Growth Areas:

<table>
<thead>
<tr>
<th>C. Allow Growth Outside of Priority Growth Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Preamble</strong></td>
</tr>
<tr>
<td>All municipalities should be allowed to have growth, appropriate to their size and as per the Principles and Policies of the Plan. However, it shall be addressed on a comprehensive basis to ensure that the collective impact of such growth does not compromise growth occurring within the priority growth areas, thereby compromising regional infrastructure investments and the intent of the Plan as defined by the other policies.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Allow development outside of the priority growth areas if the following criteria are met:</td>
</tr>
<tr>
<td>a. It is contiguous to existing development;</td>
</tr>
<tr>
<td>b. It follows the Principles and Policies of this Plan related to the form of development;</td>
</tr>
<tr>
<td>c. The level of services provided is appropriate to the form of development; and</td>
</tr>
<tr>
<td>d. Development in this area will not adversely impact the provision of regional infrastructure required to service the priority growth areas.</td>
</tr>
<tr>
<td>(ii) Growth generated by new development should conform to the Principles and Policies of the Capital Region Growth Plan.</td>
</tr>
<tr>
<td>(iii) All municipalities shall be allowed to grow. The cumulative amount and impact of growth outside of the priority growth areas shall be monitored by the CRB.</td>
</tr>
<tr>
<td>(iv) Development on or near municipal boundaries shall be compatible and consistent with the policies of the Plan and shall not impede the sustainable delivery of infrastructure.</td>
</tr>
</tbody>
</table>

Filename: Item 7a Attachment 1 - Non-PGA Policy Clarification
Currently there is no definition or interpretation of ‘appropriate to their size’ or ‘appropriate to form of development’ in the Growth Plan.

Notwithstanding the requirement for growth to be consistent with the Principles and Policies of the Plan, it is proposed that ‘appropriate to their size’ and ‘appropriate to form of development’, with respect to planning residential growth, means....

**Towns and Villages outside of PGAs** (see list below)

1. Planning for up to a maximum of double the current population (based on 2011 Alberta Municipal Affairs Official Population List) over the forecast period of the Growth Plan (to 2044) within current boundaries.
2. New infrastructure to support the increase in population is only allowed after all efforts to maximize the use and efficiency of existing infrastructure has been exhausted.

<table>
<thead>
<tr>
<th>Town or Village</th>
<th>2011 MA Population</th>
<th>Double Population to 2044</th>
<th>GP Pop Forecast to 2044</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bon Accord</td>
<td>1534</td>
<td>3068</td>
<td>2549</td>
</tr>
<tr>
<td>Bruderheim</td>
<td>1215</td>
<td>2430</td>
<td>2019</td>
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<tr>
<td>Calmar</td>
<td>2033</td>
<td>4066</td>
<td>3244</td>
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<tr>
<td>Devon</td>
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<td>10427</td>
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<tr>
<td>Gibbons</td>
<td>2848</td>
<td>5696</td>
<td>4656</td>
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<tr>
<td>Lamont</td>
<td>1664</td>
<td>3328</td>
<td>2765</td>
</tr>
<tr>
<td>Legal</td>
<td>1192</td>
<td>2384</td>
<td>1980</td>
</tr>
<tr>
<td>Morinville</td>
<td>8504</td>
<td>17008</td>
<td>12186</td>
</tr>
<tr>
<td>Redwater</td>
<td>2192</td>
<td>4384</td>
<td>3642</td>
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<tr>
<td>Thorsby</td>
<td>988</td>
<td>1976</td>
<td>1570</td>
</tr>
<tr>
<td>Wabamun</td>
<td>662</td>
<td>1324</td>
<td>999</td>
</tr>
<tr>
<td>Warburg</td>
<td>696</td>
<td>1392</td>
<td>1111</td>
</tr>
<tr>
<td>Total</td>
<td>30062</td>
<td>60124</td>
<td>47148</td>
</tr>
</tbody>
</table>

*In 2044 the Growth Plan Forecast for the entire Capital Region is 1,734,495. The “appropriate to size” doubling of population growth potential of town and villages (12 of 24 communities on the CRB) based on above represents approx. 4.9% of the projected population growth in the Region to 2044.*

d. 5 Year Update Issues

**Counties**

All of the Counties include lands outside of Priority Growth Areas. The nature of development on these lands can take on many forms. They range from agricultural subdivisions to major
industrial parks and from lakefront subdivisions to hamlet communities. Some developments are fully serviced, others unserviced, and still others only partially serviced. Some Counties define the boundaries of these developments, others do not. Each of the Counties designates and treats these developments using a variety of different planning approaches and mechanisms to plan and support growth. This makes it difficult to adopt a single equitable policy clarification for the areas within Counties that are outside of the PGAs.

It is recommended that growth within Counties, outside of PGAs, CCRAs, Towns and Villages, be further reviewed as part of the Growth Plan Update.
2013-2016 Advocacy & Communications Strategic Plan

Motion

That the Capital Region Board approve the 2013-2016 Advocacy & Communications Strategic Plan.

Background

- On October 11, 2012, the Board passed the motion that the development and staged implementation of an education and communications strategy be added to the Advocacy and Communications Committee mandate and be undertaken by the Committee subject to available funds.

- The Committee’s Terms of Reference includes an education and awareness building component to build awareness and understanding amongst regional stakeholders of the Board’s Vision, role and mandate with respect to regional planning and growth management; however, the development and implementation of an Education and Communications strategy has not been previously included in its mandate or funded.

- In 2013, the Advocacy and Communications Committee was allocated a total of $30,000 to undertake its mandate. As part of its workplan and within its designated budget, the Committee developed the attached strategy which addresses the scope of Board media, advocacy, communications and education.

Rationale

- The 2013-2016 Advocacy and Communications Strategic Plan is an integrated strategy that addresses the broader scope of CRB’s advocacy and communication activities while solidifying and enhancing existing relationships. The plan addresses various needs, such as proactively positioning the organization on regional issues, but also recognizes that it will take time to build the necessary capacity to do this well and to introduce new or enhanced initiatives of this nature.

- Each year, during the business planning process, the strategy will be reviewed, assessed and updated to include work plans for the upcoming three years. Work plan activities can be increased or reduced depending on available funds.

Attachment: 2013-2016 Advocacy and Communications Strategic Plan
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INTRODUCTION & ROLES

The Advocacy and Communications Committee was established by the Board in 2009 charged with the responsibility to coordinate, develop, implement, recommend, execute and monitor the Board’s advocacy and communications activities based on identified priorities within the Board’s Business Plan as the Growth Plan is applied.

