Growth Plan Update Task Force

Agenda

Thursday, March 19, 2015
9:00 a.m. – 1:00 p.m. (lunch included)
Morinville Community Cultural Centre
9502 - 100 Avenue Morinville, Alberta

Meeting Objective:
To obtain the endorsement of the Task Force on the Prefefined Growth Scenario for further review and input by the CAOs and the Board.

Agenda Items

1. Call to Order – Mayor Roxanne Carr, Chair

2. Chair Opening Remarks

3. Approval of Agenda – Mayor Roxanne Carr, Chair

4. Approval of Minutes of January 15, 2014 – Mayor Roxanne Carr, Chair

5. Phase 2 – Stage 2 Analysis and Scenario’s – Hassan Shaheen/Melanie Hare

   • Scenario Framework Overview 15 minutes
   • Summary of All Committees meeting 15 minutes
   • Scenario Evaluation 60 minutes
   • BREAK 10 minutes
   • Preferred Scenario 60 minutes

   Motion: That the Growth Plan Update Task Force endorses the general direction of the preferred scenario for further input by the CAOs and the Board.

6. LUNCH Break – 30 Minutes (at approx. 12 noon)

7. Communications Plan Update – Loreen Lennon (verbal) 5 Minutes

8. Phase 2 – Next Steps – Hassan Shaheen/Melanie Hare 5 Minutes
9. **Phase 2 – Project Schedule** – Hassan Shaheen/Melanie Hare  
   10 Minutes  
   - March 20 – CAO Workshop  
   - April 9 – Board Workshop (3½ hours after Board Meeting)  

10. **Roundtable Task Force Meeting Feedback** – Mayor Roxanne Carr, Chair  
    10 Minutes  

11. **Adjournment**  

    **Next Meeting Date**  
    
    *May 21, All Committee/GPU TASK FORCE MEETING*  
    *Chateau Louis Conference Center - Grand Ballroom*  
    *8:30 a.m. – 1:00 p.m.*
Growth Plan Update Task Force

Thursday, January 15, 2015
9:00 a.m. – 1:00 p.m.
La Cite Francophone – Hall Jean-Louis Dentinger
8627 Rue-Marie Gaboury NW, Edmonton

Members:
Roxanne Carr, Strathcona County (Chair)
Lisa Holmes, Town of Morinville (Vice Chair)
Don Iveson, City of Edmonton
Gale Katchur, City of Fort Saskatchewan
Cathy Heron, City of St. Albert
John Schonewille, Leduc County
Ralph van Assen, Village of Warburg

Provincial Liaison:
Victoria Brown, Government of Alberta

Regional Strategic Advisors:
Greg Hofmann
Barry Huybens
Clayton Kittlitz
Peter Ohm

Consultants:
Melanie Hare, Urban Strategies
Hassan Shaheen, ISL Engineering & Land Services

Regrets:
David Hales, Regional Strategic Advisor

Guests:
Nolan Crouse, Board Chair
Leslie Chivers, Sturgeon County
Gibby Davis, City of Edmonton
Linton Delainey, Strathcona County
Jordan Evans, Leduc County
Stacy Fedechko, Strathcona County
Tom Flynn, Strathcona County
Ryan Hall, Strathcona County
Jacquie Hansen, City of St. Albert
Michelle Hay, City of Leduc
Cory Labrecque, City of Leduc
Rob Ladouceur, Town of Morinville
Jeff Laurier, GOA - Municipal Affairs
Bonnie Riddell, Strathcona County
Janel Smith-Duguid, City of Fort Saskatchewan

CRB Staff:
Neal Sarnecki, Acting CEO
Sharon Shuya, Project Manager
Loreen Lennon, Communications Manager
Stephanie Chai, Director, Special Projects
Brandt Denham, GIS Coordinator
Amanda Borman, Executive Assistant

1. Call to Order

Chair, Mayor Roxanne Carr called the meeting to order at 9:04 a.m.
2. **Chair’s Opening Remarks**

3. **Approval of the Agenda**

   **Motion:** That the Growth Plan Update Task Force agenda be approved.
   **Moved by:** Mayor Gale Katchur, *City of Fort Saskatchewan*
   **Decision:** Carried unanimously

4. **Approval of the Minutes, November 28, 2014**

   **Motion:** That the Growth Plan Update Task Force minutes of November 28, 2014 be approved.
   **Moved by:** Mayor Lisa Holmes, *Town of Morinville*
   **Decision:** Carried unanimously

6. **Lunch Break – 30 Minutes**

5. **Phase 2: Stage 1, Foundational Components**

   **Motion:** That the Growth Plan Update Task Force endorse the direction of the Imperative and draft Vision statement as presented.
   **Moved by:** Mayor Gale Katchur, *City of Fort Saskatchewan*
   **Decision:** Carried unanimously

8. **Phase 2: Next Steps**

   It was agreed by unanimous consensus that the Growth Plan Update Task Force accept the Phase 2: Next Steps as presented.

9. **Phase 2: Project Schedule**

   It was agreed by unanimous consensus that the Growth Plan Update Task Force accept the Phase 2: Project Schedule as presented.

7. **Communications Plan Update**

   It was agreed by unanimous consensus that the Growth Plan Update Task Force accept the Communications Plan Update as presented.

10. **Roundtable: Task Force Meeting Feedback**

    Mayor Lisa Holmes, advised members that the Town of Morinville would like to host the upcoming March 19, 2015 meeting of the Growth Plan Update Task Force.
11. Adjournment

It was agreed by unanimous consensus that the Growth Plan Update Task Force meeting be adjourned.

Meeting adjourned at 12:55 p.m.

Next Meeting: March 19, 2015 at 9:00 a.m., Morinville Cultural Community Centre, Morinville, AB.

Task Force Chair, Roxanne Carr
Committee members, the material included in your agenda package today is background material that you may have already received in the follow-up email sent out from Chair Carr on March 4th, 2015 from the All Committees workshop on February 27th.

