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FOREWORD The Capital Region Board is composed of 24 member municipalities of Alberta’s Capital Region. The Board was established in 2008 under the authority of the Municipal Government Act. In 2010, the Government of Alberta approved Growing Forward: The Capital Region Growth Plan, and issued a new Capital Region Board Regulation which provided for the continued operation of the Board. The Capital Region Board has prepared this 3-year Business Plan for the period 2012-2014 as part of its mandate to ensure the successful implementation of the Growth Plan.
1. Introduction

1.1 WHY DOES THE CAPITAL REGION BOARD NEED A BUSINESS PLAN?
This Business Plan serves two major purposes: first, it supports the Capital Region Board’s ongoing commitment to sound business practices, transparency and accountability; second, it provides the Board, its 24 member municipalities and the Region’s residents with an updated blueprint for the implementation of Growing Forward: The Capital Region Growth Plan.

1.2 POLICY CONTEXT & MANDATE
WHAT IS THE PURPOSE OF THE CAPITAL REGION BOARD?
The Capital Region Board (CRB) provides a vehicle for municipalities in the Capital Region to coordinate long range planning on issues which are regional in scope, in order to better manage the region’s growth. The ultimate aim is to ensure the sustainability of the Capital Region for future generations, through a Plan which emphasizes economic, social and environmental sustainability. In creating the CRB, the Government of Alberta identified the following objectives for the Board:

- To promote an integrated and strategic approach to planning for future growth in the Capital Region;
- To identify the overall development pattern and key infrastructure investments that would best complement existing infrastructure, services and land uses, and maximize benefits to the Capital Region;
- To co-ordinate decisions in the Capital Region to sustain economic growth and ensure strong communities and a healthy environment.
The establishment of the Capital Region Board reflected awareness that local decisions on issues such as land use and transportation increasingly have effects which extend beyond the boundaries of individual municipalities. The rapid economic and population growth of the Capital Region in recent decades has been accompanied by an increasing degree of interdependence among the Region’s municipalities and citizens. Residents of the Capital Region utilize services and infrastructure in many parts of the Region and frequently work and reside in different municipalities. Economic growth has also increased the demand for a diverse and affordable supply of housing throughout the Region in order to attract and retain workers of all income levels to local businesses. All of these developments have increased the need for regionally efficient planning of both land use and services – such as intermunicipal transit, infrastructure and housing.

The Capital Region Board oversees long range planning for regional infrastructure, services and housing on an integrated, Region-wide basis. Effective regional planning supports both the future economic competitiveness and livability of the Capital Region.

At the same time, the Board’s authority is limited to matters which are regional in scope. This preserves the capacity of individual municipalities to deal effectively with local issues and to remain responsive and accountable to their respective local constituents. As such, the Capital Region Board represents an effort to balance the broader needs and interests of the Region with the principle of local autonomy.

The detailed mandate of the Board is outlined in the Capital Region Board Regulation, summarized on the next page.
THE CAPITAL REGION BOARD REGULATION
In the Capital Region Board Regulation, the primary mandate of the Board relates to the Capital Region Growth Plan. Specifically, the Regulation requires that the Capital Region Board:

1) prepare a proposed Capital Region Growth Plan;

2) advise and make recommendations to the Minister of Municipal Affairs regarding the Growth Plan’s preparation and implementation; and

3) facilitate the resolution of issues arising from the Growth Plan.

In addition, the Regulation requires the Board to implement policies for sharing the costs of “regional” projects of the Board among participating municipalities, as well as to carry out any other duties as directed by the Minister of Municipal Affairs.

In relation to the Growth Plan, the Regulation identifies four policy program areas in which the Board is required to act. These four areas are land use planning, housing, intermunicipal transit and geographic information services (GIS). With respect to land use, the Regulation includes a Ministerial Order for the Regional Evaluation Framework (REF) to govern the review of municipal statutory plans. The key requirements of the Regulation in the four main policy/program areas are outlined in the next section.

In addition, the Regulation allows the Board to include in its Growth Plan “any matter relating to the physical, social or economic development of the Capital Region.”

The Regulation also outlines the Board’s composition and corporate governance, including Board membership, voting structure and delegation of authority. Details of these matters are provided in Appendix A.

GROWING FORWARD: THE CAPITAL REGION GROWTH PLAN
Under the terms set forth in the Regulation, the Board developed a Capital Region Growth Plan, Growing Forward. This Growth Plan was developed in consultation with a broad array of stakeholders from across the Capital Region, including representatives from all member municipalities of the Board. The Growth Plan was submitted to the Minister of Municipal Affairs in March of 2009, and approved by the Government of Alberta on March 11, 2010.

Growing Forward features four principal components: a Land Use Plan, a Housing Plan, a Network Plan for Intermunicipal Transit, and a Plan for Geographic Information Services (GIS). As noted above, the Regulation also requires that the Capital Region Board develop cost-sharing procedures for regional projects of the Board. Accordingly, the Growth Plan includes proposed cost-sharing formulae for regional projects. These formulae were approved by the Government of Alberta in 2010.
The approved Growth Plan defines the Board’s functional responsibilities in relation to the four principle components, which are also referred to as the four ‘strategic priority areas.’ In these four strategic priority areas, the Board is responsible both for strategic planning and for conducting monitoring and reporting on the Region’s performance. The Board is also responsible for the direct delivery of programs/services in two of the strategic priority areas: intermunicipal transit and GIS. The Board has the authority and responsibility to ensure member compliance with the Growth Plan in a single area – that of land use. More detailed descriptions of these functional responsibilities are provided in Appendix A.

The Growth Plan is scheduled for review and updating every five years. The first such review is scheduled to occur by 2015.

OTHER PROVINCIAL POLICIES AFFECTING THE BUSINESS PLAN
In addition to fulfilling its provincially-legislated mandate as outlined in the Regulation and the Growth Plan, the Capital Region Board’s activities are also affected by other provincial policies. At the time this Business Plan was developed, the Government of Alberta had committed to providing funding for the Board through the year 2014 (at a level of $3 million in 2012, $2,625 million in 2013, and $625,000 in 2014). The ability of the Board to secure adequate, predictable and sustainable long-term funding for its operations after 2014 has the potential to significantly affect the manner in which the Board implements the Growth Plan over the three year period of this Business Plan.

The implementation of the Growth Plan will also be affected by developments in provincial land use policy. In Alberta’s Land Use Framework, seven land-use planning regions have been established. The Capital Region lies within the North Saskatchewan Region and will accordingly be bound by the provisions of the North Saskatchewan Regional Plan or NSRP. As outlined in the Alberta Land Stewardship Act, Regional Plans such as the NSRP will manage the effects of growth (including, but not limited to, environmental effects) within each region. The terms of each regional plan will be binding for all local government bodies, decision-makers and individuals within a region. As of November 2011, the Province has not yet established the North Saskatchewan Regional Council which is intended to guide the development of the NSRP.

As the NSRP is expected to be finalized within the timeframe of this 3-year Business Plan, it has the potential to significantly affect the implementation of the Growth Plan, and therefore the projects and expenditures outlined in this Business Plan.
A REVIEW OF THE BOARD’S ACHIEVEMENTS TO DATE

The Capital Region Board has made a number of notable achievements in the first three years of its existence. Not the least of these achievements is the Growth Plan itself. The success of the Board in reaching agreement on a comprehensive regional plan is particularly noteworthy in view of the ‘double majority’ requirements for Board approval. The Regulation stipulates that Board decisions require the approval of at least 17 of the 24 member municipalities, which represent at least 75 percent of the Region’s population.

Beyond the development approval and implementation of the Growth Plan, the Board has been active in carrying out the detailed components of its mandate.

Since the inception of the Board in 2008, a total of 110 municipal applications have been reviewed, both under the Transitional Regional Evaluation Framework (TREF) and the Regional Evaluation Framework (REF), through the first half of 2011. To date, over ninety percent of these TREF/REF applications have been approved. Another significant achievement in land use has been the Board’s development of the Land Use Planning Toolkit, which is a guide to assist member municipalities and others in implementing the regional land use provisions of the Growth Plan.

With respect to the intermunicipal transit component of the Growth Plan, the Board has overseen the completion of Region’s Service Standards and a 30-year Regional Service Plan to expand intermunicipal transit services in the Region. Another key achievement was the Board’s agreement on regional priorities for provincial transit funding under the GreenTRIP program, which will provide $800 million in provincial transit funding to the Capital Region over a number of years.

The Board has also been active in advancing its mandate for increasing the diversity and suitability of the regional housing supply. Achievements to date include the completion of a ten year housing forecast, a comprehensive assessment of need for social and market affordable housing in each member municipality of the Capital Region and working with the Province on the implementation of a sub-regional planning model to support ongoing planning and priority-setting. Additional work is being undertaken with industry and community organizations to improve awareness of the need for affordable housing across the Region.