Over the past few years, as the Board has been establishing itself and proceeding with the implementation of the Growth Plan, this Committee has focused its limited resources almost exclusively on the elected officials and senior administrators of the Province of Alberta, to:

1. Raise government’s understanding of the Growth Plan and commitment for furthering Growth Plan priorities, and
2. Garner provincial support to fund priority capital projects that the Board has identified and to provide operational funding for the Board itself.

Through this focus, the provincial government has become well informed; good working relationships have been established between the province and the Board, and the Minister of Municipal Affairs has affirmed government’s commitment to the Board.

However, as the Board enters its fifth year and prepares for both a general municipal election and a Growth Plan update, its communications requirements are growing and becoming more demanding. Timely, concise and relevant information is needed to ensure Board members, their Councils and their Administrations have a good understanding of the Board’s role, Growth Plan, progress and activities in order to effectively contribute. The breadth, complexity and impact of the Board’s work require communications with a broader spectrum of stakeholders.

To address these pressures and effectively leverage the Board’s limited resources, this integrated Advocacy and Communications Strategic Plan has been developed with the understanding that its value is tied to how well it addresses the Board’s issues and helps the Board to achieve its organizational goals. This three year plan sets out a blueprint for action that seeks to identify and address CRB’s global issues and desired outcomes.

This document is an integrated strategy that looks to broaden the scope of CRB’s communication activities while solidifying and enhancing existing relationships. The plan addresses various needs, such as proactively positioning the organization on regional issues, but also recognizes it will take time to build the necessary capacity to do this well and to introduce new or enhanced initiatives.
This plan is based on a review of previous work done by CRB, an analysis of current and forecast issues, and other environmental factors. It is designed to be flexible to circumstances and responsive to new information and unforeseen challenges and opportunities.

The plan was developed with the assistance and counsel of Marcomm Works and is based on today’s information and context. With the upcoming municipal election and the Board changes that will follow, it is recommended that the new Board review and update this plan during the first quarter of 2014 and then annually thereafter during the business planning process.

 Roles

The Advocacy & Communications Committee reports to the Board and provides leadership and oversight regarding CRB’s advocacy and communications. The Board ultimately approves the plan but the CEO has overall responsibility to implement it.

Roles and responsibilities are:

- **CRB Board and Committee members**: champion best practices in advocacy and internal and external communications; support policies and initiatives that enable this to occur; role model how to be good information agents and CRB ambassadors. Support clear and timely communication channels between the Board, Committees and projects to identify, clarify and prioritize communications and advocacy requirements. Interface with other elected officials in member municipalities, the province, federal government, and other key stakeholder groups.

- **Chief Executive Officer**: put into place and oversee the processes, tools and other best practices that enable Board and Committee members to identify communications and advocacy requirements, be good CRB advocates, information agents and brand ambassadors; be an information agent and CRB ambassador. Interface with administration heads of member municipalities, the province, federal government and other key stakeholder groups.

- **CRB Administration**: develop and maintain advocacy and communications tools that support the CEO, Board and committees; be an information agent and CRB ambassador. Interface with staff in member municipalities and other key stakeholder groups.

This plan provides strategic focus and guidance to communication and advocacy activities that offer the best return on investment. It sets out a number of goals, strategies and initiatives that, in order to be successful, require staff and members to be information agents and CRB ambassadors, speaking with one voice when representing CRB policies or positions. It recognizes that Committee and Board members, and CRB administration can be tremendous advocacy and communications assets but may need encouragement, direction, training and support to play an effective role.
The following outlines CRB’s issues, and the key challenges and opportunities that exist within those issues. The challenges and opportunities are prioritized based on their importance and impact on CRB’s mandate and work.

A. Involvement, Commitment and Accountability

Challenges:
1. Committing to a ‘we’ approach even when not convenient or advantageous for a member but good for the region.
2. Increasing member engagement and buy-in.
3. Showing leadership on regional issues.
4. Demonstrating accountability and good value for publicly invested dollars.

Opportunities:
1. Focusing on long-term issues.
2. Addressing and resolving difficult issues in a ‘safe’ environment.
3. Joint venturing with member municipalities on various projects.
4. Following best practices in advocacy and communications.

B. Profile

Challenges:
1. Having a clear vision supported by all.
2. Lack of general public awareness of what the CRB is and what it does.
3. Being heard on regional issues above a sea of opinion from member municipalities, provincial and federal governments.
4. Being top of mind.
5. Having a brand identity that is quickly and easily recognized.

Opportunities:
1. Being a visible leader on meeting regional development targets (e.g. on density).
2. Promoting major plans.
3. Expanding the number and type of stakeholders to advocate and communicate with.
4. Developing a closer tie-in with the Calgary Regional Partnership.
5. Providing more opportunities for the CRB Chair, CEO and members to wave the CRB flag.
6. Increasing the transparency of impacts and benefits of CRB’s work.
C. Reputation

Challenges:
1. Protecting and enhancing the reputation of CRB as a relevant organization.
2. Enabling a common voice that all Board members can leverage.
3. Getting credit for positive outcomes.

Opportunities:
1. Providing evidence of CRB’s impact/benefits and why these benefits are important to various stakeholders in the region.
2. Promoting the organization’s achievements.
3. Developing stronger relationships with Ministerial Deputy Ministers and other key staff.
4. Offering public opinions or positions on issues of public interest within CRB’s mandate.

D. Committee Effectiveness

Challenges:
1. Articulating and demonstrating the value and outcomes of solid communications, advocacy and education strategy.
2. Internally, the Board/other committees articulating the requirements/expectations of the Advocacy and Communications Committee.
3. Establishing a structured, coordinated and planned approach to CRB relationship development with provincial and federal politicians.
4. Measuring the effectiveness of the Advocacy and Communications Committee’s work.

Opportunities:
1. Developing and implementing a communications and advocacy strategy that is integrated and serves the need of the Board including its Committees. Tactics should have defined expected results that can be measured. Results, whether expected or not, are reported.
2. Defining roles & responsibilities for implementing the strategy: Board Chair, Board members, Committee Chairs and members, CEO and CRB Admin.
3. Ensuring plans, programs and individual initiatives articulate their communications requirements.
E. Resources

Challenges:
1. Advocacy and communications needs and activities overlap many Committees and staff portfolios.
2. Limited funding limits the tools and tactics that can be used.

Opportunities:
1. Defining budget envelopes and the scope of work more strictly.
2. Employing more low cost tactics like media relations and social media to extend limited resources.

F. Prioritization

Challenges:
1. Remaining committed to Board approved regional priorities when faced with specific municipal requirements.
2. Gaining agreement from the Board on the regional priority for specific investments that advocacy should target.
3. Gaining a full commitment from stakeholders to Board infrastructure priorities.