It may be useful to review this material prior to the meeting, as the focus of the meeting will be on the evaluation of the scenarios as presented and moving forward to discuss a preferred scenario based on the evaluations and the feedback from the All Committees workshop. The Consultants will draw from this material to establish the context for the discussion of the preferred scenario.

The consultants will be presenting the results of the evaluations and then the draft preferred scenario at the meeting.

**Background:**

1. Updated Vision and Principles
2. Presentation from February 27th
3. Draft Scenario Concepts
4. Summary of feedback from All Committee Meeting of February 27th
Vision for 2064

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

The Region is anchored by a thriving core that is interconnected with diverse urban and rural communities. As a Region, we are committed to growing collaboratively through the efficient use of infrastructure, building compact communities, and fostering economic opportunities and healthy lifestyles.
Draft Principles

Collaborate and coordinate as a Region to manage growth responsibly. We will work together to create a Region that is well managed and financially sustainable with a shared commitment to growing responsibly and achieving long-term prosperity.

Promote global economic competitiveness and regional prosperity. We will foster a diverse and innovative economy that builds upon our existing infrastructure and employment areas, and our strengths in energy development to achieve sustained economic growth and prosperity.

Achieve compact growth that optimizes infrastructure investment. We will make the most efficient use of our infrastructure investments by prioritizing growth where infrastructure exists and optimizing use of new and planned infrastructure.

Ensure effective regional mobility. Recognizing the link between efficient movement of people and goods and regional prosperity, we will work towards a multi-modal and integrated regional transportation system.

Recognize and celebrate diversity of communities, and promote an excellent quality of life across the Region. In planning for growth, we will recognize and respond to the different contexts and scales of communities, and provide a variety of housing choice with easy access to transportation, employment, parks and open spaces, and community and cultural amenities.

Wisely manage prime agricultural resources. In the context of metropolitan growth, we will ensure the wise management of agricultural resources to continue a thriving agricultural sector.

Protect natural heritage systems and environmental assets. We will practice wise environmental stewardship and promote the health of the region’s biodiversity, ecosystems, watersheds, and environmentally sensitive areas.
Growth Plan Update
Capital Region Board

Task Force and Board Committees | February 27, 2015
Imperative, Vision and Growth Scenarios
AGENDA

- The Imperative: Why do we need a Growth Plan? What does the Growth Plan Update need to address?
- Draft Vision and Principles: What is the vision for managing growth?

Q&A and coffee break

- Growth Scenarios Framework: Defining the options on how to grow
- Break-Out Group Discussion
  - Principles, Scenario Concepts, Evaluation Criteria
  - Plenary Discussion

- Next Steps and Thank You
The Growth Plan Update is a comprehensive review and substantive update to the 2009 Growth Plan.
Work Plan Overview

Task Force Meeting: March 19, 2015

TF Task Force  T/C Joint Task Force & Committee Meeting
S External Stakeholder Consultation  B Board Workshop
C CAO Working Session  B Board Meeting

Regional Vision
- Why Do We Need a Growth Plan?
- What Is the Vision for Managing Growth?

Analysis and Scenarios
- What Are Different Approaches to Manage Growth? How Should the Region Grow?

Policy Development
- How Will We Get There? What Tools, Mechanisms Policies Best Achieve the Outcome?

Draft Growth Plan
- Prepare Draft Growth Plan

Final Growth Plan
- Refine and Finalize Growth Plan

Enhanced Contextual Analysis
- Municipal Profiles
- Canvas Of Regional Assets
- Draft Imperative & Growth Plan Vision

Growth Scenarios & Policy Mechanisms
- Scenario Evaluation
- Preferred Scenario

Principles & Policy Audit
- Policy Discussion Papers
- Draft Policy Framework
- Draft Implementation Plan

Draft Growth Plan
- Imperative, Vision
- Principles and Policies, Indicators
- Implementation Plan
- Draft Infrastructure Plan

Final Growth Plan

October 2014

December 2015

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Growth Plan Update Task Force
DEFINING THE IMPERATIVE

Why do we need a Growth Plan?
What does the Growth Plan Update need to address?
Defining the Imperative

A History of Growth

The Capital Region Today

Planning for the Future
A History of Growth
How has the Capital Region grown?
The Capital Region has grown as a collection of communities around the City of Edmonton and along the North Saskatchewan River, connected by a network of rail and road.
2,800 years ago – 1700s
First Nations move across western plains and establish camps in Beaver Hills and through North Saskatchewan River Valley

1876
Treaty 6 signed between Plains and Wood Cree People and Canadian monarch
1880s

Fort Edmonton established on banks of river as major trading posts for Hudson Bay Company
1900s – Prewar Era

Development of Canadian Northern Railway accelerates growth and development of compact city core and connected agricultural settlements, villages and towns.
1947

Postwar housing shortage and discovery of oil in Leduc leads to mass growth and expansion
1950s - 1970s
Post-war suburbanization and mass growth

Capital Region grows with development of low-density satellite communities around central city core
Oil and gas industries develop around Edmonton as key regional industry and driver of growth

Postwar development of industry in Industrial Heartland and around Edmonton International Airport
1950s - 2009

Metropolitan and regional planning: decline and resurgence

1950: Edmonton District Planning Commission forms

1956: McNally Commission on Metropolitan Development

1963: Edmonton Regional Planning Commission

1981: Edmonton Metropolitan Planning Commission

1995: MGA dissolves planning commissions and regional planning

1995: Capital Region Forum

1997: Alberta Capital Region Alliance

2007: Radke report commissioned

2008: Capital Region Board formed

2009: Growing Forward Plan
The Regional Growth Pattern

1974
Population: 560,000

22,650 ha footprint
1.8% of total land area
25 people per ha
1994
Population: 880,000

43,325 ha footprint
3.5% of total land area
30 people per ha
2014
Population: 1,234,000

69,930 ha footprint
5.6% of total land area
18 people per ha
As the Capital Region continues to grow the Growth Plan policies require more compact growth but may need to be directed more strategically.