The fourth strategic priority area – geographic information services or GIS – remains at a very early stage of development. As of mid-2011, foundational work in this area, including the development of a business plan and service model for a regional GIS, had not yet commenced.
Progress has been achieved in advancing the Board’s mandate for monitoring and reporting on implementation of the Growth Plan. In 2011, agreement was reached on an initial set of regional indicators.

The Board has also conducted substantial work in areas outside of the four strategic priority areas. As is noted above, the Board may address “any matter relating to the physical, social or economic development of the Capital Region.” In 2010, the Board sponsored the development of an Economic Roadmap for the Capital Region, engaging a Steering Committee of regional business leaders to lead the project and develop recommendations. The Economic Roadmap Final Report, *Capitalize: The Economic Roadmap for Alberta’s Capital Region*, was submitted to the Capital Region Board for its consideration in June 2011.

These highlighted achievements indicate significant progress to date in the implementation of the Growth Plan, although much work still remains to be completed in each of the four priority areas.

### 1.3 2011 BUSINESS PLAN REVIEW BY COMMITTEE

To facilitate efficient planning and oversight of its operations, the Board has developed a committee structure which is organized primarily around the four strategic priority areas in the Growth Plan. Accordingly, Committees have been established for Land Use (the GIS component of the Growth Plan is presently under the purview of the Land Use Committee), Transit and Housing. Currently, the Board has six Committees in total. A Governance Committee has been established to serve the purpose of integrating the individual Growth plan components, as well as for general planning and oversight of Board activities. The Board has also created an Advocacy & Communications Committee to promote the interests of the Board with the federal and provincial governments and external agencies. The recently established Pipeline Linkages Strategy Committee – provides guidance to the Capital Region Board and undertakes advocacy on its behalf regarding issues of pipeline linkages to Canada’s west coast, enabling the enhanced and more globally oriented expansion of Canada’s Oil Sands and oil industries.

Below are the major initiatives undertaken by the Board, through its committees, in the year 2011. These key accomplishments represent further implementation of the Capital Region Growth Plan and serve as a basis to designate the developments needed in the 2012-2014 period.

#### LAND USE COMMITTEE

The Land Use Committee led a major project on regional transportation – the Integrated Regional Transportation System Study (IRTSS) – with the active participation of the Transit Committee to ensure coordination between the Capital Region’s Land Use and Transit Plans. The purpose of IRTSS was to address a strategic gap in the regional planning framework by defining a regional transportation system that serves the Region’s land uses and transportation needs in a manner that is consistent and compatible with the objectives of the Capital Region Growth Plan. This study was completed and approved by the Board on July 9, 2011.
The Integrated Regional Transportation Master Plan (IRTMP) has been a major initiative for the Land Use Committee in 2011. Continuing the work of IRTSS, which outlined the strategic elements of the Region’s future transportation system, the Integrated Regional Transportation Master Plan outlines a policy framework with which to achieve this system. It was adopted by the Board on September 8, 2011.

Alberta Transportation is currently undertaking an Outer Regional Ring Road Corridor Identification Study. Alberta Transportation invited CRB municipalities to participate in this study. The municipal consultation phase of the study, Phase 1, began in May 2011 and will continue through the first half of 2012. The Land Use Committee identified the Outer Regional Ring Road consultation as part its business plan given the Committee’s role in the preparation and completion of the regional transportation projects noted above.

The Land Use Planning Toolkit was developed in 2010 as a resource for municipal administrations and interested stakeholders. Presented in an easily understandable format, it provides guidance to municipalities and stakeholders in working with the Capital Region Land Use Plan. As the Board completes further work on land use priorities, the Planning Toolkit will be updated regularly. A 2011 update to the toolkit is proposed to be completed by the end of the year.

The Regional Evaluation Framework (REF) is the primary implementation tool of the Capital Region Board (CRB) to implement the Capital Region Growth Plan. It provides submission and review criteria on which the Capital Region Board evaluates municipal statutory plans and statutory plan amendments to ensure consistency with the long-term Capital Region Growth Plan. The REF process has been in effect for over a year and, in that time, the complexity and importance of some REF applications has increased. The Land Use Committee is currently reviewing the administration of REF to identify possible improvements and enhancements for consideration by the CRB. From April 1, 2010 to October 31, 2011, twenty-nine municipal statutory plans and plan amendments have been approved under the Regional Evaluation Framework (REF).

The Land Use Committee has been communicating with the North Saskatchewan Watershed Alliance (NSWA) throughout 2011. The NSWA is currently working on the development of an Integrated Water Management Plan. On October 6, 2011 the Capital Region Board directed CRB Administration to work with the NSWA to establish a working group, as referenced in the Discussion Paper for the Integrated Water Management Plan, to assess issues of planning and integration with the Capital Region Growth Plan. This work is currently in progress.

The Land Use Committee has provided input on the Integrated Housing and Land Use Policy Framework and Implementation Plan project being undertaken by the Housing Committee. A Terms of Reference for this project was worked upon jointly between the Board’s two Committees, allowing this project to begin meetings of senior industry and municipal representatives in the Spring of 2011.
In 2010, the Land Use Committee was identified as the most appropriate Board committee to provide strategic oversight of the Geographic Information Services (GIS) component of the Growth Plan. In 2011 the Committee was provided with an overview of the plan, and advised of the need to revisit the implementation section of the plan given the advances in technology, the increased capacity of regional municipalities, as well as the recent introduction of a provincial GIS system. The Committee recommended a review of the GIS implementation plan be undertaken in 2012.

TRANSIT COMMITTEE

The Regional Transit Committee oversaw development of the 30 year Regional Transit Service Plan which was adopted by the Board on October 6, 2011.

In January 2011, the Committee approved the creation of a technical sub-committee for regional transit service, the Transit Advisory Group (TAG). This sub-committee includes transit and transportation planners from all municipalities offering transit service or municipalities which are in the process of offering service in the Region.

The Transit Committee, on behalf of the Board, led the identification and prioritization of GreenTRIP Projects for the Capital Region. These priorities were submitted to the Minister of Transportation in November 2010. The Committee continued to advocate for this critical program to support growth in the Region. To date, the Government of Alberta has approved GreenTRIP program funding for two Capital Region projects: the Edmonton NAIT LRT line and a Park & Ride facility in Strathcona County. The Transit Committee began discussions in September 2011 to prepare for a possible second round of GreenTRIP applications, the timing of which is yet to be determined by the Province.

In 2011 the Committee has continued to work on strategic project identified as ‘Quick Wins’ in the Intermunicipal Transit Plan: an Intermunicipal Transit Governance Study and a Regional Fare Strategy. The Transit Governance Study and Implementation project work began September 2011 and is expected to be completed by March 2012. The Regional Fare Strategy is expected to begin in December 2011 and will continue until December 2012.

Throughout the summer of 2011, the Transit Committee was also involved in consultations with the Province regarding municipal members’ concerns on Alberta Transportation’s Bus Modernization Policy. This new regulatory framework was announced by the Province on June 27, 2011 and contains several significant changes from current regulations that impact public transit operations and costs. Consultations with the Province were coordinated with the help of the Transit Advisory Group and will continue as needed.
HOUSING COMMITTEE
In 2011, the Housing Committee continued to work with the Province to explore the implementation of a sub-regional planning model across the Capital Region. The Province has made progress in working with housing groups in the sub-regions. The Committee is working closely with representatives of the City of Fort Saskatchewan, Strathcona County and the Province to explore governance models for an organization that would oversee all non-market housing needs within this sub-region. A recommendation from this working committee is expected to be presented to the respective municipal councils in November 2011.

The Housing Committee is leading the development of an Integrated Land Use and Affordable Housing Policy Framework on behalf of the Board and in consultation with the Land Use Committee. This project explores how density targets and other land use principles and policies can be used to ensure a diversity of housing is being included in municipal development plans.

The development of this policy framework is being completed with the assistance of an Advisory Committee which is composed of representatives from land development and home building industries, municipal planning administration and municipal elected officials. The Committee meets monthly and has been exploring a wide range of topics ranging from the municipal approval process to creative and innovative design and building techniques to identify opportunities to take cost of housing products. The Advisory Committee’s focus is on increasing the supply of market affordable housing across the Region.

As part of the implementation of the Housing Plan, the Housing Committee is also working on an integrated multi-year Education and Awareness Program. The Program includes three components: a Marketing & Communications Strategy, an online Housing Toolkit for municipal administrators and a Housing Symposium. Held on October 13, 2011 in Strathcona County, the 2011 Housing Symposium: Re-envision assembled a broad range of experts and practitioners to lead discussion on the role a broader mix of housing that is affordable to a wider range of income levels can play in strengthening local economies and communities; to review best practices; and to demonstrate local and regional successes in this field. The highlight of the event was a tour of some regional examples of innovative practices in building local, affordable and diverse communities. An online Housing Toolkit to aid member municipalities’ implementation of affordable housing programs is scheduled to be completed by December 2011.