Opportunities:
1. Approve a top five Board priority list of major infrastructure and capital projects for the region.
2. Develop a list, in priority order, of all major infrastructure and capital projects for the Capital Region that supports the incremental implementation of the Growth Plan.

G. Funding

Challenges:
1. Securing a predictable, rolling three years of funding from the Province augmented from other sources such as grants and financial contributions from member municipalities.
2. Current funding level limits the amount of strategic planning, advocacy, communications and other actions that can be done.

Opportunities:
1. Attracting more federal and provincial grants beyond CRB’s annual grant.
2. Reporting to Alberta Municipal Affairs how their investment in CRB adds value to the province.
3. Completing strategic plans that focus resources on important regional issues that encourage partnerships with regional stakeholders, and fosters buy-in.
4. Leveraging private industry & associates for contributions (monetary and non-monetary) towards common goals.
An analysis of CRB’s stakeholders was done by CRB staff. This analysis listed all CRB stakeholders and then ranked them according to each stakeholder group’s attitude towards CRB, their level of power to influence CRB’s work (positively or negatively) and finally, each stakeholder group’s interest in CRB. This analysis provides a focus for advocacy and communications activity.

Retaining or building support among those with high power and high interest are the most important, followed by those with high power but generally low interest. This group, along with those with high interest but low power, provide the greatest opportunities for positive gains from CRB’s advocacy and communications efforts. CRB stakeholders include:

- AAMD&C
- Alberta Energy
- Alberta Enterprise and Advanced Education
- Alberta Environment & SRD Minister/staff
- Alberta Environment & Sustainable Resource Development
- Alberta Fire Chief’s Associations
- Alberta Health Services
- Alberta Human Services Minister/staff
- Alberta Infrastructure – Minister/staff
- Alberta Municipal Affairs – Minister/staff
- Alberta Transportation
- Alberta Treasury Board & Finance – Minister/staff
- AUMA
- CRB Board Members, Alternates and Committee members
- FCM
- Federal Government – Elected Officials
- Federal Government – Staff
- Media – Capital Region
- Media – outside Capital Region
- Member Municipalities – CAOs
- Member municipalities – Elected Officials
- Member Municipalities – Staff
- MLAs - Opposition
- MLAs – Other Government
- Northern Alberta Mayors’ & Reeves’ Caucus
- Other municipal/provincial governments – Elected Officials
- Other regional partnerships in Alberta
- Premier of Alberta and her staff
- Region Chambers of Commerce
- Regional Emergency Response Partners
- Region residents
- Region special interest groups (e.g. UDI)
Those who reside and govern in Alberta’s Capital Region typically pay attention to and place a high value on those entities that help them achieve and sustain:

- Economic potential and prosperity
- Top quality education and health care
- A high standard of living and quality of life
- Accessible and affordable cultural and recreational amenities
- A logistics trade hub

When considering the mandate of the CRB in this context, the CRB value proposition is not in providing these services or achieving these goals but rather gathering the expertise, facilitating the discussion and decision-making, and ultimately developing the policies and framework in which to strengthen the region’s ability to achieve these goals.

CRB’s value proposition is that it provides the region with one voice representing 1.2 million or one-third of Alberta in which to:

- Articulate the big picture; a strategic view of the Capital Region without boundaries.
- Increase accessibility and affordability for residents in the areas of transit, affordable housing and other public access outcomes.
- Leverage a Growth Plan to assist the region in reaching its economic potential thereby encouraging a high standard of living.
- And ultimately aid the region, which consists of both urban and rural communities, in becoming a globally known and competitive urban-centred metropolitan region.

The benefits to the Alberta Capital Region of having CRB exist include:

- More efficient regional planning.
- Better coordinated level of regional service.
- Better investment in time and money through regional cooperation.
- Enhanced education and awareness among leaders as to what they can do in their own municipality.
- One regional voice on issues that impact everyone in the region.
- Increased global prominence for the region.

No other organization in this region can or does offer the same focus and value as the CRB. Existing evidence of the value CRB brings to the region includes provincial support for the Board’s GreenTRIP priorities, the environment in which the Integrated Regional Transit Governance Study can occur, Affordable Housing Projects, the annual Housing Symposium, the Regional Transportation Master Plan, and others.
DESIRED OUTCOMES

The following desired outcomes are long-term. However, it is expected that positive movement towards these outcomes will be seen within three years following implementation of this plan.

1. A unified, fully engaged CRB membership that speaks with one voice on matters of regional interest.

2. Members understand CRB’s purpose, support and accept the mandate, and trust the process. Plans are understood, internalized, respected, and communicated by members. Plans transcend changes in individual membership appointments.

3. Media is knowledgeable about CRB and reports its regional role accurately as an established, influential organization.

4. CRB’s image has improved and there is universal recognition of CRB’s role as a regional driver for growth, transit, housing, prosperity and other key quality of life elements. This recognition is evidenced by such behaviour as (for example) receiving invitations to project recognition ceremonies/events and acknowledgement in regional communication materials produced by others.

5. Stronger relationships have been established with more ministries. CRB retains its positive relationship with the Premier’s Office and Alberta Municipal Affairs and has moved many important stakeholders from neutral or varied attitudes to a positive orientation.

6. CRB is considered an opinion leader by municipal, federal, and provincial governments, the media and the general public on Capital Region projects, policies and issues.
**KEY MESSAGES**

Global key messages are the foundation for language to be used in CRB’s communications to stakeholders. The object is to make the messages top of mind. These key messages will be reinforced with sub-messages appropriate for specific issues.

- CRB develops and champions plans and initiatives that benefit the whole Capital Region.

- The Capital Region is made stronger through integrated planning and a unified approach to infrastructure investment and sustainable growth.

- CRB is unified in its belief that a strong Capital Region means economic prosperity for all municipalities and residents in the region.

- We speak with one voice for 1.2 million people representing one third of Alberta’s population.

- CRB’s work produces positive and tangible results.

- Sustainable, long-term funding is a key to CRB’s future success.
Goal 1: Streamline CRB’s advocacy and communications approach so it is understood, supported and coordinated across the organization, and is consistent with the organization’s business plans and strategies.

Core Strategies:

1A. Develop clear advocacy and communication roles, expectations and reporting relationships and communicate these to everyone in the organization.

1B. Fill any information gaps among the Board and member municipalities regarding CRB’s vision, mandate, key priorities, plans and programs.

1C. Create and keep current advocacy and communication tools that enable members to easily convey and advocate CRB’s position.