2044
Population: 2,200,000

95,000 ha footprint
7.6% of total land area
23 people per ha
Population: Scale and Distribution

- Large disparity in size of municipalities by population
- Edmonton is ~ 10x size of next largest community
- Population disparity results in uneven distribution of social and physical infrastructure, cultural amenities, educational and economic opportunities
Constraints to Growth

There is a lot of land, but many constraints that will impact where and how communities can grow in the future.
Capital Region Today
What are key characteristics and assets?
After 125 years of significant growth, today the Capital Region is:

1,234,000 people
640,000 jobs
Major economic centre - $74.5 billion
GDP for Edmonton CMA (2014)
Major energy hub - pipes 2 million barrels of bitumen, refine 430,000, upgrade 255,000 every day
$690 million in farm receipts
Major hub for culture, arts, education and recreation
The Capital Region’s provincial and national role

Capital Region as a hub for the North

Provincial Capital with important civic role

Northern hub for healthcare and services

One of Canada’s largest metropolitan regions

Task Force Meeting: March 19, 2015
The Capital Region’s national and international position

Global Cities Ranking (Globalization and World Cities Research Network)
- Edmonton ranked as ‘next level down’ with high sufficiency
- Edmonton does not rank as global, beta or gamma cities
- Toronto – alpha city, Montreal beta+city, Vancouver beta city, Calgary beta-city

Quality of Life index (Numbeo)
- Edmonton ranks 13th in Americas, position falling since 2012-2013 when it was ranked 1st
- Ottawa #1, Calgary #7, Victoria #11

Best Places to Live (MoneySense)
- Capital Region municipalities rank high: St Albert #1, Strathcona County #3, Edmonton #8

Global Cities for Economic Development (Martin Prosperity Institute)
- 61 cities scored on technology, talent, tolerance and quality of place
- Edmonton #18,
- Behind Ottawa-Gatineau #1, Calgary #9, Montreal #12, Quebec City #15
- Ahead of Vancouver #19, Toronto #26
Canvas of Regional Assets and Municipal Profiles

Developing a common understanding:

- Distinct attributes of member communities
- The Capital Region’s strengths and assets.

Workbooks and Municipal Profiles sent to all CAOs for feedback and input.

Received 20 workbooks
Distinguishing the Capital Region as...

A region of diverse and distinct communities

A rich array of shared regional assets

A central metropolitan area and interconnected periphery
The Capital Region is set of interconnected and interdependent communities.
Member municipalities identified 8 core strengths of the region.

1. **Excellent Quality of Life**
   - Housing options to meet a range of life stage, income levels and lifestyle preferences.

2. **Strong Economy**
   - A strong employment base rooted in resources and the industrial sector and distributed in many nodes and centres.

3. **Ease of Moving Goods & People**
   - A well-developed regional, national and international transportation system for carrying both people and goods.

4. **Efficient Infrastructure**
   - Shared regional infrastructure for water, wastewater, waste management and pipelines.

5. **Abundance of Natural Heritage and Environmental Assets**
   - Lakes, rivers and other natural features provide a healthy environment and opportunities for recreational enjoyment.

6. **Legacy of Agricultural Resources and Rural Communities**
   - High quality agricultural land and an innovative and diverse agricultural sector.

7. **Choice of Housing & Lifestyle**
   - Housing options to meet a range of life stage, income levels and lifestyle preferences.

8. **Demonstrated Collaboration**
   - Member municipalities form partnerships at regional and sub-regional levels to address shared challenges.
Together the Capital Region offers a diverse array of assets, attractions and amenities. As the Capital Region grows, we will need to protect, enhance and build on these regional strengths.
Distribution of Regional Assets

Regional assets identified through workbook responses and determined as significant on a regional scale.
Heart | Highest concentration of identified regionally significant assets

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Distribution of Regional Assets

The distribution of these assets across the region creates a notable pattern: the Edmonton metropolitan area and interconnected periphery.

Heart | Highest concentration of identified regionally significant assets

Core Component | Multiple identified regionally significant assets

Edmonton Metropolitan Area | Agglomerate of the core components

Regional assets identified through workbook responses and determined as significant on a regional scale.
The Edmonton metropolitan area has a strong concentration of people, jobs and amenities.

- **70%** of population lives in Edmonton
- **78%** of workforce works in Edmonton
- Centre for recreational, education, health culture, arts and amenities
- Central transportation hub
  - Key opportunity for transit-oriented development
Traffic flow patterns reflect the economic connections within the region. Edmonton is the focal point for these connections. The majority of workforce works in and travels to Edmonton.

CEOs in the region identify commute times and lack of transit options as key issue to attract and retain labour

- Choose to Lead, 2014
Growth in the Capital Region
Challenges and Key Issues Ahead
A Critical Juncture in the Capital Region

By 2044, the Capital Region will need to accommodate over 50% more residents.

- 1,234,000 Residents
- 640,000 Jobs Today

2,220,000 Residents
1,000,000 Jobs by 2044

+ 30,000 new people/year
+ 13,000 new jobs/year
We have the youngest population in Canada’s metropolitan centres with changing needs, skills and attributes.

40% of population under 30

29% of population is non-working (under 15 & over 64)

58% of Aboriginal identifying population under 30
By 2044, the Capital Region will be the same size as…

2.2 million
People in the Capital Region

Metro Vancouver

Metro Portland

Metro Denver

Stockholm

Liverpool
As a region of 2.2 million, how much land is needed for development? Is it in the right place?

- 28,500 ha of unabsorbed land in PGAs
- 95,000 ha of unabsorbed land in the Capital Region

Based on land supply calculations from 2009 Addendum
The pace and type of growth in the Capital Region is beginning to create challenges that must be addressed through the Growth Plan Update.
Traffic, congestion and lack of mobility options

Edmonton ranked 30/63 on cities on TomTom Traffic Index

2\textsuperscript{nd} fastest growth in congestion in Western Hemisphere cities

CEOs identify congestion as key economic constraint  \(-\textit{Choose to Lead, 2014}\)
We’ve boomed our way to gridlock

City has second-fastest growth in traffic congestion in Americas

It’s not just blizzards that now bring Edmonton to a crawl. It’s an every day fact of our traffic.