The Marketing & Communications Program is a comprehensive strategy to dispel public misconceptions about the need and scope of ‘affordable’ housing, particularly the phenomenon known as NIMBYism (Not In My Back Yard –ism) which has hindered some regional efforts to expand the diversity of our regional housing supply. Currently, the Housing Committee has approved a creative concept in principle for year 1 of the program as well as approval of the year 1 Implementation Plan, subject to funding. CRB administration is currently working on the investment strategy which will involve a range of regional stakeholders. The program will be implemented as soon as sufficient funds are available. The Housing Committee expects that the program will be launched early in 2012.
GOVERNANCE COMMITTEE
In 2011 the Governance Committee oversaw the coordination of the 2011 and 2012-2014 Business Plans, completion of the 2010 Audited Financial Statements, preparation of the 2010 Annual Report, other financial and activity reporting to the Government of Alberta and selection of the new Board Interim Chair Mr. Jim Edwards, effective April 1, 2011 for a one year term. The Governance Committee also monitored the progress of the Capital Region Economic Roadmap and approved a Monitoring and Reporting Framework.

A more detailed approach to monitoring the implementation of the impact of the Capital Region Growth Plan, the Monitoring and Reporting Framework, has been developed by the Governance Committee. The purpose of this reporting framework is to measure the success of the outcomes of the Growth Plan using specific polices in the plan. The proposed framework is designed to help the Board understand the question: “how are we growing as a Region and how are we managing the Region’s growth”? In March 2011 the Board approved Phase 1 of the Framework. When implemented, the Framework will provide the Board with information on 15 measurable indicators. These indicators include a selected number of macro and global indicators which are related to the principles and policies of the Growth Plan.

The Governance Committee also updated the Capital Region Growth Plan Scorecard document to provide information to the Board (at their September 8, 2011 meeting) regarding progress on achieving the 2011 Business Plan priority projects. The CRB Growth Plan Recommendations Tracking Report was also reviewed by the Committee on March 14, 2011. This document is used to monitor the progress of on the recommendations contained in the Capital Region Growth Plan.

The Capital Region Board Economic Roadmap project proceeded with establishment of a Steering Committee and Working Group to guide the project. The Steering Committee led the project and oversaw development of all reports and the final recommendations of the project. The Steering Committee was comprised of regional business leaders and Chaired by Jackson von der Ohe, President and CEO of Gateway Mechanical Services Inc. A Working Group of economic development professionals and chambers of commerce representatives was established to advise and assist the Steering Committee as needed.

The Roadmap Steering Committee worked with the Working Group to develop seven White Papers related to the Economic Roadmap which focused on seven Key Drivers of the Capital Region’s future economic growth and potential. Throughout this project’s development, CRB Administration provided logistical, research and technical support for both the Steering Committee and the Working Group, including during the preparation of the seven White Papers, the Steering Committee’s Interim Report (submitted to the Government of Alberta in November 2010) and in the organization of public engagement sessions for the Economic Roadmap (September- November 2010 and February 2011). The public engagements sessions were attended by business, municipal and community leaders as well as regional stakeholders.
The Economic Roadmap final report – *CAPITALIZE: The Economic Roadmap for Alberta’s Capital Region* was completed by the Steering Committee and presented to the Board for their consideration on June 9, 2011. The Board received the Report for information. The *CAPITALIZE* report was also provided to Alberta Finance and Enterprise in June 2011 since the Province has provided grant funding toward the creation of the Roadmap.

**ADVOCACY AND COMMUNICATIONS COMMITTEE**

In 2011, the Advocacy and Communications Committee has worked on the priorities identified in the Board’s Advocacy and Communications Strategy, which is reviewed annually. The 2011 Advocacy and Communications Strategy was endorsed by the Board on April 7, 2011. Meetings between Committee representatives and the six Progressive Conservative leadership candidates occurred from May through July 2011. Currently the Committee is focused on implementing Phase II of the Strategy, which is to meet with the new Premier and cabinet ministers whose portfolios affect the work of the Board.

Also, presentations were given by Committee members or CRB administration to a number of regional organizations including: regional Chambers of Commerce and Economic Development Authorities (particularly to discuss work on the Economic Roadmap), the Urban Development Institute (UDI), the Alberta Urban Municipalities Association (AUMA), Alberta’s Industrial Heartland Association (AIHA), the Canadian Home Builders Association (CHBA) and many others throughout the year.

**PIPELINE LINKAGES STRATEGY COMMITTEE**

The Pipeline Linkages Strategy Committee was created by the Board on October 6, 2011 with the approval of a Motion to “form a strategy committee to support and lobby for pipeline linkages to Canada’s west coast, enabling the enhanced and more globally oriented expansion of Canada’s Oil Sands”*. A Terms of Reference outlining the mandate and structure of this Committee was subsequently adopted by the Board on November 10, 2011.

**1.4 PROCESS: HOW THE 2012-2014 BUSINESS PLAN WAS DEVELOPED**

The business planning process for 2012-2014 was initiated with a strategic planning session involving representatives of the 24 member municipalities of the Capital Region Board. This session took place on July 7, 2011. Invitations for this event were extended to all elected officials who are members of the Board and its Committees (and their alternates), as well as to all Chief Administrative Officers or their delegates. The agenda and structure of the planning session were approved by the Governance Committee in June, 2011. To encourage open dialogue among attendees, members of Capital Region Board Administration did not play an active role in the Session’s proceedings and were not present for the focus groups which were assembled to identify participants’ strategic priorities for the Business Plan.
Following the July 7, 2011 Board Planning Session, a report on the session’s proceedings and outcomes was prepared by Calder Bateman Communications and submitted to Governance Committee. The Governance Committee reviewed this report to ensure its accuracy, and subsequently used the report’s findings as the basis for developing strategic priorities for this Business Plan. Governance Committee submitted the findings to the Board for its review and approval.

Through Governance Committee, the Board communicated its approved strategic priorities to its Committees (Land Use, Transit, Housing and Advocacy & Communications). The individual Committees developed detailed business plans, including 3-year budgets itemized by project, for their respective areas. These Committee-level business plans and budgets were submitted to the Governance Committee for review. Following this review process, Governance Committee made the necessary changes to the individual plans and budgets to ensure that the three budget years were balanced. Governance Committee submitted the consolidated Business Plan to the Board for its review and final approval.

**STRATEGIC PRIORITIES FOR THE 2012-2014 BUSINESS PLAN**

While the Strategic Planning Session revealed a diverse mix of opinion, participants nonetheless exhibited significant agreement on a number of issues relating to the Board’s future activities. Several issues received frequent mention by participants, in both general and committee-specific discussions. Five common or ‘overarching’ themes emerged:

**OVERARCHING THEMES**

1. **Sub-Regional Priorities**

   Several participants expressed the view that, in the implementation of the Growth Plan, a greater degree of accommodation to sub-regional needs and priorities was needed. In this regard, references were made to both the Regional Evaluation Framework (REF) process in general and the Board’s approach to development outside of Priority Growth Areas (PGAs). More broadly, a number of participants from smaller municipalities suggested that the Board should increase its efforts to balance the needs of smaller communities with those of the larger, “more dominant” Capital Region municipalities.

2. **Outcomes and Measures**

   There was significant support for the development of specific outcomes and related measures for each of the planning areas in the Growth Plan. Participants suggested that the Board should further develop and evolve its measures as part of its “planning maturation” and check performance against outcomes when renewing plans.
3. **Integration**

A recurring theme in the Planning Session was the need for a greater degree of integration among the various activities (including planning) of the Board committees. In this regard, participants specifically highlighted enhanced integration among the land use, transit and housing components of the Growth Plan.

4. **Long-Term Funding**

Securing adequate continuing funding for the Board’s operations and regional projects is widely viewed as key strategic priority for the Board. As noted above, the Government of Alberta’s funding to the Board, presently at $3 million per year, is scheduled to decline to $625,000 by 2014. The Board has received no funding commitments from any source past March 31st, 2014.

5. **Partnerships**

Considerable emphasis was placed on the need to cultivate and strengthen the Board’s partnerships, both within and external to the Capital Region. This includes partnerships among regional municipalities, with local industry and agencies, and with the federal and provincial governments.

In addition to these ‘overarching’ themes which emerged from the Board planning session, separate sessions on that day were devoted to identifying specific planning priorities. These sessions sought input on: areas for which participants supported consideration of a new or expanded level of activity by the Board; and, areas which participants viewed as the most important regional opportunity or potential ‘legacy accomplishment’ for the Board over the business planning horizon.

**Specific Planning Priorities**

Not including items discussed above under ‘overarching’ priorities, the specific planning priorities identified most frequently were as follows:

1. **Transit**

   Progress in planning, development and the use of transit was seen as the most transformational regional effort that could be undertaken.