1D. Develop and implement a structured, coordinated, strategic approach to CRB stakeholder relations.

Goal 2: Position CRB as a relevant and important leader in the development and championing of plans, programs and policies that benefit the Capital Region as a whole.

Core Strategies:

2A. Strengthen and maintain positive relationships with key provincial and federal elected officials and senior ministerial staff.

2B. Extend the CRB’s voice and visibility beyond the boardroom. Focus on influential stakeholders that lack knowledge and awareness of the CRB’s role, contributions and benefits to the region.

2C. Engage in more self-promotion, publicizing and showcasing CRB successes, key activities and Return on Investment to funders.

2D. Become an opinion leader by proactively commenting on issues that impact the region and fall within CRB’s mandate, policies or programs.

2E. Develop direct communication links with interested parties that enable them to be up-to-date and fully briefed about CRB plans, programs, opinions and decisions.
Goal 3: Ensure CRB’s advocacy and communications activities add value to the organization and contribute to the achievement of business goals.

Core Strategies:

3A. Set qualitative and quantitative measures for advocacy and communications to encourage excellence and return on investment.

3B. Evaluate programs, initiatives and tools against benchmarks, modifying them as necessary based on results. Evaluation will occur at different times but at least once every two years.

**STRATEGY IMPLEMENTATION**

Each core strategy has specific tactics that blueprint what outputs will occur to employ the strategies and achieve the goals, refer to Appendix A, Implementation Matrix.

Each year, during the annual business planning and budget cycle, this strategy will be reviewed, assessed and updated for the upcoming three years thereby creating a rolling three-year plan. Work plans for each tactic provide the operational roadmap for timing, budget, staff resources and other details. Tactics will be confirmed and work plans developed by administration following approval of the current and future versions of this strategic plan.

**Phased Implementation**

Recognizing that this is the Board’s first Advocacy and Communications Strategic Plan and considering the existing constraints, it will take several years for the Board to achieve and sustain the goals outlined in this strategy. Over the next three years, the implementation of this strategy has been broken down into phases that focus effort on steps that incrementally work towards achieving these goals.

<table>
<thead>
<tr>
<th>STAGE</th>
<th>DESCRIPTION</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
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<td></td>
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<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
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<tr>
<td>Phase 1</td>
<td>Develop a Foundation</td>
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<td></td>
<td>Municipal Election and New Board</td>
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<td>Business Planning: Assess Progress &amp; Update Strategy</td>
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<tr>
<td>Phase 2</td>
<td>Build a Common Understanding</td>
<td></td>
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<td></td>
<td>Business Planning: Assess Progress &amp; Update Strategy</td>
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<tr>
<td></td>
<td>Growth Plan Update Complete</td>
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<tr>
<td>Phase 3</td>
<td>Evaluate and Enhance the Strategy</td>
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<tr>
<td></td>
<td>Business Planning</td>
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Implementation has been divided into three phases that build upon each other. In moving forward, it is important to recognize that as each new practice or tactic is developed and implemented, it needs to be sustained in future implementation phases.
### Phase 1 – Develop a Foundation

Develop a foundation that enables expanded communications and advocacy in the future:

- Establish practices and procedures to support Board, Committee and CRB Administration, building capacity and strengthening competencies in which to undertake this work.
- Develop stronger and more timely communication channels between the Board, Committees and projects to identify and prioritize communications and advocacy requirements.
- Develop new communications material, using existing tools such as the CRB website, to improve communications with member municipalities (Board members, councils and their administrations) to ensure a common understanding of the Capital Region Board and its Growth Plan, and
- Strengthen existing relationships with those stakeholders who currently interact with the Board and start to develop positive relationships with other high priority stakeholders that have previously not been engaged.

### Phase 2 – Build a Common Understanding

Starting in Quarter 3 of 2013 and extending into 2015, this phase bridges the first and third phases and leverages the work in Phase 1 for targeted activities:

- Leverage new communications tools and start to implement new ways in which to communicate with member municipalities to help them understand and keep informed of Board activities. This will include tactics such as visiting, sharing information & engaging in dialogue with member councils during 2014 and onwards.
- Broaden awareness and support from an expanded list of stakeholders as it relates to the Board’s priorities.
- Raise awareness and understanding of the Board’s role and its value as the Growth Plan Update is rolled out to member municipalities, stakeholders and residents.

### Phase 3 – Evaluate and Enhance

As the Growth Plan update is being finalized in 2015, there is an opportunity to measure the impact of expanded advocacy and communications efforts and enhance those areas that have proven particularly effective. This phase would seek to:

- Evaluate advocacy and communications efforts, modifying and enhancing programs and initiatives as required to maximize impact and cost benefits.
- Leverage existing relationships to advocate for specific actions that will start to implement the recommendations of the updated Growth Plan.
Appendices
## Goal 1: Streamline CRB’s advocacy and communications approach so it is coordinated across the organization, well supported and in-line with the organization’s business plans and strategies.

### Strategy 1A: Develop clear advocacy and communication roles, expectations and reporting relationships and communicate these to everyone in the organization.

<table>
<thead>
<tr>
<th>Tactics</th>
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</thead>
<tbody>
<tr>
<td>Finalize and approve an integrated communications strategy for the Board.</td>
</tr>
<tr>
<td>Review existing roles and reporting relationships.</td>
</tr>
<tr>
<td>Clarify and develop practices that help to identify and support communications and advocacy requirements of Board and Committee projects.</td>
</tr>
<tr>
<td>Based on the review, develop revised standards, policies, procedures and best practices for advocacy and communications. Fully brief members and staff and provide an advocacy and communications checklist.</td>
</tr>
<tr>
<td>Develop and maintain key messages for use by Board and Committee members.</td>
</tr>
<tr>
<td>Do an annual effectiveness assessment.</td>
</tr>
</tbody>
</table>

### Strategy 1B: Fill any information gaps among the Board, Committees, members and staff regarding CRB’s vision, mandate, key priorities, plans and programs.

<table>
<thead>
<tr>
<th>Tactics</th>
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</thead>
<tbody>
<tr>
<td>Via a member canvass and other methods, identity information gaps and effectiveness of existing internal education, advocacy and information tools.</td>
</tr>
<tr>
<td>Modify as required internal education, advocacy and communications supports and tools to meet member needs.</td>
</tr>
<tr>
<td>Provide project descriptions and updates, e-briefings on CRB plans, programs and activities; and impact of regional issues, commentaries &amp; developments on CRB.</td>
</tr>
<tr>
<td>Provide briefings and training as required.</td>
</tr>
<tr>
<td>Ensure media interest and presence is managed effectively by monitoring regional media and stories that impact CRB.</td>
</tr>
<tr>
<td>Actively manage the information on the website to ensure information is available in a timely, easy-to-access manner.</td>
</tr>
<tr>
<td>Provide secure, members only section on the website where issue briefing sheets, feedback forms, fact sheets, etc. can be stored, kept current and accessed by staff and members from anywhere at any time.</td>
</tr>
</tbody>
</table>

### Strategy 1C: Create and keep current advocacy and communication tools that enable members to easily convey and advocate CRB’s position.