Edmonton has the second-fastest growth rate in traffic congestion for all Western Hemisphere cities. Only Tucson, Ariz., had a larger increase in traffic in 2013, reports TomTom, a Dutch-based company which specializes in navigation and mapping products and does an annual index on traffic congestion in major cities.

Of course, Edmonton’s overall congestion is still a bit less than the average major city, and it’s far less than a city like Vancouver. Vancouver is the third most congested in Americas, TomTom reports, with by three per cent last year, and don’t expect things to get better any time soon, say Edmonton city councillors.

Congestion is the new normal for big, booming Edmonton.

“We’ve been spoiled,” says Coun. Scott McKeen. “It’s big city time now. And it sucks.”

While Edmonton may not have boomed like Calgary or Toronto in the past, it was always a point of civic pride that you could cruise around with relative ease and almost always find a free parking spot as well.

Those days are rapidly coming to an end. The best we can do is fight a rearguard action to try to alleviate the congestion by building more LRT, high volume bus routes and denser neighbourhoods that will support efficient mass transit.

New roads aren’t possible in many neighbourhoods, and when they are built, they help for a bit, but quickly fill up with heavy traffic volumes.

Traffic was at a crawl through the river valley Thursday on a cold and snowy day.

it used to take him 25 minutes to get from his home in Mill Woods to work downtown, but now takes 35 to 45 minutes.

The city has to invest in mass transit to move people, Sohi says, and in freeways and arterial roads to move goods and provide services.

Sohi says that requires investment from the federal and provincial governments.

In Singapore, roads are treated as user pay, like many other utilities, with a wide-ranging system of electronic free-flow toll booths, where people pay for every kilometre they drive.

Could that eventually be a way to cut down on driving and help pay for new roads and transit?

“We should look at a way to create more of a user pay,” Walter says. “Those things are always worth exploring.”

Does he fear a backlash from drivers for being open to such tolling?

No, he says, not when time is our most precious resource.

“Time is our most important currency in our modern society.”

John Lucas/Edmonton Journal

February 28, 2014

Growth Plan Update Task Force
Lack of housing diversity

60% of housing in Edmonton is low-density

88% of housing in balance of Capital Region is low-density

Over 90% low density housing in 15 member municipalities

86% of housing stock is owned
Need to enhance global competitiveness and attract skilled labour.

CEOs identified labour attraction as key constraint to economic growth.

Transit, housing and commute times are key challenges to attract and retain workers.

Post-secondary training as key.
Regional transit network is concentrated in City of Edmonton and intermunicipal bus

Limited regional transit network due to dispersed employment, land uses and low densities outside Edmonton
Pressure on agricultural land

80% of land within PGAs classified as Best or Better Agricultural Land (2009)

Within urban growth shadow, 56,000 ha of lands would be consumed

Total number of farms and area of farmland in Capital Region is declining but profits are increasing

Need to optimize agricultural value-added potential
Within a potential urban growth shadow, the following agricultural lands would be at risk:

- **Best** 56,400 ha
- **Better** 14,400 ha
- **Fair/Poor** 16,400 ha
- **Total** 87,200 ha
Infrastructure costs for renewal and growth

Canadian Infrastructure Report card identifies infrastructure renewal costs rising as infrastructure ages

30% of national infrastructure rated as “fair” or “very poor”
Regional Road, Water and Wastewater Systems

- Extent of highway twinning
- Regional water lines serving nearly all members
- Wastewater commission has smallest footprint and mandate is to provide capacity to its members only
Balancing the costs of growth and renewal
Initial capital infrastructure costs paid by developer

- local roads
- water mains
- electrical power
- storm & sanitary sewers
Balancing the costs of growth and renewal
Initial capital infrastructure costs paid by municipality

- fire & police stations
- arterial roads
- recreation & community facilities
- transit infrastructure
Balancing the costs of growth and renewal
Maintenance, operating and renewal costs paid by municipality

- waste management
- transit operation
- landscaping
- snow clearing
- fire & police protection
- recreation & community facilities
- roads and sidewalks
- drainage
- water
Climate change and environmental impacts

Impacts on biodiversity and wetlands

Parkland habitat at risk

Potential future water scarcity and impacts on infrastructure

- Biodiversity Management & Climate Change Adaptation Project
Regional development footprint

Today total of 69,930 ha developed
= 237 sections of land

Current Growth Plan scenario will result in regional footprint of over 95,000 ha by 2044
= Total of 371 sections of land

Approx. additional 25,000 ha of land developed from today
= Additional 98 sections of land

Based on land supply calculations from 2009 Addendum
As we grow, the Capital Region will continue to evolve and change.
To continue to prosper economically and meet labour demands, the Capital Region needs to continue to attract more immigrants and young adults.
To meet the needs of the changing population and workforce, the region will need the right housing, transit, infrastructure and amenities in the right places.
At this scale, the Capital Region will be a large metropolitan region, requiring collaboration and coordination between regional partners. The Growth Plan Update has a critical role in making this happen.
High growth in the Capital Region will impose significant challenges that will require collaborative decision-making regarding new development and the required infrastructure and services.

Low density development is expanding the region’s footprint with significant consequences on capital and operating costs, diversity of amenities and services, labour mobility, traffic congestion and the viability of transit service.

The dominance of the single-family dwelling type has resulted in a lack of housing diversity and choice, particularly outside Edmonton.

Labour attraction and global economic competitiveness are critical regional issues that are affected by development and infrastructure decisions.

There is no policy direction concerning the encroachment of urban development on high quality agricultural lands in the region.

Urban growth is generating increasing demands for new infrastructure and services that tend to outpace growth in funding.

Existing infrastructure is aging and requires a growing share of available funding and erodes the availability of funds for growth related needs.
The Capital Region has a rich array of assets and continues to enjoy abundant growth. Preserving and leveraging these assets will require a collaborative and coordinated approach to planning for growth.

The region is forecast to double in people and jobs over next 30 years....AGAIN By 2045, the region will be a large, complex metropolis.

There is a need to manage this growth and acknowledge that the Growth Plan needs to build on the current structure of the region.