2. **Geographic Information Services (GIS)**

   Several participants suggested that GIS should be identified as a distinct priority (i.e. separate from Land Use) and pursued during the current business planning cycle.

3. **Solid Waste**

   Regional action on solid waste was mentioned in several of the groups.

4. **Economic Development**

   Economic development was mentioned in multiple groups, and was considered a priority because it “drives dollars into the region.”
Finally, the Planning Session included discussions pertaining to each Board Committee (Governance, Land Use, Transit, Housing, and Advocacy & Communications). The detailed priorities identified in these committee-specific discussions are listed in Appendix B. The Pipeline Linkages Strategy Committee had not yet been created at the time of this business planning. A Terms of Reference outlining the mandate and structure of this Committee was adopted by the Board on November 10, 2011 and the Committee’s activities were outlined in the 2012-2014 Business Plan at this point.

1.5 VISION OF THE CAPITAL REGION BOARD
The Capital Region is a family of diverse interdependent communities whose energy, talent and resources are combined with insightful planning processes, sound fiscal and regulatory practices, environmental sensitivity and empathy for the underprivileged. Strong expressions of regional purpose and the ability to embrace change ensure that the social, economic, environmental and cultural well-being of the Region’s current and future residents and communities is respected and sustained.

1.6 PRINCIPLES OF GROWTH PLAN
As the Capital Region Growth Plan was developed, consultations with regional stakeholders and a Blue Ribbon Panel of experts resulted in the identification of an integrated policy framework considered essential to the realization of the Capital Region Board’s Vision. This integrated policy framework was consolidated by the Land Use Committee, and reflects the importance of integrated planning of infrastructure, transit, housing and economic development across the Region. The Land Use Principles and Policies represent the Board’s primary tool for ensuring that future development in the Capital Region is consistent with the Regional Vision as set out in the Growth Plan. Twenty- two detailed policies are contained within the following six Growth Plan principles.

1. Protect the Environment and Resources
   A. Preserve and protect the environment
   B. Preserve agricultural lands
   C. Protect natural resources
   D. Minimize the impact of development on regional watersheds and airsheds
   E. Minimize the impact of heavy industrial developments

2. Minimize Regional Footprint
   A. Identify, protect and prioritize lands for regional infrastructure
   B. Concentrate new growth within Priority Growth Areas
   C. Allow growth outside Priority Growth Areas
   D. Support expansion of medium and higher density residential housing forms
   E. Support Cluster Country Residential Development
3. **Strengthen Communities**
   A. Create inclusive communities
   B. Support healthy communities
   C. Support public transit
   D. Support innovative and affordable housing options

4. **Increase Transportation Choice**
   A. Integrate transportation systems with land use
   B. Support the expansion of transit services in various forms

5. **Ensure Efficient Provision of Services**
   A. Design integrated physical infrastructure within the Region
   B. Maximize utilization of existing infrastructure

6. **Support Regional Economic Development**
   A. Ensure a supply of land to sustain a variety of economic development activities
   B. Attract and retain individuals and families with a diverse range of skills to the Capital Region to satisfy the Region’s economic development goals
   C. Support regional prosperity
   D. Position the Capital Region competitively on the world stage

In addition to the Land Use Principles and Policies, detailed principles and policies relating to the other three strategic priority areas (Housing, Transit and GIS) were developed by the Committees responsible for these areas. A complete list of the detailed principles and policies in these areas, organized by Board Committee, is provided in Appendix B.
1.7 CORPORATE GUIDING PRINCIPLES

Based on the Capital Region Vision and the Growth Plan principles which support it, the Board identified four Corporate Guiding Principles in the 2011-2013 Business Plan. These Corporate Principles are intended to anchor the Vision in order to consolidate the primary goals of the Board across the various areas of its mandate.

1. Improved Regional Cooperation
   Through collaboration and cooperation, Board members expand the Region’s capacity to support sustainable land use, public transit and access to a diversity of housing. Regional collaboration allows more effective and efficient planning and delivery of public services, reductions in the cost of infrastructure and more effective advocacy for the needs of the Region.

2. Strong Communities
   Strong and inclusive communities contribute to a stronger Region. By working together, Capital Region municipalities integrate land use with public transit, housing and infrastructure to minimize the regional footprint and benefit the Region’s environment and quality of life.

3. Sustainable Infrastructure
   Infrastructure supports the functioning of the regional economy, with transportation, roads and public transit networks that are safe, timely and efficient, delivering economic benefits to communities and businesses in the Capital Region.

4. Healthy Environment
   A healthy environment is fundamental to the future prosperity and well-being of citizens living in the Capital Region. Preserving and protecting the environment and the Region’s resources, while balancing economic growth, are the keys to a sustainable region.

The following two sections provide summary budget and project information for the 2012-2014 Business Plan.
2. Budget (3 year: 2012-2014)

**CAPITAL REGION BOARD | 2012 Budget, Draft 2013 and 2014 Budgets**

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<th>Draft 2013 Budget</th>
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*Subject to available funding from the Province of Alberta

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Approved by CRB Nov21/11

### 2012 - 2014 LAND USE COMMITTEE PROJECTS

<table>
<thead>
<tr>
<th></th>
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<th>2014</th>
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<tr>
<td>L2-12</td>
<td>Review and Implement Revised CRGP</td>
<td>L2-13. Participate in North Saskatchewan Regional Plan</td>
<td>L2-14. Participate in North Saskatchewan Regional Plan</td>
</tr>
<tr>
<td>L3-12</td>
<td>Participate in North Saskatchewan Regional Plan</td>
<td>L3-13. Implement Regional Infrastructure Corridors Study</td>
<td>L3-14. Implement Regional Recreation Corridors &amp; Policies Study</td>
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<tr>
<td>L4-12</td>
<td>Conduct Regional Infrastructure Corridors Study</td>
<td>L4-13. Implement Regional Energy Corridors Study</td>
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<tr>
<td>L5-12</td>
<td>Conduct Regional Energy Corridors Study</td>
<td>L5-13. Recreation Corridors &amp; Policies Study</td>
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<td>L6-12</td>
<td>Recreation Corridors Terms of Reference</td>
<td>L6-13. Review Land Use Policies</td>
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<tr>
<td>L7-12</td>
<td>Align Planning, Municipal/Provincial</td>
<td>L7-13. Implement GIS Plan</td>
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<tr>
<td>L8-12</td>
<td>GIS Implementation Review</td>
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### 2012 - 2014 TRANSIT PROJECTS

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### 2012 - 2014 HOUSING PROJECTS

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<td>H4-12. Develop the Housing Committee’s Public Policy Approach to Addressing Legislative Gaps</td>
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PROJECTS ARE PRIORITIZED WITHIN EACH COMMITTEE

**RED:** PROJECTS CARRIED OVER FROM 2011  **GREEN:** MANDATORY CRB REGULATION/GRA NT RELATED WORK
## 2012 - 2014 Governance Projects

<table>
<thead>
<tr>
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<td>G5-14. CRB 3 Year Business Plan</td>
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Projects are prioritized within each committee.

RED: Projects carried over from 2011. GREEN: MANDATORY CRB REGULATION/GRANT RELATED WORK.

Approved by CRB Nov21/11
### 2012 - 2014 ADVOCACY PROJECTS

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### 2012 - 2014 BOARD PROJECTS

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<td>B1-14. Consulting to provide Board Administrative services</td>
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### 2012 - 2014 PIPELINE LINKAGES STRATEGY PROJECTS

<table>
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<tr>
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<td>P1-12. Prepare and Implement a Pipeline Linkages Strategy</td>
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Details of projects by year and Committee are provided in Appendix D.
4. Implementation Considerations

Throughout the development of the Growth Plan and in the preparation of this Business Plan, several issues that may affect the ability of the Capital Region Board to implement the Growth Plan over the 2012-2014 period have been identified. The key implementation issues are:

**SUSTAINABLE FUNDING**
The ability of the Board to implement the actions outlined in this business plan and the Growth Plan is contingent upon the commitment of sustainable, long-term funding. This Business Plan identifies the need for $3 million annually to implement the Growth Plan. This amount does not include capital and operating funding for regional transit projects which are identified in the approved Growth Plan.

**RESOURCE CAPACITY**
In addition to financial resources, the Region requires the capacity to support the work of the Board in carrying out the actions in this Business Plan. This Business Plan identifies the financial and human resources required to implement the actions in each of the priority areas. The Capital Region Growth Plan states that the Board will implement the Growth Plan based on available resources.

**LEADERSHIP**
Strong leadership and ongoing commitment by the Province, member municipalities, the Board Chair/Interim Chair and staff are necessary to continue building on the success of the Growth Plan.
5. Moving Forward

The Capital Region Growth Plan provides a solid foundation for a successful Region. The 2012-2014 Business Plan identifies actions required for the continued implementation of the Growth Plan.