<table>
<thead>
<tr>
<th>Tactics</th>
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</table>
**Capital Region Board**  
*Advocacy and Communications Strategic Plan 2013-2016*

1D. Develop and implement a structured, coordinated, strategic approach to CRB stakeholder relations.

- Broaden the stakeholder relations strategy to include more than Ministers and Ministerial staff.
- Provide intelligence/background on key stakeholders and define specific relationship objectives.
- Create a relationship matrix that assigns a CRB lead (member or staff) to appropriate stakeholders. (E.g. the CRB Board Chair would be the lead to the Premier and Municipal Affairs Minister).
- Develop an approach for each stakeholder group that will achieve relationship objectives.

**Goal 2:** Position CRB as a relevant and important leader in the development and championing of plans, programs and policies that benefit the Capital Region as a whole.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Tactics</th>
</tr>
</thead>
</table>
| 2A. Strengthen and maintain positive relationships with key provincial and federal elected officials and senior ministerial staff. | - Review and update key sub-messaging targeting specific government ministries.  
- Maintain and improve the knowledge and awareness levels of Ministers and their staff re: CRB.  
- Joint venture the approach and messaging with other organizations where appropriate (e.g. with Calgary Regional Partnership re: annual, long-term funding)  
- Do continuous assessments on attitudes, perceptions and support levels of targeted stakeholders. |
| 2B. Extend CRB’s voice and visibility beyond the boardroom, focusing on influential stakeholders that lack knowledge and awareness of CRB’s role, contributions and benefits to the region. | - Request supportive third parties (e.g. UDI, member municipalities, Chambers) to post and distribute information about CRB.  
- Engage and inform 2013 municipal candidates and member councils with relevant and foundational information  
- Develop a social media presence by introducing CRB Twitter. Use the website and other communications materials to cross-promote.  
- Expand CRB’s stakeholder database beyond government and members to include media and other opinion leaders.  
- Solicit opportunities for staff and members to speak or present at regional conferences, meetings of key organizations and other appropriate sessions.  
- Expand use of a travelling display that can be manned or unmanned at regional events.  
- Develop and communicate a recognition policy that sets out expectations on how organizations are to recognize CRB involvement or contributions.  
- Develop/publish an annual *Report to the Region* summary, highlighting impacts, benefits and ROI of CRB’s work. |
| 2C. Engage in more self-promotion, publicizing and showcasing CRB successes, key activities and Return On Investment to funders. |
### Strategy 2D. Become an opinion leader by proactively commenting on issues that impact the region and fall within CRB’s mandate, policies or programs.

<table>
<thead>
<tr>
<th>Tactics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Host a regional assembly of member municipal elected officials and senior staff to discuss issues and strategies.</td>
</tr>
<tr>
<td>• Establish positions on key issues that are of public interest via white papers, issue briefs, etc.</td>
</tr>
<tr>
<td>• Highlight CRB positions on these issues through social media, the website, direct links to stakeholders, news releases and other mechanisms.</td>
</tr>
<tr>
<td>• Engage in proactive media relations to position CRB as a ‘first call’ for matters affecting the Capital Region.</td>
</tr>
</tbody>
</table>

### Strategy 2E. Develop direct communication links with interested parties that enable them to be up-to-date and fully briefed about CRB plans, programs, opinions and decisions.

<table>
<thead>
<tr>
<th>Tactics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Update the stakeholder database.</td>
</tr>
<tr>
<td>• Promote connecting with CRB on Twitter or via a RSS web feed. Use these connections to send event notices and important updates.</td>
</tr>
<tr>
<td>• Publish an annual report outlining successes, accomplishments, ROI and other outcomes on plans.</td>
</tr>
<tr>
<td>• Create a quarterly e-bulletin highlighting CRB activities, updates and opinion. Post on-line and send directly to the stakeholder database.</td>
</tr>
<tr>
<td>• Focus messaging and information sharing on what people don’t know about CRB.</td>
</tr>
</tbody>
</table>
Goal 3: Ensure CRB’s advocacy and communications activities add value to the organization and contribute to the achievement of business goals.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Tactics</th>
</tr>
</thead>
</table>
| 3A. Set qualitative and quantitative measures for advocacy and communications to encourage excellence and return on investment. | • Conduct a series of in-depth interviews with key stakeholders to establish a benchmark of attitudes and perceptions, information needs and relationship interest levels.  
• Set outcome evaluative measures for all advocacy and communication programs.  
• Poll members on information needs and satisfaction levels with CRB advocacy and communications supports to establish benchmarks.  
• Review the advocacy and communications plan annually in conjunction with operational planning to ensure it remains in harmony with CRB’s business strategies. |
| 3B. Evaluate programs, initiatives and tools against benchmarks, modifying them as necessary based on results. Evaluation will occur at different times but at least once every two years. | • Introduce meeting feedback or session evaluation forms for each presentation or meeting event with Ministers/other key individuals.  
• Repeat the member information and satisfaction survey each year.  
• Use on-line analytics to track and analysis on-line commentary of CRB.  
• Track and analyze media coverage of CRB against key messages.  
• Debrief regularly with the Board, Committee Chairs and staff to evaluate program impacts.  
• Conduct random inventory and content analysis using readership surveys of various external materials and products (e.g. annual report) |
• April - May, 2013 & 2014: Tabling of the Annual Report at the Legislature

• June 2013 – June 2015: Growth Plan Update Project - includes various consultations starting in 2013 and its own communications strategy

• 2013 Q4: Restructuring of Committees

• Oct. 21, 2013: Municipal election

• Nov. 14, 2013: First meeting of the new Board

• Nov/ Dec. 2013: Board Chair election; approval of 2014-2016 Business Plan & Budget

• Dec. 12, 2013: Approval of the 2014 Budget

• Jan. 17, 2014: All Board, Member Municipality Councils Orientation

• 2014 Q1: Transit Governance Study

• Oct. 2014: Housing Symposium

• March 2015 Board Meeting: Approval of budget and 3 year business plan (Pending legislative changes for new fiscal year).