The CRB needs to recognize the attributes of the current regional universe: a metropolitan core with Edmonton at the centre and a constellation of communities. To succeed in the future the region needs a flourishing core and a healthy periphery.

Strategies for the Growth Plan need to speak the dynamics of the metropolitan region... and address the full range of issues related to growth and tailor policies to different tiers/rings to plan for different scales and contexts of growth.
DRAFT VISION & PRINCIPLES

What is the vision for managing growth?
What are the principles required to achieve the vision?
Addressing the Imperative starts with defining the Vision for growth in the Capital Region.
Plan Foundations

Vision
A representation of the Capital Region in 2064
A definition of success

Principles
Guiding elements to achieve the Vision

Policies
Directions, strategies and mechanisms necessary to implement the Principles
The Visioning Process

**January 15**  Draft Vision & Principles to Task Force

**February 12**  Draft Vision & Principles to Board

**Today**  Refined Vision & Principles to Committees
Regional Vision for 2064

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

The Region is anchored by a thriving core that is interconnected with diverse urban and rural communities.

As a Region, we are committed to growing collaboratively through the efficient use of infrastructure, building compact communities and fostering economic opportunities and healthy lifestyles.
Collaborate and coordinate as a Region to manage growth responsibly.

We will work together to create a Region that is well managed and financially sustainable with a shared commitment to growing responsibly and achieving long-term prosperity.
Promote economic competitiveness and regional prosperity.

We will foster a diverse and innovative economy that builds upon our existing infrastructure and employment areas to achieve sustained economic growth and prosperity.
Achieve compact growth that optimizes infrastructure investment.

We will make the most efficient use of our infrastructure investments by prioritizing growth where infrastructure exists and optimizing use of new and planned infrastructure.
Ensure effective regional mobility.

Recognizing the link between efficient movement of people and goods and regional prosperity, we will work towards a multi-modal and integrated regional transportation system.
Recognize and celebrate the diversity of communities and promote an excellent quality of life across the Region.

In planning for growth, we will recognize and respond to the different contexts and scales of communities and provide a variety of housing choice with easy access to transportation, employment, parks and open spaces, and community and cultural amenities.
Wisely manage prime agricultural resources. In the context of metropolitan growth, we will ensure the wise management of agricultural resources to continue a thriving agricultural sector.
Protect natural heritage systems and environmental assets.
We will practice wise environmental stewardship and promote the health of the regional ecosystem, watersheds and environmentally sensitive areas.
SCENARIOS FRAMEWORK

What are different approaches to manage growth?
How should the region grow?
Scenarios explore different approaches to planning and managing growth.

Scenarios provide a starting point to determine how and where new growth should occur, what should be preserved and protected, and what infrastructure requirements are required to support growth.

Scenarios build from existing regional structure, leverage regional assets and recognize the region’s diversity in terms of urban and rural communities and context.
Scenario Development Process

Scenario Concepts → Detailed Scenarios → Scenario Analysis & Evaluation → Preferred Scenario

Today

March 19-20
Task Force and CAO Meetings

April 9
Board Workshop
Scenario Framework

Vision

Principles

Scenario Concepts

Base Case: 2009 Plan
2 Alternate Growth Concepts

Evaluation Framework

Evaluating the Alternate Scenarios to determine preferred characteristics

Preferred Scenario

Defining/Refining a recommended and Preferred Growth Scenario
By 2044, the Capital Region will need to accommodate over 50% more residents.

+ 30,000 new people/year
+ 13,000 new jobs/year
The Approach

- **Base Case:** Illustrates the implementation of the 2009 Growth Plan

- **Alternate Scenarios:** Options for shaping growth, aligning with assets and optimizing infrastructure

- Scenarios look at region as whole without municipal boundaries, today or in future

- Scenarios considered at multiple scales – region wide and core area - to recognize diversity of communities, metropolitan area and periphery; varied levels of service

- Scenarios will allow us to test policy options, mechanisms and inform initial policy directions
The Need for Alternatives

The 2009 Growth Plan identifies PGAs, CCRAs and minimum residential densities but lacks policies to prioritize, direct and organize residential and employment growth within the PGAs.

By 2044, the CRB does not require all of the lands in the PGAs to accommodate growth based on the required densities and the population forecasts.

Given rising infrastructure costs and limited investment resources, we need to decide where to prioritize growth and infrastructure investment.
The Alternate Scenarios will recognize and plan for the diversity of scales in the region:

**Metropolitan Core**
Contiguous developed area around City of Edmonton with concentration of regionally significant amenities and services

**Metropolitan Area**
Edmonton Metropolitan Core and surrounding tier of urban communities

**Region**
The Capital Region/Edmonton Metropolitan Region

*The size and shape of the Metropolitan Area and Core varies in the alternate scenarios.*
These factors will be considered in all scenarios:

- Thirty year planning horizon for scenarios
- Planning for 2.2 million people, 1 million jobs by 2044
- Recognition of distinct employment areas and attributes
- Edmonton is the major regional centre and will be a focus of intensification and reinvestment
- Planned transit investment in accordance with the CRB’s transportation master plan
- Scenarios to consider levels of service, inner and outer tier communities
- All communities have the ability to grow at a steady-state rate, in a compact and contiguous form
These factors will be vary in the alternate scenarios:

- Form and distribution of growth
- Size and shape of contiguous Metropolitan Core and surrounding Metropolitan Area
- Job growth and future characteristic of employment areas
- Transportation investment beyond CRB’s transportation master plan
- Infrastructure investment priorities
- Prioritization of regional assets and location of future regional services
Testing Policy Mechanisms

Intensification Targets
Percent of Development
In Built Up Area

Density Targets
Greenfield (New Communities)
Transit Corridors/Node
Mixed Use Centres
Employment

Land Need
Determination of future land need to accommodate 30 year growth levels

Task Force Meeting: March 19, 2015
Testing Policy Mechanisms

Metropolitan Shadow
Peripheral areas under urban development pressure

Policy Rings/Tiers
- Metropolitan Core/Area
- Rural Communities
- Rural Working Landscape