As we move forward, the Board will work with the 24 member municipalities, the federal and provincial governments and the Region’s citizens to ensure that the Growth Plan continues to build on partnerships in the Region. The Board will continue to explore ways to secure sustainable long-term funding for the actions contained in this Business Plan.
The Capital Region Board Regulation (as amended effective March 31, 2010) identifies the membership, voting structure, and powers and duties of the Board.

A.1 MEMBERSHIP
The Board consists of the 24 municipalities of Alberta's Capital Region. The Board members are represented by the persons appointed by the participating municipalities. Each participating municipality appoints one representative. This representative must be either 1) the chief elected official or 2) a councillor of the participating municipality.

The Government of Alberta may also appoint one or more persons to represent it on the Board, but those persons do not have voting rights.

A.2 VOTING STRUCTURE
The Regulation stipulates that each member of the Board has one vote at a Board meeting. If a decision is made by a vote, the decision must be supported by not fewer than 17 representatives from member municipalities that collectively have at least 75 percent of the population of the Capital Region.

A.3 POWERS AND DUTIES OF THE BOARD
The roles and responsibilities of the Board are to coordinate long range planning and decision making among the municipalities of the Capital Region. All member municipalities must comply with the approved Growth Plan.

It is important to note that the establishment of the Board does not change the jurisdiction of municipalities. Residents of the Region will continue to be served by elected municipal governments, and decisions without regional implications will continue to be made locally.

The following table provides further definition of the Board's functional responsibilities relative to the four strategic priority areas of the Growth Plan (this table is also found on Page 131 of Growing Forward).

1  The member municipalities (listed in alphabetical order) are: Town of Beaumont, Town of Bon Accord, Town of Bruderheim, Town of Calmar, Town of Devon, City of Edmonton, City of Fort Saskatchewan, Town of Gibbons, Lamont County, Town of Lamont, City of Leduc, Leduc County, Town of Morinville, Parkland County, Town of Redwater, City of St. Albert, City of Spruce Grove, Town of Stony Plain, Strathcona County, Sturgeon County, Village of Thorsby, Village of Wabamun, Village of Warburg.

Appendix A: Corporate Governance
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A.4 DELEGATION OF AUTHORITY

Only the Board may adopt bylaws, borrow money, adopt budgets and approve financial statements, but the Board may otherwise delegate its authority.

Early in its mandate, the Board delegated a rotating sub-committee of Chief Administrative Officers (CAOs) of the member municipalities the authority to review and approve applications for new and amended statutory plans under the Transitional Regional Evaluation Framework (TREF). In the delegation order, the Board ensured that if the sub-committee did not unanimously approve an application, the application would proceed to the full Board for a decision.

This delegated authority has worked well and continues under the Regional Evaluation Framework (REF) which became effective on March 31, 2010.

A.5 BYLAWS

The Regulation provides authority to the Board to make bylaws respecting its conduct and affairs, including without limitation, rules and procedures for dealing with matters before the Board. All bylaws require the approval of the Minister of Municipal Affairs before coming into effect.
Appendix B: Detailed Principles and Policies
Appendix B: Detailed Principles and Policies (by Committee)

The Capital Region Growth Plan, *Growing Forward*, identifies a number of principles and policies which are deemed vital to the successful implementation of the Growth Plan. The Land Use Principles, which underpin the entire Growth Plan, are listed in the main body of this report. More detailed principles and policies for the other Committees are listed below.

**INTERMUNICIPAL TRANSIT**

1. **For Planning**
   a. Be integrated with land use planning in the Region
   b. Be integrated with regional roadway investments to ensure that the benefits of transit service are levered to the greatest extent possible through protection of transit corridors and provision of Transit Priority Measures within regionally significant roadway and highway corridors
   c. Be easily expandable as the Region grows and travel demand evolves
   d. Recognize complementary regional, local and private services

2. **For Local Transit**
   a. Be flexible enough to support local community needs and services within the regional network

3. **For Specialized Services for persons with disabilities**
   a. Enable equitable, barrier-free access to mass transit for persons with disabilities
   b. Be available to persons with disabilities, where warranted and practical

4. **For Governance**
   a. Be mandated by relevant legislation, administered through an appropriate regional governance structure, and characterized by cooperation and coordination

5. **For Cost Sharing**
   a. Be recognized by funders and the public as a valuable public service
   b. Be supported through dedicated cost-sharing from all levels of government, industry and users
   c. Be delivered fairly and equitably to citizens of the Capital Region recognizing the shared benefits of a well planned and integrated regional transit network

**HOUSING**

1. Recognize that Non-Market (Social) Housing requires sustainable, predictable and adequate levels of funding in the form of capital and operating dollars from the provincial government with support from the federal government

2. Leverage partnerships with the private sector, public sector and not-for-profit organizations to provide a broad range of affordable and safe housing for all income levels that meets the diverse needs of the Capital Region
3. Respect the unique needs of the Capital Region municipalities and create choice and diversity of housing options to enable the Capital Region to attract and retain the workforce necessary to be globally competitive
   a. Plans, policies and programs must be responsive to housing needs and market conditions
   b. To respond to local need, solutions may be different in different communities

4. The location of housing is based on integrated planning for efficient land-use that considers access to necessary amenities like transit and support services and that achieves affordable, appropriate types of housing stock and densities for both renters and owners

5. Build sustainable and inclusive communities that respect and support families of all income levels who represent the diversity of people who contribute to the prosperity of the Capital Region

6. Foster collaboration among the Capital Region municipalities to achieve regional housing needs based on prioritizing housing investments and implementing innovative housing solutions

GEOGRAPHIC INFORMATION SERVICES (Land Use Committee currently responsible)

1. Autonomy – All municipal members will respect the self determinations of other municipalities and their control over land use planning within the context of the Regional Plan

2. Collaboration – All municipal members will work together to support the planning efforts of the Region

3. Equity – All municipal members will be treated in a way that is equitable, consistent and congruent

4. Flexibility – All municipal members will be expected to identify options that work best for themselves while also fitting in with the needs of the Region

5. Mutuality – Working together in the Region will be the key to achieving the economic objectives of any of the member municipalities

6. Sustainability – All municipalities’ members will seek decisions which encourage sustainable communities

7. Transparency – The results of decision making processes will be transparent to stakeholders

Approved by CRB Nov21/11
Appendix C: Committee-Specific Planning Priorities
Appendix C: Committee-Specific Planning Priorities
(Outcomes of July 7, 2011 Strategic Planning Session)

The following are the planning priorities identified in the July 7, 2011 discussions concerning the work of individual Capital Region Board Committees. These priorities, which represent a summation/distillation of the discussions, are as described by Calder Bateman Communications which facilitated the event.

LAND USE

- There was a number of issues related to sub-regional planning:
  - The question was asked in many groups, “how can sub-regional and small community perspectives, needs and issues come to the table more effectively?”
  - “Should we start to think and consider planning through more of a sub-regional lens?” If the CRB does this, how would a sub-regional approach impact planning, the priorities in the growth plan and even CRB governance.
- Improvements are required to the current REF process:
  - Regional realities and needs should be understood and considered.
  - There are different expectations and interpretations of the REF process now.
- Feelings were mixed on whether current Municipal Development Plans (MDPs) should have a sunset clause:
  - On one hand, a number of participants said at some point, MDPs must be renewed in order to align with the growth plan initiative. These participants said a specific timeframe could be set, for example, within five years.
  - Other participants (a fewer number) said current MDPs should remain grandfathered.
- Priority Growth Areas (PGAs)
  The use of population and employment forecasts was generally accepted, with agreement that there is a need to use them as a guide or tool for forecasting, not as a “hard cap”, or in a proscriptive way. In addition, growth at the edges of PGA borders should be adapted to in more flexible ways. Several participants said it is also important to understand the different issues and perspectives you have if you are designated a PGA versus if you are not. The key issues were:
  - Use of population/employment forecasts in planning.
  - Growth at the edges of PGA borders.
  - There will still be growth in the non PGAs, and a number of participants said this factor is not currently being adequately considered in planning and processes.
  - Alignment with other key provincial frameworks and plans will be critical, particularly the Land Use Framework (LUF) and the North Saskatchewan Watershed Alliance (NSWA) plan.
  - Although LUF is a provincial framework, the CRB should present its view from the perspective of this region to the government.
  - One group said there needs to be a look at a utility servicing strategy for the region.
TRANSIT

- Support was generally expressed for the Committee’s priorities.
- A number of participants said they needed clarity about the CRB role in implementing the Transit Plan. Timing and readiness are key to implementation.
- The CRB and province should be better partners. The current role of “regional subservience” should change.
- The CRB needs to know more clearly what will come forward in GreenTRIP so the CRB can scale planning and make decisions.
- The CRB should work more closely with the province to plan land acquisition along corridor routes. The CRB should have a strong voice on this.
- There should be more regional road planning within the Transit Plan.
- Transit planning should identify “quick wins” from the users’ standpoint to build support for the plan.
- It will be critical to ensure alignment of the plan with LRT routes, park and ride facilities and transit access requirements beyond major employment centres.
- The Business Plan should have integrated specialized transit as a priority.
- Regional trail and transit systems should be integrated in the Plan in the future.
- It will also be important to fully understand the “unintended consequences” of planning capacities such as public and private park-and-rides (e.g. the hide ‘n’ ride phenomena and its impact on communities).
- The issue of participation in costs arose. There were reservations about the concept of a what was called a “transit head tax”.
- There was significant support for the smart card concept – and for considering broadening its use beyond transit.
- There was significant support for branding the regional transit plan and network and for public communications and education around it.
HOUSING

- There was general agreement with the priorities presented by the Committee and several positive comments that the Housing area has momentum and should “keep going and stay focused on the task”.