• June 2015: Completion of the Growth Plan Update and issuance to Minister for approval

• Oct. 2015: Housing Symposium

• Fall 2015: Tabling of Annual Report at Legislature

Government of Alberta planning and budget cycle (fiscal year): Typically, departmental plans with budgets are submitted in September, vetted through the fall and finalized in January/February with the budget announced in late February, March or early April. Departments do not get next year’s ‘new’ money until late April or early May.
CRB Invitation to Rail Carriers

Motion

Now therefore be it resolved that the CRB invite the CNR, CPR and other rail carriers with connections to port facilities to present to the CRB their case for moving our growing production of crude and refined oil products to national, US and world markets thereby negating the impact, cost and ability of those entities to restrict or ransom our access to national, international and world markets.

Background

- On June 13, 2013 Sturgeon County put for a Notice of Motion. Following the meeting the following information was provided:
  - Whereas one of the biggest challenges facing Alberta today is getting our growing production of crude and refined oil products to national, US and world markets; and
  - Whereas construction of the necessary pipeline infrastructure to deliver this growth in production is being opposed, delayed or halted by the US Government, British Columbia Government, various environmental groups and some First Nations; and
  - Whereas this "embargo" or "blockade" is becoming ever more costly to the Capital Region, Alberta and Canada.
June 25, 2013

Capital Region Board
#1405 Bell Tower
10104 – 103 Avenue
Edmonton, Alberta
T5J 0H8

Attention: Nolan Crouse, Chairman

RE: Capital Region Board Membership

Dear Mr. Crouse,

The Town of Redwater has been a member of the Capital Region Board since its inception, mandated through provincial government regulation. The Town has participated in all Board meetings and is a member of the Land Use Committee, the Governance Committee, the Housing Committee and the Planning Advisory Group. We believe being at the table has made some difference in helping larger municipalities understand the dynamics of the smaller communities in the region and of course try and influence decisions that may not necessarily benefit our Town.

Redwater is a municipality situated on the furthest north boundary of the Capital Region only a half mile from the Thorhild County boundary. On June 18th, 2013 our Council had a very frank dialog trying to answer a number of questions:

What benefit does the Capital Region Board realize by having Redwater as a member?
What impact does Redwater really have on the Capital Region? If Redwater were to grow to twice the size or even more, what significant difference would this really have on the Capital region?

What benefit does Redwater realize by being a member of the Capital Region Board?

As elected officials, it is our obligation to have answers to these questions for our community members. They are the ones that elect us; they are the ones we answer to because they elected us.

It goes without saying, much time, from both the elected and administrative standpoint is dedicated to the various meetings, reading materials, planning documents, telephone conversations, emails. Council updates and reviews. Actual expenditures in 2012 totaled almost $5,000 and this did not include any administration costs. In 2013, this will be exceeded. Going forward, how much more will be spent on our internal costs? What funding will be required to operate the Capital Region Board in the future and who will pay for this?
The proposed Project Charter for the Capital Region Growth Plan update emphasizes regional infrastructure priorities. It suggests that a more effective model would see all member municipalities agreeing collectively on why and where growth should occur and in what priority. Strong words for a small community on the north boundary of the region, a community that has no impact on the region. One of our fears is, how will being a member of the Capital Region Board affect our infrastructure grant dollars? If infrastructure dollars are to first be directed to the Priority Growth Areas, where will that leave our ability to fund our infrastructure if needed? Municipalities outside the Capital Region Board are not subject to this possible re-allocation or potential priority funding. There are many questions that cannot be answered. We simply understand that Priority Growth Areas will take precedent.

During the dialog, Council took a very strong look at the benefits for Redwater. What benefits are there for our taxpayers and our community? Frankly, there were none we could identify. Any money spent on the Capital Region Board comes directly from tax dollars which means from our citizens. We must justify the dollars spent and the time spent on Capital Region activities. We are having a very difficult time justifying this other than stating that we are mandated to be there and if we are not at the table, we cannot influence any decisions that may affect our community.

In reviewing this dialog, we believe we can answer the two questions previously stated:

What impact does Redwater really have on the Capital Region Board: None.
What impact does the Capital Region Board really have on Redwater: None.

Please be advised that the Town of Redwater Council, through a unanimously supported resolution, is hereby officially requesting your support to our request to the Minister of Municipal Affairs to be removed from the Capital Region Board. We therefore submit the following resolution to be put on the next Capital Region Board agenda:

That the Capital Region Board supports the Town of Redwater’s request to the Minister of Municipal Affairs to be removed as a member municipality of the Capital Region Board.

We look forward to the support from the membership.

Sincerely,

[Signature]

Mel Smith
Mayor

cc: Jeff Johnson, MLA, Athabasca-Sturgeon-Redwater Constituency and Minister of Education
1. Committee Meeting — June 27, 2013
   • Next Meeting: July 25, 2013, Rainbow Room, Edmonton Petroleum Club

2. Prioritization of Transportation Master Plan
   Hassan Shaheen, ISL, provided an overview of the Scope of Work for the Prioritization of Transportation Master Plan project. The project proposes to identify the Capital Region Board’s Capital Transportation Plan priorities including capital cost estimates; alignment of regional and provincial transportation priorities; and an implementation plan. A Technical Review Committee comprised of Senior Transportation Staff from six member municipalities and one from Alberta Transportation will work to update the list of priority transportation projects that listed in Integrated Regional Transportation Master Plan and develop a short term (3 Year) list of regionally significant projects that will enable the Region to work with the Province and materially influence the Province’s 3 Year Capital Plan. It is estimated that the project will be completed over a period of nine months beginning on July 1, 2013 and ending on March 31, 2014.

3. Non-Priority Growth Areas Policy Clarification
   CRB Administration presented the Planning Advisory Group’s recommendation with respect to the Non-PGA Policy Clarification as directed by the Board pursuant to the Strathcona County motion last year. The Land Use Committee approved a motion to recommend the policy clarification to the Board for approval.

4. Population and Employment Forecasts
   CRB Administration presented the Planning Advisory Group’s recommendation with respect to the use of the Population and Employment Forecast in the Growth Plan in the review of REF applications. The Committee debated the merits of Population and Employment Forecast criteria in the REF Ministerial Order. The Committee approved a motion recommending the Board authorize the Board Chair to send a letter to the Minister of Municipal Affairs requesting that the Regional Evaluation Framework (Ministerial Order L:270/10) be amended by deleting Section 5.4 b) (ii) relating to the consistency of Statutory Plans and Statutory Plan Amendments with the regional population and employment forecasts in the Capital Region Growth Plan.