Agricultural Lands
Management of prime agricultural land within ‘near urban’ lands

Task Force Meeting: March 19, 2015
Alternatives for Shaping Growth and Prioritizing Infrastructure

Metropolitan Core and Area

A: Base Case - Implementing the 2009 Plan
New growth concentrated within PGAs and allowed outside of PGAs

B: Growing the Core and Sub-Regional Clusters
Distribution of growth to Sub-Regional Centres and employment areas and intensification of and reinvestment in Metropolitan Core

C: Strengthening the North/South Economic Corridor
Focus new growth to strengthen the regional and provincial north-south corridor to optimize transportation assets along with intensive mixed use development

Task Force Meeting: March 19, 2015
Alternatives for Shaping Growth and Prioritizing Infrastructure

Edmonton Capital Region

A: Base Case - Implementing the 2009 Plan

Minimal direction to shape growth within the 24 municipalities beyond definition of PGAs and CCRAs

B: Growing the Core and Sub-Regional Clusters

Sub-Regional Clusters promote community and job and increased service levels to become sub-regional hubs for rural communities and working landscapes

C: Strengthening the North/South Economic Corridor

Sub-Regional Centres in the Metropolitan Area provide increased service levels to serve rural communities and working landscapes
A - The Base Case: Implementing the 2009 Growth Plan

What the region might look like by implementing the policies of the 2009 Growth Plan?
A The Base Case: Implementing the 2009 Plan

Concentrated new growth within Priority Growth Areas

- Residential growth to PGAs at residential densities required through 2009 Plan
- No explicit policy on employment growth
- Growth permitted outside of PGAs

By 2044, the CRB does not require all of the lands in the PGAs to accommodate growth based on the minimum densities required in the PGAs in the 2009 Plan and the population forecasts.
A The Base Case: Implementing the 2009 Plan

Concentrated new growth within PGAs &
Allow growth outside of PGAs

- Little direction to shape growth within the 24 municipalities beyond definition of PGAs and CCRAs
Alternate Scenario B: Growing the Core & Sub-Regional Clusters

How to encourage job growth that builds on the diverse employment areas across the Metropolitan Area?

How to increase the proximity of residents to work opportunities and labour to jobs?

How to manage congestion by increasing transportation choice?
Scenario B: Growing the Core & Sub-Regional Clusters

Concentrate residential and employment growth to emerging Sub-Regional Centres and intensification and reinvestment of Metropolitan Core

- **Distribution of Growth** – Growth distributed to Sub-Regional Clusters and focus on intensification within Metropolitan Core

- **Metropolitan Core** – Contiguous developed area including Edmonton, Sherwood Park, St. Albert

- **Sub-Regional Centres and Clusters** – 5 Sub-Regional Clusters grow to become connected, compact, complete communities at the sub-regional scale with increased levels of services

- **Employment Growth** – Distributed to Sub-Regional Clusters in northwest, northeast, south and east

- **Transportation** – Transit investment on connecting Sub-Regional Centres and Clusters
Scenario B: Growing the Core & Sub-Regional Clusters

Sub-Regional Clusters grow to service villages and towns and rural areas in periphery

- Strong Metropolitan Core and 5-Sub-Regional Clusters
- Sub-Regional Clusters grow to service villages and towns in surrounding sub-regional areas in periphery
- Villages and towns in rural areas grow at steady state through contiguous and compact development
Scenario C: Strengthening the North/South Economic Corridor

How to best position the region from an economic competitiveness perspective?

What would regional growth patterns look like by optimizing connections to the EIA and prioritizing growth potential along the north/south Regional Provincial economic corridor?

Where can more intensive, mixed use development best be accommodated?
Scenario C: Strengthening the North/South Economic Corridor

New growth to north-south corridor to connect Metropolitan Core to Edmonton International Airport and Leduc

- **Distribution of Growth** – Greater proportion of growth to expanded Metropolitan Core and more modest growth to urban communities in Metropolitan Area
- **Metropolitan Core** - Contiguous developed area including St. Albert, Edmonton, Sherwood Park, Nisku, Edmonton International Airport, Beaumont and Leduc
- **Employment Growth** - Employment growth around EIA, Nisku and Leduc in north-south corridor
- **Sub-Regional Centres** – Communities outside Metropolitan Core grow as independent Sub-Regional Centres to service towns, villages and rural areas
- **Transportation** – Higher-order transit connection to EIA and enhanced inter-municipal bus system elsewhere
Scenario C: Strengthening the North/South Economic Corridor

Towns grow to become sub-regional centres to service hamlets, villages, towns and rural areas in periphery

- Large Metropolitan Core and surrounding Metropolitan Area
- Sub-Regional Centres in surrounding Metropolitan Area grow to become Sub-Regional Centres to service hamlets, villages and towns and rural areas
- Villages and towns in rural areas grow at steady state through contiguous and compact development
Evaluating the Scenarios

- Evaluation Criteria derived from the Principles with criteria related to each Principle.
- Both Qualitative and Quantitative evaluation measures
- Preferred Scenario may be hybrid of alternatives, combing the best attributes
## Evaluating the Scenarios

<table>
<thead>
<tr>
<th>Draft Principle/Policy Area</th>
<th>Draft Criteria</th>
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<tbody>
<tr>
<td><strong>Promote economic competitiveness and regional prosperity</strong></td>
<td>Distribution of jobs across region in proximity to population growth</td>
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<td>Employment growth located in proximity to or contiguous to planned rapid transit corridors/major highways, EIA and regional airports</td>
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<td>Total amount of land consumed by urban development</td>
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<td><strong>Achieve compact growth that optimizes infrastructure investment</strong></td>
<td>Amount of growth in relation to where existing piped water and wastewater servicing capacity exists</td>
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<td>Major infrastructure investment required to accommodate growth</td>
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<td>Transportation system has built-in redundancy in the regional roadway network</td>
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<td><strong>Ensure effective regional mobility</strong></td>
<td>Extension of inter-municipal and rapid transit service (BRT or LRT or commuter bus)</td>
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<td>Regional structure allows for policy framework which acknowledges the diversity of urban/rural and distinct character of communities</td>
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<td><strong>Recognize and celebrate diversity in communities and promote an excellent quality of life</strong></td>
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<td><strong>Wisely manage prime agricultural resources</strong></td>
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<td><strong>Protect natural heritage and environmental assets</strong></td>
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<td>Growth minimizes impact on natural heritage including watersheds and environmentally sensitive areas</td>
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Task Force Meeting: March 19, 2015
Break out into tables and discuss… (60 minutes)