- A regional perspective on housing is necessary to move to a more proactive approach to housing.

- CRB needs to develop and communicate common language on the housing file. For example, what does “affordable” mean across the region?

- The focus must be on ensuring the full spectrum of housing across the region, but at the same time there must be recognition of sub-regional differences, needs and realities, for example, different cost drivers of affordability such as land costs and commuting costs. “The CRB should maintain the ability of municipalities to establish their own housing priorities while recognizing the need for greater distribution of housing options across the spectrum”.

- There needs to be more advocacy on affordable and non market housing funding from the provincial government. The Government of Alberta has been ‘downloading’ significantly in the area over recent years.

- Participants saw the need for clear alignment between transit and housing plans.

- There is linkage between REF issues and issues related to implementing the housing plan. “If we want to put an affordable complex in Bruderheim, would REF enable or prohibit it?”

- A number of participants mentioned that there is a difference between seniors housing and affordable housing and that this distinction should be explicitly recognized in planning housing needs and delivery.

- There needs to be a specific emphasis on providing seniors housing options given the demographics on our aging population.

- The Housing Plan needs to be better understood by industry, municipal councils, the province and others. It is key to accommodating growth and needs to be better understood in that context.

- A number of participants said provincial codes should be reviewed to see how they restrict ability to develop housing.

- The key to successful delivery of the Housing Plan will be partnerships, and this should be emphasized in the plan.
GOVERNANCE

- Participants said “work on the long-term vision for CRB sooner rather than later” as the vision will have implications on resources, staffing and relationships.
- Participants were generally divided between two perspectives – those who feel strongly that the CRB governance does not currently address the needs, realities and priorities of smaller communities and that they are not recognized sufficiently in discussions or decisions and those that believe the CRB presents opportunities for engaging smaller communities but for many reasons, it can be more difficult for them to fully participate.
- Participants said there needs to be clarity of the role of the CRB along the spectrum of coordination verses control. “Ensure CRB is not another level of government. Should it be a forum for regional best practices versus a regional planning commission”?
- A number of participants said be prepared to respond to the ever changing municipal affairs environment – for example, how will Calgary’s move on City Charters affect the CRB?
- Governance practices should be enhanced. A number of current procedures and rules (or lack of them) are creating meeting and process inefficiencies.
- Board Committee participation should be expanded. “Too many chairs are from larger communities and they sit on several Committees”. The Committees could be more inclusive of the region’s range of municipalities.

ADVOCACY AND COMMUNICATIONS

- Participants agreed that the primary focus of advocacy should be to secure funding – both for CRB operations and for major Growth Plan priorities.
- CRB should advocate for greater disclosure and transparency by provincial government departments.
- There should be direct, effective lobbying of the federal government for transit plan dollars. “Doesn’t more transit mean more carbon credits for the federal government?”
- Advocacy strategies should include all political parties.
- There should be a greater emphasis on building partnerships, for example with the AUMA and AAMDC.
- There should be outreach to regional industry, major employers and other regional organizations such as chambers of commerce.
- There should be an ongoing strategic partnership and dialogue with the Capital Region Caucus.
- A number of participants agreed that the CRB should be developing much more of a public profile.
Appendix D: 2012-2014 Project Details
2012 LAND USE PROJECTS

TOTAL COST OF 2012 LAND USE PROJECTS: $160,000

**Project Number:** L1-12  
**Project Name:** Update Planning Toolkit  
**Guiding Principles:** Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development  
**Project Description:** Update Land Use Planning Toolkit  
**Project Delivery:** CRB staff/Consultant  
**Timelines:** July 1, 2012 - December 31, 2012  
**Project Cost:** $5,000

**Project Number:** L2-12  
**Project Name:** Review and Implement Revised CRGP Implementation Strategy  
**Guiding Principles:** Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development  
**Project Description:** Review and implement revised CRGP implementation strategy.  
**Project Delivery:** CRB staff/Consultant  
**Timelines:** January 1, 2012 - December 31, 2012  
**Project Cost:** $15,000

**Project Number:** L3-12  
**Project Name:** Participate in North Saskatchewan Regional Plan  
**Guiding Principles:** Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development, Strengthen Communities  
**Project Description:** Participate in the North Saskatchewan regional planning.  
**Project Delivery:** CRB staff/Consultant  
**Timelines:** January 1, 2012 - December 31, 2012  
**Project Cost:** $10,000

**Project Number:** L4-12  
**Project Name:** Conduct Regional Infrastructure Corridors Study  
**Guiding Principles:** Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development  
**Project Description:** Undertake a regional infrastructure needs and future corridor study.  
**Project Delivery:** CRB staff/Consultant/Municipalities  
**Timelines:** January 1, 2012 - December 31, 2012  
**Project Cost:** $50,000
**Project Number:** L5-12  
**Project Name:** Conduct 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:** Undertake a regional energy corridors (pipeline and power) study.  
**Project Delivery:** CRB staff/Municipalities/Consultant  
**Timelines:** January 1, 2012 - December 31, 2012  
**Project Cost:** $30,000

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**Project Number:** L6-12  
**Project Name:** Recreation Corridors Terms of Reference  
**Guiding Principles:** Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development, Strengthen Communities  
**Project Description:** Prepare Terms of Reference to develop the Capital Region’s recreation corridors and policies to align with the CRGP Land Use Principles and Policies.  
**Project Delivery:** CRB staff/Consultant  
**Timelines:** October 1, 2012 - December 31, 2012  
**Project Cost:** $10,000

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**Project Number:** L7-12  
**Project Name:** Align Planning – Municipal/Provincial  
**Guiding Principles:** Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development  
**Project Description:** Align municipal planning and Provincial strategies and initiatives i.e. Water for Life and Land Use Framework  
**Project Delivery:** CRB staff/Consultant  
**Timelines:** January 1, 2012 - June 30, 2012  
**Project Cost:** $15,000

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**Project Number:** L8-12  
**Project Name:** GIS Implementation Review  
**Guiding Principles:** Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development  
**Project Description:** Review and update the assumptions and recommendations of the GIS implementation strategy.  
**Project Delivery:** CRB staff/Consultant  
**Timelines:** January 1, 2012 - December 31, 2012  
**Project Cost:** $25,000
2013 LAND USE PROJECTS
TOTAL COST OF 2013 LAND USE PROJECTS: $145,000

Project Number: L1-13
Project Name: Update Planning Toolkit
Guiding Principles: Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development
Project Description: Update Land Use Planning Toolkit
Project Delivery: CRB staff/Consultant
Timelines: July 1, 2013 - December 31, 2013
Project Cost: $5,000

Project Number: L2-13
Project Name: Participate in North Saskatchewan Regional Plan
Guiding Principles: Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development, Strengthen Communities
Project Description: Participate in the North Saskatchewan regional planning.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2013 - December 31, 2013
Project Cost: $10,000

Project Number: L3-13
Project Name: Implement Regional Infrastructure Corridors Study
Guiding Principles: Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development
Project Description: Implement the regional infrastructure corridors study.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2013 - December 31, 2013
Project Cost: $15,000

Project Number: L4-13
Project Name: Implement 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: Implement the regional energy corridors study.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2013 - December 31, 2013
Project Cost: $15,000

Project Number: L5-13
Project Name: Recreation Corridors & Policies Study
Guiding Principles: Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development, Strengthen Communities
Project Description: Undertake recreation corridors study.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2013 - December 31, 2013
Project Cost: $30,000
Project Number: L6-13
Project Name: Review Land Use Policies
Guiding Principles: Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development
Project Description: Review Land Use Policies.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2013 - June 30, 2013
Project Cost: $20,000

Project Number: L7-13
Project Name: Implement GIS Plan
Guiding Principles: Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development
Project Description: Implement GIS Plan.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2013 - December 31, 2013
Project Cost: $50,000
2014 LAND USE PROJECTS
TOTAL COST OF 2014 LAND USE PROJECTS: $25,000