   However, until the above matter is dealt with by the Minister, the Committee considered the PAG recommended process and criteria. There was a concern with the proposed 5% variance trigger for population forecasts and 10% variance trigger for employment forecasts. The Committee approved an amendment to the criteria, revising both variance triggers to 20%. The Committee approved a motion recommending that the Board approve the amended Population and Employment Forecast Variance process and criteria for use in REF.

5. New Sarepta Dissolution Update
   Councillor Jocelyn Mackay, Leduc County, provided the Committee with an update on the New Sarepta dissolution.
REGIONAL TRANSIT COMMITTEE

Committee Report #26

July 11th, 2013

1. Last Committee Meeting – June 28th, 2013
   • Next Committee Meeting: August 30th, 2013

2. Transit Committee Project Updates

   Regional Transit Governance Study – Business Case
   The objective of this project is to understand the merits and feasibility of establishing a regional transit commission for the Alberta Capital Region. Included in the project is a communication strategy and plan to support the engagement of the Province and other key stakeholders in understanding the intent of this work and their involvement. Estimated completion date is March 2014.

   The transit committee received their first project status report from AECOM which also included a review of the draft communications strategy for the project. Once the communication strategy is finalized it will be distributed to all CRB members and their councils to ensure a common understanding of the intent of the project and key messages to support some of the more sensitive project areas. The AECOM consulting team report included key learning’s from the stakeholder interviews involving Municipal Administration and other Regional commissions – Bow Valley Transit and regional wastewater commission. The key learning’s will inform future phases of the project. The consultant has received the majority of data requested to support the quantitative analysis of the two hypothetical commission scenarios for a regional transit services commission. The first scenario assumes the three existing transit operators join the commission and the second scenario assumes only one of the regional transit service operator and Edmonton form the transit commission. Under the second scenario, the consultant will explore the cost and process opts in at a later date. In August, the committee will review the preliminary pro forma financial statements for the different scenarios before proceeding to future phases to include the cost benefit analysis, risk analysis and evaluation of different commission scenarios.

   Regional Fare System Study & Implementation Plan – Smart Fare Technology
   This project will provide a common smart fare technology solution for use by the transit operators in the region. This project is being led by Edmonton with the full participation of the two regional transit operators – St. Albert and Strathcona County. The intent of this project is to identify the most appropriate smart fare technology to meet the future needs of a regional transit system. The implementation of a common smart card system for the region will allow the current operators to continue to set their own fares and will provide operating efficiencies and a more convenient experience for riders.

   The committee update consisted of a review of a formal project schedule for the procurement of the smart card technology, confirmation of a smart fare project team being assembled and that the next deliverable would be a project charter and a high level concept of operations for a smart fare solution based on input from the key stakeholders. The
The transit committee was advised that Green TRIP funding and the municipal contributions by the three operators will need to be in place by November this year to support an implementation in the fall of 2014.

**Green TRIP**
The Transit Committee passed the following motion: *That the Transit Committee request CRB Administration and Transit Advisory Group (TAG) prepare an updated project list for the Transit Committee to recommend to the CRB for approval.* The committee would like to submit a letter to the province to provide an update to provide them with a current view of the Region’s Green TRIP priorities since the original list was submitted in October of 2010. CRB Administration will be contacting all municipalities to verify the Green TRIP project(s) for updated costs and changes to municipal priorities.

**Bus Modernization**
Committee members were provided with a copy of a letter received by Bob Boutilier from Alan Humphries, Acting Deputy Minister, Alberta Transportation Province requesting clarification on the status of the Bus Modernization Initiative. Mr. Humphries advises in this letter that the Bus Modernization is still an active initiative by the province and acknowledges that bus manufacturers cannot build standard buses to meet the Alberta’s weight compliance criteria and therefore agreed to suspend the weight restriction on transit buses until further notice. Letter states “municipalities will continue to apply for weight exemptions as part of the regional Operating Authority Certificate application for permission to travel on provincial highways. The Transit Committee agrees this matter is now closed. Please contact CRB Administration if you would like a copy of the letter.

______________________________
Don Iveson, Chair Regional Transit Committee
1. Last Committee Meeting - June 20th, 2013
   - Next Committee Meeting: TBD

2. 2013 Housing Committee Project Updates

   Sub-Regional Planning Framework
   Following the recently completed Environmental Scan report, which surveyed the landscape of non-market and market affordable housing provision in the Capital Region, the second phase of the Sub-Regional Planning Framework will develop a standardized framework for identifying housing need that will guide the completion of sub-regional needs assessment studies. These studies will measure the need, demand and availability of all types of accommodations across the housing continuum, including both market and non-market housing categories. From this information, core housing need, gaps in the current inventory, and future needs can be identified. This information is then used to generate corresponding plans and housing strategies. The Assessment Framework will be used by the six housing sub-regions within the Capital Region, with two studies initially undertaken within the Leduc and Strathcona/ Fort Saskatchewan sub-regions.

   Our Affordable Future Report - Implementation
   CRB Administration continues to develop an implementation plan to associate some specific goals/ action items to the report’s recommendations, outline associated strategies and timelines, and describe the roles and responsibilities of our stakeholders/ partners. A July 26th presentation by CRB Administration and Greg Christenson to the Canadian Home Builders Association (CHBA) Government Relations Committee yielded a recommendation to their Board that partnership with the CRB be a priority of their organization. Discussions with CHBA, UDI and CMHC representatives will continue to shape the implementation plan, which will be presented to the Housing Committee in the fall of this year.

Ed Gibbons, Chair, Regional Housing Committee
GOVERNANCE COMMITTEE

Committee Report #39

July 11, 2013

1. Committee Meeting – June 17, 2013

   • Next Meeting: August 19, 2013

2. 2013 Governance Committee Priorities

   2013 Budget Update
   The 2013 amended Budget was presented to the Committee for approval. Further clarification on funds carried forward as well as further detail on projects will be included prior to presenting to the Board for approval. Committee asked if there were sufficient funds within the Board consulting budget of $50,000 to undertake the Committee Structure review, approved at the last Board meeting, to which the CEO responded in the affirmative. The Committee passed a motion to recommend to the Board the approval of the 2013 revised budget.

   CRB Growth Plan Update
   The Committee passed a motion to recommend the presentation of the draft Project Charter for the 2015 Growth Plan update to the Board for information. It was suggested that the Project Charter be brought forward to the Board as a Notice of Motion in December 2013.

   Future Chair – appointed or elected
   The Committee passed a motion to approve the selection process for a CRB Interim Chair or Chair. The Board will be presented a ballot at the next Board meeting for the vote to choose between an appointed Chair or an elected Chair of the Board for the term starting November 2013.