- Review the Draft Principles. *Are we good to go? Did we miss anything?*

- Review the Draft Scenario Concepts. *What are your first impressions of these scenarios? What questions do these scenarios raise for you? Are there other factors we should consider?*

- Review the Evaluation Framework. *Which criteria are most important in the scenario evaluation?*

- Gaps and Other Considerations

Pin Up/Sharing the Table discussions and Facilitated Plenary Discussion (30 minutes)
Capture the discussion
Growth Scenario Concepts

Stage 2 of the Growth Plan Update includes the preparation and evaluation of growth scenarios. Growth scenarios provide a starting point to explore different approaches to planning and managing growth, and distill different potential ways growth can be accommodated in the Capital Region. At this point in the process, the scenarios are conceptual and demonstrate different alternatives to realize the Draft Vision and Principles.

Scenario A depicts a ‘base case’ of how the Capital Region may grow by implementing the 2009 Growth Plan, and serves as a point of comparison for the two alternative scenarios. The two alternate scenarios depict different approaches for accommodating, directing and prioritizing growth and infrastructure investment. The Preferred Scenario will likely not be a singular scenario, but a combination of the best elements of the alternative scenarios.

Scenario A: Base Case
Implementing the 2009 Growth Plan

What would the region look like by implementing the policies of the 2009 Growth Plan?
• Residential growth to PGAs at residential densities required through 2009 Plan
• No explicit policy on employment growth
• Growth permitted outside of PGAs and within CCRAs
• Transportation investment as per CRB’s Transportation Master Plan

Scenario B: Growing the Core & Sub-Regional Clusters

How to encourage job growth that builds on the diverse employment areas across the Metropolitan Area?
How to increase the proximity of residents to work opportunities and labour to jobs?
How to manage congestion by increasing transportation choice?
• Scenario explores opportunity to complete 5 Sub-Regional Clusters where employment, residential and regional service levels are considered together to create complete communities at the sub-regional scale.
• New residential and employment growth directed to Sub-Regional Centres and major employment areas to create new Sub-Regional Clusters in the Metropolitan Area. Each Cluster encourages employment and residential growth of both jobs and people and infrastructure systems in a manner that builds on the area’s distinct strengths and assets.
• Focus on growth through intensification and reinvestment of build-up areas of Metropolitan Core.

Scenario C: Strengthening the North-South Economic Corridor

How to best position the region from an economic competitiveness perspective?
What would regional growth patterns look like by optimizing connections to the Edmonton International Airport (EIA) and prioritizing residential and employment growth potential along this north-south provincial and regional corridor?
Where can more intensive mixed-use development be accommodated?
• Focuses on bolstering the region’s economic competitiveness by connecting the Metropolitan Core to the EIA, and directing growth along the north-south corridor.
• Southern portion of the Metropolitan Core becomes a focus of major employment and transit-oriented and mixed-use development.
• Within the wider Metropolitan Area, residential and employment growth occurs through intensification of mixed-use centers and transit-oriented communities.

Key Attributes:
• Distribution of Growth – Greater proportion of growth to expanded Metropolitan Core and modest growth to urban communities in Metropolitan Area
• Metropolitan Core - Contiguous developed area to include St. Albert, Edmonton, Sherwood Park, Nisku, EIA, Beaumont and Leduc
• Sub-Regional Centres – Communities outside Metropolitan Core grow as independent Sub-Regional Centres to service towns, villages and rural areas

Key Attributes:
• Employment Growth – Distributed to Sub-Regional Clusters in north-west, north-east, south and east and within Metropolitan Core
• Transportation – Transit investment focused on connecting Sub-Regional Centres and Clusters with Bus Rapid Transit and commuter bus routes
• Rural Areas – Towns and villages grow at a steady state in a contiguous and compact form.

Key Attributes:
• Employment Growth – Employment growth around EIA, Nisku and Leduc in north-south corridor
• Transportation – Higher-order transit connection to EIA and enhanced inter-municipal bus system elsewhere
• Rural Areas – Towns and villages grow at a steady state in a contiguous and compact form.

Growth Plan Update Task Force
Recap Consultation Process to Date

January 15  Task Force Meeting
            Draft Imperative, Vision and Principles

February 12 Board Workshop
             Refined Imperative, Vision and Principles

February 27 Task Force & Committees Meeting
            Imperative, Refined Vision and Principles & Scenario Framework

March 19   Task Force Meeting
            Scenario Evaluation & Initial Preferred Scenario
February 27 | Task Force & Committees Meeting

Presentation of Imperative, Vision and Principles

Break-Out Group Discussion

Draft Principles
Discussion Question: Are we good to go? Did we miss anything?

Draft Scenario Concepts
Discussion Question: What are your first impressions of these scenarios? What questions do these scenarios raise for you? Are there other factors we should consider?

Scenario Framework
Discussion Question: Which criteria are most important in the scenario evaluation?
Collaborate and coordinate as a Region to manage growth responsibly.
We will work together to create a Region that is well managed and financially sustainable with a shared commitment to growing responsibly and achieving long-term prosperity.

Promote economic competitiveness and regional prosperity.
We will foster a diverse and innovative economy that builds upon our existing infrastructure and employment areas to achieve sustained economic growth and prosperity.

Achieve compact growth that optimizes infrastructure investment.
We will make the most efficient use of our infrastructure investments by prioritizing growth where infrastructure exists and optimizing use of new and planned infrastructure.

Ensure effective regional mobility.
Recognizing the link between efficient movement of people and goods and regional prosperity, we will work towards a multi-modal and integrated regional transportation system.