**Project Number:** L1-14  
**Project Name:** Update Planning Toolkit  
**Guiding Principles:** Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development  
**Project Description:** Update Land Use Planning Toolkit.  
**Project Delivery:** CRB staff/Consultant  
**Timelines:** July 1, 2014 - December 31, 2014  
**Project Cost:** $5,000

**Project Number:** L2-14  
**Project Name:** Participate in North Saskatchewan Regional Plan  
**Guiding Principles:** Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development, Strengthen Communities  
**Project Description:** Participate in the North Saskatchewan regional planning.  
**Project Delivery:** CRB staff/Consultant  
**Timelines:** January 1, 2014 - December 31, 2014  
**Project Cost:** $10,000

**Project Number:** L3-14  
**Project Name:** Implement Recreation Corridors and Policies Study  
**Guiding Principles:** Protect the Environment and Resources, Minimize Regional Footprint, Ensure Efficient Provision of Services, Support Regional Economic Development, Strengthen Communities  
**Project Description:** Implement recreation corridors and policies study.  
**Project Delivery:** CRB staff/Consultant  
**Timelines:** January 1, 2014 - June 30, 2014  
**Project Cost:** $10,000
2012 TRANSIT PROJECTS
TOTAL COST OF 2012 TRANSIT PROJECTS: $285,000

Project Number: T1-12
Project Name: Regional Customer Information System
Guiding Principles: Strengthen Communities, Increase Transportation Choice, Ensure Efficient Provision of Services, Support Regional Economic Development
Project Description: Develop smart bus/regional customer information system.
Project Delivery: CRB staff/Consultant/Municipalities
Timelines: January 1, 2012 - June 30, 2012
Project Cost: $75,000

Project Number: T2-12
Project Name: GreenTRIP Program
Guiding Principles: Protect the Environment and Resources, Strengthen Communities, Increase Transportation Choice, Ensure Efficient Provision of Services, Support Regional Economic Development
Project Description: Continue to communicate with the Government of Alberta regarding the GreenTRIP Program and the CRB's priority list of regional projects.
Project Delivery: CRB staff/Province/Municipalities
Timelines: January 1, 2012 - December 31, 2012
Project Cost: $0

Project Number: T3-12
Project Name: Finalize Regional Fare Strategy
Guiding Principles: Strengthen Communities, Increase Transportation Choice, Ensure Efficient Provision of Services, Support Regional Economic Development
Project Description: Finalize study to explore an integrated regional fare strategy and operating systems to enable seamless connections for clients anywhere in the Region.
Project Delivery: CRB staff/Consultant/Municipalities
Timelines: January 1, 2012 - March 31, 2012
Project Cost: $50,000

Project Number: T4-12
Project Name: Complete Governance Model for Regional Transit Service
Guiding Principles: Minimize Regional Footprint, Strengthen Communities, Increase Transportation Choice, Ensure Efficient Provision of Services, Support Regional Economic Development
Project Description: Complete governance model to enable efficient and effective planning, implementation and service delivery of intermunicipal transit consistent with the Growth Plan.
Project Delivery: CRB staff/Consultant/Municipalities
Timelines: January 1, 2012 - December 31, 2012
Project Cost: $60,000
2012 TRANSIT PROJECTS

Project Number: T5-12
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: January 1, 2012 - December 31, 2012
Project Cost: $100,000
**2013 TRANSIT PROJECTS**

**TOTAL COST OF 2013 TRANSIT PROJECTS:** $160,000

---

**Project Number:** T1-13  
**Project Name:** Regional Customer Information System  
**Guiding Principles:** Strengthen Communities, Increase Transportation Choice, Ensure Efficient Provision of Services, Support Regional Economic Development  
**Project Description:** Develop smart bus/regional customer information system.  
**Project Delivery:** CRB staff/Municipalities  
**Timelines:** January 1, 2013 - June 30, 2013  
**Project Cost:** $0

---

**Project Number:** T2-13  
**Project Name:** GreenTRIP Program  
**Guiding Principles:** Protect the Environment and Resources, Strengthen Communities, Increase Transportation Choice, Ensure Efficient Provision of Services, Support Regional Economic Development  
**Project Description:** Continue to communicate with the Government of Alberta regarding the GreenTRIP Program and the CRB’s priority list of regional projects.  
**Project Delivery:** CRB staff/Province/Municipalities  
**Timelines:** January 1, 2013 - December 31, 2013  
**Project Cost:** $0

---

**Project Number:** T3-13  
**Project Name:** Study for Branding Strategy  
**Guiding Principles:** Strengthen Communities, Support Regional Economic Development  
**Project Description:** Commission a study to explore the development and implementation of a regional branding strategy for public transit.  
**Project Delivery:** CRB staff/Consultant  
**Timelines:** July 1, 2013 – December 31, 2013  
**Project Cost:** $50,000

---

**Project Number:** T4-13  
**Project Name:** Define Business Requirements for Monitoring Transit Trends and Usage  
**Guiding Principles:** Strengthen Communities, Support Regional Economic Development  
**Project Description:** Define the business requirements for the monitoring of transit trends and usage.  
**Project Delivery:** CRB staff/Consultants  
**Timelines:** January 1, 2013 - December 31, 2013  
**Project Cost:** $10,000

---

**Project Number:** T5-13  
**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:** January 1, 2013 - December 31, 2013  
**Project Cost:** $100,000
2014 TRANSIT PROJECTS
TOTAL COST OF TRANSIT PROJECTS: $200,000

**Project Number:** T1-14
**Project Name:** Specialized Transit Study  
**Guiding Principles:** Increase Transportation Choice, Ensure Efficient Provision of Services, Minimize Regional Footprint, Strengthen Communities, Support Regional Economic Development  
**Project Description:** Complete and implement specialized transit study.  
**Project Delivery:** CRB staff/Consultant  
**Timelines:** January 1, 2014 - December 31, 2014  
**Project Cost:** $100,000

**Project Number:** T2-14
**Project Name:** GreenTRIP Program  
**Guiding Principles:** Increase Transportation Choice, Ensure Efficient Provision of Services, Minimize Regional Footprint, Strengthen Communities, Support Regional Economic Development  
**Project Description:** Continue to communicate with the Government of Alberta regarding the GreenTRIP Program and the CRB’s priority list of regional projects.  
**Project Delivery:** CRB staff/Province/Municipalities  
**Timelines:** January 1, 2014 - December 31, 2014  
**Project Cost:** $0

**Project Number:** T3-14
**Project Name:** Complete Branding Strategy  
**Guiding Principles:** Strengthen Communities, Support Regional Economic Development  
**Project Description:** Complete the study to explore the development and implementation of a regional branding strategy for public transit.  
**Project Delivery:** CRB staff  
**Timelines:** January 1, 2014 – March 31, 2014  
**Project Cost:** $0

**Project Number:** T4-14
**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:** January 1, 2014 - December 31, 2014  
**Project Cost:** $100,000
2012 HOUSING PROJECTS
TOTAL COST OF HOUSING PROJECTS: $288,000

Project Number: H1-12
Project Name: Develop and Implement Education & Awareness Strategy – Year 1
Guiding Principles: Strengthen Communities, Support Regional Economic Development
Project Description: Implement the marketing and communications strategy developed to challenge issues associated with affordable housing in the Region.
Project Delivery: CRB staff/Municipalities/Consultant
Timelines: January 1, 2012 - December 31, 2013
Project Cost: $228,000

Project Number: H2-12
Project Name: Develop Sub-Regional Planning Process
Guiding Principles: Strengthen Communities, Support Regional Economic Development
Project Description: In conjunction with the Province, develop an annual planning framework to understand the sub-regional priorities for non-market housing.
Project Delivery: Province/CRB staff/Municipalities/Consultant
Timelines: January 1, 2012 - December 31, 2012
Project Cost: $10,000

Project Number: H3-12
Project Name: Integrated Land Use and Affordable Housing Framework – Advisory Committee
Guiding Principles: Strengthen Communities, Support Regional Economic Development
Project Description: Complete the flexible policy framework and implementation plan to enable a greater diversity of housing and range of housing options, consistent with the Policies and Principles of the Growth Plan.
Project Delivery: CRB staff/Consultant/Advisory Committee
Timelines: January 1, 2012 - June 30, 2012
Project Cost: $35,000

Project Number: H4-12
Project Name: Develop the Housing Committee’s Public Policy Approach to Addressing Legislative Gaps
Guiding Principles: Strengthen Communities, Support Regional Economic Development
Project Description: Develop the Housing Committee’s public policy approach to addressing legislative gaps through research and policy recommendation papers.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2012 - December 31, 2012
Project Cost: $10,000
2012 HOUSING PROJECTS CONTINUED