____________________________________________________

Camille Berube, Chair, Governance Committee
ADVOCACY AND COMMUNICATIONS COMMITTEE

Committee Report #23

July 11, 2013

1. Committee Meetings—June 27, 2013

   • Next Meeting: August 29, 2013

2. Advocacy and Communications Requirements of the CRB Committees

   Each CRB Committee Chair identified their advocacy and communications requirements:

   **Governance Committee**
   There are no emerging requirements from this Committee.

   **Land Use Committee**
   The June 17th Letter from the Minister of Municipal Affairs, Minister Griffiths, has confirmed that the Integrated Regional Transportation System Study, Integrated Regional Master Plan and 30-Year Transit Service Plan have been formally been approved as part of the Growth Plan through Ministerial Order: L:037/13. As transportation priorities are finalized, it will be important to relay this information to the Minister of Transportation.

   **Housing Committee**
   Currently there are no communications or advocacy requirements from this Committee. The Northern Alberta Mayors’ and Reeves’ Caucus were provided copies of with the CRB’s recently completed housing reports (Sub-Regional Planning Framework - Phase 1: Environmental Scan and Our Affordable Future: Market Affordable Housing Policy Framework) for information. CRB Administration continues to engage representatives from the Urban Development Institute (UDI), Canadian Mortgage and Housing Corporation (CMHC) and Canadian Home Builders Association (CHBA) to develop an implementation plan to support the Our Affordable Future report. The Committee met last week which will be its last meeting until after the municipal election.

   **Transit Committee**
   The Committee is currently completing some work to update the GreenTRIP priorities list and once complete it will go to the Board for approval before being sent to the Province. Once completed, a fall meeting with the Ministers of Transportation and Municipal Affairs would be timely. Funding for the Region Smart Fare project would be well-timed as this project ramps up.

   **Regional Energy Infrastructure Sub-Committee**
   The Sub-Committee held its first meeting in June, discussed its strategy and asked CRB Administration to complete an inventory and map of energy assets/activities in the region that could be used to develop an information brochure. Over the summer, the Sub-Committee hopes to meet with Province, local MPs and industry to gather their thoughts as to the CRB can be most impactful. Leveraging previous presentation material, Mayors Houston and Krischke presented to the Northern Alberta’s Mayors’ & Reeves’ caucus June 21st which was well received. At the request of the Mayor of the Village of Burns Lake, the possibility of an outreach video conference is being investigated to share information between CRB municipalities and BC municipalities about living with pipelines and industry.
3. **2013-2016 Advocacy and Communications Strategic Plan**
   The Committee reviewed the updated draft strategy that incorporated their comments from the May 23\textsuperscript{rd}, 2013 meeting and made further suggestions including various activities that should be considered for 2014. The Committee passed the motion “That the Advocacy & Communications Committee recommends the Advocacy and Communications Strategic Plan to the Board for approval”.

4. **Roundtable**
   Committee members who do not represent a Committee were invited to share relevant information with the Committee.

5. **Confirmation of Upcoming Meetings and Agenda Requirements**
   The Committee agreed to cancel the July meeting and to re-convene in August as scheduled. The August meeting agenda will include draft material from the 2013 workplan as well as a draft 2014 workplan.

-------------------------------------------------------------------
Mayor Greg Krischke, Chair Advocacy and Communications Committee
# Quarterly Financial Report as at June 30, 2013

## Revenue

<table>
<thead>
<tr>
<th>2013 Annual Calendar Year Budget</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GOA Regular Grant</strong></td>
<td>$3,000,000</td>
</tr>
<tr>
<td><strong>GOA Planning Intern Grant</strong></td>
<td>$19,000</td>
</tr>
<tr>
<td><strong>GOA RCG Transit Governance</strong></td>
<td>$165,000</td>
</tr>
<tr>
<td><strong>GOA RCP Growth Plan update</strong></td>
<td>$500,000</td>
</tr>
<tr>
<td><strong>Revenue Carryover from 2011</strong></td>
<td>$375,000</td>
</tr>
<tr>
<td><strong>Contributed Services</strong></td>
<td>$85,000</td>
</tr>
<tr>
<td><strong>Investment Income</strong></td>
<td>-$</td>
</tr>
<tr>
<td><strong>Other Income</strong></td>
<td>-$</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$4,144,000</td>
</tr>
</tbody>
</table>

## Expenditures

<table>
<thead>
<tr>
<th>2013 Annual Calendar Year Budget</th>
<th>July 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Board and Committees</strong></td>
<td>$305,000</td>
</tr>
<tr>
<td><strong>Honoraria</strong></td>
<td>$195,000</td>
</tr>
<tr>
<td><strong>Travel</strong></td>
<td>$50,000</td>
</tr>
<tr>
<td><strong>Meetings</strong></td>
<td>$60,000</td>
</tr>
<tr>
<td><strong>Administration</strong></td>
<td>$1,803,000</td>
</tr>
<tr>
<td><strong>Salaries/Benefits</strong></td>
<td>$1,430,000</td>
</tr>
<tr>
<td><strong>Office Lease/Utilities</strong></td>
<td>$195,000</td>
</tr>
<tr>
<td><strong>Legal &amp; Professional Fees</strong></td>
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</tr>
<tr>
<td><strong>Communications</strong></td>
<td>$30,000</td>
</tr>
<tr>
<td><strong>Travel</strong></td>
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</tr>
<tr>
<td><strong>Office Supplies</strong></td>
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<tr>
<td><strong>Information Technology</strong></td>
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<tr>
<td><strong>Insurance</strong></td>
<td>$5,000</td>
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<tr>
<td><strong>Meetings</strong></td>
<td>$5,000</td>
</tr>
<tr>
<td><strong>Other expenses</strong></td>
<td>$3,000</td>
</tr>
<tr>
<td><strong>Consulting Fees</strong></td>
<td>$880,000</td>
</tr>
<tr>
<td><strong>Consulting Fees</strong></td>
<td>$880,000</td>
</tr>
<tr>
<td><strong>Regional Projects</strong></td>
<td>$11,000</td>
</tr>
<tr>
<td><strong>Economic Roadmap</strong></td>
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</tr>
<tr>
<td><strong>Planning Intern</strong></td>
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</tr>
<tr>
<td><strong>Capital</strong></td>
<td>$20,000</td>
</tr>
<tr>
<td><strong>Office Furniture/Equipment</strong></td>
<td>$20,000</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$3,019,000</td>
</tr>
<tr>
<td><strong>Unallocated Project Funds</strong></td>
<td>$1,125,000</td>
</tr>
<tr>
<td><strong>Surplus (Deficit)</strong></td>
<td>-$</td>
</tr>
</tbody>
</table>