Recognize and celebrate the diversity of communities and promote an excellent quality of life across the Region.
In planning for growth, we will recognize and respond to the different contexts and scales of communities and provide a variety of housing choice with easy access to transportation, employment, parks and open spaces, and community and cultural amenities.

Wisely manage prime agricultural resources.
In the context of metropolitan growth, we will ensure the wise management of agricultural resources to continue a thriving agricultural sector.

Protect natural heritage systems and environmental assets.
We will practice wise environmental stewardship and promote the health of the regional ecosystem, watersheds and environmentally sensitive areas.
What We Heard | Draft Principles

Are we good to go?

- Overall support for Draft Principles
- Principles focus on building on existing strengths and speak to aspirations of entire region

Areas for Further Consideration

- Need for further clarification in terms of how Principles will be implemented through policy (eg. agricultural lands, employment diversity, role of private business)
- Need for further definition and a common understanding of key terms (eg. manage growth, compact growth)
Alternative Scenarios

A: Base Case - Implementing the 2009 Plan
New growth concentrated within PGAs and allowed outside of PGAs

B: Growing the Core and Sub-Regional Clusters
Distribution of growth to Sub-Regional Centres and employment areas and intensification of and reinvestment in Metropolitan Core

C: Strengthening the North/South Economic Corridor
Focus new growth to strengthen the regional and provincial north-south corridor to optimize transportation assets along with intensive mixed-use development
A: Base Case - Implementing the 2009 Plan

Minimal direction to shape growth within the 24 municipalities beyond definition of PGAs and CCRAs

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Sub-Regional Clusters promote community and job and increased service levels to become sub-regional hubs for rural communities and working landscapes

C: Strengthening the North/South Economic Corridor

Sub-Regional Centres in the Metropolitan Area provide increased service levels to serve rural communities and working landscapes
What We Heard | Scenario Framework

Scenario B | Growing the Core & Sub-Regional Clusters

Strengths & Opportunities

- Supports growth to sub-regional clusters
- Builds on Base Case A and existing strengths; Close to what we are doing today
- Encourages sub-regions to work together and grow together; forces collaboration
- Allows growth across the region
- Support for LRT extension to St. Albert and transit connections to sub-regional clusters
Scenario B  Growing the Core & Sub-Regional Clusters

Weaknesses & Challenges

- Concern of length of east-west extension and related infrastructure/transit costs
- Missing incentives to collaborate as sub-regions
- Requires stronger political will for regional transportation and infrastructure
- Clarification required on what it means to be a cluster
- Core should be same size in Scenario B & C
Scenario C  Strengthening the North-South Economic Corridor

Strengths & Opportunities

- Natural pattern of growth and progression
- Promotes economic growth and growth around airport
- More cost effective use of infrastructure
- Focuses on strengthening north-south corridor
- More contiguous growth and dense development
Scenario C  Strengthening the North-South Economic Corridor

Weaknesses & Challenges

- How to handle growth outside Core?
- Need to allow growth near employment areas
- Transportation doesn’t address access to sub-regions
- Doesn’t focus on the strengths of the whole region
- Alienates existing high growth areas, should be inclusive
- Don’t focus all density on the core
- Missing Heartland employment area and diversity of industrial growth
- Doesn’t recognize broader regional context
Towards a Hybrid Alternative

- Focus on north-south corridor and sub-regional clusters
- Can’t be just B or C
- Need for balanced growth in sub-regions and core
- Consider clusters in relation to the economic corridors
- Focus growth on north/south and east/west corridors to make corridors viable for transit
- Force collaboration by widening C to include east-west corridors and expand to Heartland
- Need for clarity on terms (cluster, steady state growth)
- Consider staging and phasing of growth for 30 years and beyond
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| **Promote economic competitiveness and regional prosperity** | Distribution of jobs across region in proximity to population growth | • How do you plan where employment goes?  
• How do we support economic competitiveness? |
| | Employment growth located in proximity to or contiguous to planned rapid transit corridors/major highways, EIA and regional airports | • Need to plan for alternate transit modes |
| **Achieve compact growth that optimizes infrastructure investment** | Total amount of land consumed by urban development | **Strong support for criteria**  
• Need to focus on urban and rural growth; employment and industrial  
• Balance between new growth with higher densities and intensification  
• Ensure industrial growth does not inhibit residential growth targets |
| | Amount of growth to where existing piped water and wastewater servicing capacity exists | |
| | Major infrastructure investment required to accommodate growth | **Strong support for criteria** |
| | Residential growth in proximity to existing and planned rapid transit (BRT/LRT/commuter bus) station areas and corridors | |
| | Residential growth in proximity to regionally serving community/recreational, health or post-secondary facilities | **Concern not regional** |
| **Ensure effective regional mobility** | Transportation system has built-in redundancy in the regional roadway network | **Strong support for criteria** |
| | Extension of inter-municipal and rapid transit service (BRT or LRT or commuter bus) | |
| **Recognize and celebrate diversity in communities and promote an excellent quality of life** | Regional Structure allows for policy framework which acknowledges the diversity of urban/rural and distinct character of communities | |
| **Wisely manage prime agricultural resources** | Location of agricultural land under most pressure/effected by the scenario/ amount and location of agricultural land under pressure | **Strong support for criteria**  
Must consider quality of agricultural land and location |
| **Protect natural heritage and environmental assets** | Growth minimizes impact on natural heritage including watersheds and environmentally sensitive areas | |
Evaluation Process & Initial Preferred Scenario

Scenario Evaluation
- Qualitative evaluation of alternate scenarios
- Assess how well alternate scenarios meet principles and refined criteria
- Identify strengths and challenges of each scenario

Initial Preferred Scenario Concept
- Based on feedback and evaluation, identifying Initial Preferred Scenario Concept for prioritizing growth and infrastructure
- Hybrid scenario between B & C
Preferred Scenario

- Refinements to Initial Preferred Scenario Concept based on input from Task Force, CAOs, Board
- Detailed analysis of Preferred Scenario in terms of form of growth, land need and infrastructure
- Review/input from Strategic Advisors
- Recommended Scenario to form basis to develop draft policy framework