**Project Number:** H5-12  
**Project Name:** Alternate Funding Approaches  
**Guiding Principles:** Strengthen Communities, Support Regional Economic Development  
**Project Description:** In conjunction with the Province – Housing & Urban Affairs, explore alternate funding models to support regional housing needs based on the Housing Plan. This project is to be completed in conjunction with the development of the sub-regional planning model. The recommended funding model needs to better align with where the demand for housing exists across the six sub-regions.  
**Project Delivery:** CRB staff/Municipalities/Province  
**Timelines:** January 1, 2012 - December 31, 2012  
**Project Cost:** $5,000
2013 HOUSING PROJECTS

<table>
<thead>
<tr>
<th>Project Number: H1-13</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Name:</strong> Develop and Implement Education and Awareness Strategy – Year 2</td>
</tr>
<tr>
<td><strong>Guiding Principles:</strong> Strengthen Communities, Support Regional Economic Development</td>
</tr>
<tr>
<td><strong>Project Description:</strong> Further work on the Education and Awareness Strategy to support municipalities with the implementation of the Housing Plan.</td>
</tr>
<tr>
<td><strong>Project Delivery:</strong> CRB staff/Municipalities/Consultant</td>
</tr>
<tr>
<td><strong>Timelines:</strong> January 1, 2013 - December 31, 2013</td>
</tr>
<tr>
<td><strong>Project Cost:</strong> $185,600</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Number: H2-13</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Name:</strong> Implement Sub-regional Planning Process</td>
</tr>
<tr>
<td><strong>Guiding Principles:</strong> Strengthen Communities, Support Regional Economic Development</td>
</tr>
<tr>
<td><strong>Project Description:</strong> Oversee the implementation of the framework to monitor housing needs and identify the priorities.</td>
</tr>
<tr>
<td><strong>Project Delivery:</strong> CRB staff/Consultant/Advisory Committee</td>
</tr>
<tr>
<td><strong>Timelines:</strong> January 1, 2013 - December 31, 2013</td>
</tr>
<tr>
<td><strong>Project Cost:</strong> $10,000</td>
</tr>
</tbody>
</table>

TOTAL COST OF 2013 HOUSING PROJECTS: $195,600

2014 HOUSING PROJECTS

<table>
<thead>
<tr>
<th>Project Number: H1-14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Name:</strong> Develop and Implement Education and Awareness Strategy – Year 3</td>
</tr>
<tr>
<td><strong>Guiding Principles:</strong> Strengthen Communities, Support Regional Economic Development</td>
</tr>
<tr>
<td><strong>Project Description:</strong> Further work on the Education and Awareness Strategy to support municipalities with the implementation of the Housing Plan.</td>
</tr>
<tr>
<td><strong>Project Delivery:</strong> CRB staff/Municipalities/Consultant</td>
</tr>
<tr>
<td><strong>Timelines:</strong> January 1, 2014 - December 31, 2014</td>
</tr>
<tr>
<td><strong>Project Cost:</strong> $50,000</td>
</tr>
</tbody>
</table>

TOTAL COST OF 2014 HOUSING PROJECTS: $50,000
## 2012 Governance Projects

**Total Cost of 2012 Governance Projects:** $180,000

<table>
<thead>
<tr>
<th>Project Number</th>
<th>Project Name</th>
<th>Guiding Principles</th>
<th>Project Description</th>
<th>Project Delivery</th>
<th>Timelines</th>
<th>Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>G1-12</td>
<td>Grant Reporting</td>
<td>Not applicable</td>
<td>Prepare activity and/or financial reports for Government of Alberta as required, including grants from Municipal Affairs, Finance &amp; Enterprise.</td>
<td>CRB staff</td>
<td>January 1, 2012 - December 31, 2012</td>
<td>$0</td>
</tr>
<tr>
<td>G2-12</td>
<td>Policy &amp; Bylaw Development</td>
<td>Not applicable</td>
<td>Prepare CRB Policies and Bylaws as needed.</td>
<td>CRB staff/Consultant</td>
<td>January 1, 2012 - December 31, 2012</td>
<td>$5,000</td>
</tr>
<tr>
<td>G4-12</td>
<td>Selection Process for CRB Chair/Interim Chair</td>
<td>Not applicable</td>
<td>Identify a candidate for CRB Chair/Interim Chair for April 2012 - March 2013 term. Prepare recommendation to Province for approval.</td>
<td>CRB staff/Consultant</td>
<td>January 1, 2012 - March 31, 2012</td>
<td>$50,000</td>
</tr>
<tr>
<td>G6-12</td>
<td>Long-term Funding Strategy</td>
<td>Not applicable</td>
<td>Prepare analysis of funding requirements for CRB in future. Identify potential funding sources for CRB activities and identify actions to support funding requirements.</td>
<td>CRB staff/Consultant</td>
<td>January 1, 2012 - March 31, 2012</td>
<td>$10,000</td>
</tr>
<tr>
<td>Project Number</td>
<td>Project Name</td>
<td>Guiding Principles</td>
<td>Project Description</td>
<td>Project Delivery</td>
<td>Timelines</td>
<td>Project Cost</td>
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</tr>
<tr>
<td>G7-12</td>
<td>Population &amp; Employment Projections</td>
<td>Not applicable</td>
<td>Research and develop updated population and employment projections.</td>
<td>January 1, 2012 - CRB staff/Consultant</td>
<td>December 31, 2012</td>
<td>$50,000</td>
</tr>
<tr>
<td>G8-12</td>
<td>CRB Regulation Review</td>
<td>Not applicable</td>
<td>Work with Municipal Affairs to inform on potential changes (if required) to CRB Regulation/Ministerial Order.</td>
<td>CRB staff/Province</td>
<td>January 1, 2012 - December 31, 2012</td>
<td>$0</td>
</tr>
<tr>
<td>G9-12</td>
<td>Complete Monitoring &amp; Reporting Framework</td>
<td>Ensure Efficient Provision of Services, Minimize Regional Footprint, Protect the Environment and Resources</td>
<td>Complete preparation of framework to monitor/report on impact of the Capital Region Growth Plan and CRB activities.</td>
<td>CRB staff/Consultant/ Municipalities</td>
<td>January 1, 2012 - June 30, 2012</td>
<td>$10,000</td>
</tr>
<tr>
<td>G10-12</td>
<td>Develop Policy Approaches</td>
<td>Not applicable</td>
<td>Consult with Committees/Board to identify potential policy issues of importance to the Capital Region. Prepare policy position and strategy to implement in consultation with Advocacy &amp; Communications Committee.</td>
<td>CRB staff/Consultant</td>
<td>January 1, 2012 - December 31, 2012</td>
<td>$5,000</td>
</tr>
<tr>
<td>G11-12</td>
<td>Capital Region Economic Roadmap – to be determined</td>
<td>Support Regional Economic Development</td>
<td>To be determined.</td>
<td>CRB staff</td>
<td>January 1, 2012 - December 31, 2012</td>
<td>$0</td>
</tr>
</tbody>
</table>
2013 GOVERNANCE PROJECTS
TOTAL COST OF 2013 GOVERNANCE PROJECTS: $160,000

Project Number: G1-13
Project Name: Grant Reporting
Guiding Principles: Not applicable
Project Description: Prepare activity and/or financial reports for Government of Alberta as required, including grants from Municipal Affairs, Finance & Enterprise.
Project Delivery: CRB staff
Timelines: January 1, 2013 - December 31, 2013
Project Cost: $0

Project Number: G2-13
Project Name: Policy & Bylaw Development
Guiding Principles: Not applicable
Project Description: Prepare CRB Policies and Bylaws as needed.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2013 - December 31, 2013
Project Cost: $5,000

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: $25,000

Project Number: G4-13
Project Name: Selection Process for CRB Chair/Interim Chair
Guiding Principles: Not applicable
Project Description: Identify a candidate for CRB Chair/Interim Chair for April 2013 - March 2014 term. Prepare recommendation to Province for approval.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2013 - March 31, 2013
Project Cost: $50,000

Project Number: G5-13
Project Name: CRB 3 - Year Business Plan
Guiding Principles: Not applicable
Project Delivery: CRB staff/Consultant/CRB committees
Project Cost: $25,000

Project Number: G6-13
Project Name: Plan for Update of Growth Plan
Guiding Principles: Not applicable
Project Description: Develop a plan to update the Growth Plan.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2013 - December 31, 2013
Project Cost: $50,000

2012-2014 PROJECT DETAILS
Approved by CRB Nov21/11
**Project Number:** G7-13  
**Project Name:** CRB Regulation Review  
**Guiding Principles:** Not applicable.  
**Project Description:** Work with Municipal Affairs to inform on potential changes (if required) to CRB Regulation/Ministerial Order.  
**Project Delivery:** CRB staff/Province  
**Timelines:** January 1, 2013 - December 31, 2013  
**Project Cost:** $0

---

**Project Number:** G8-13  
**Project Name:** Implement Monitoring & Reporting Framework  
**Guiding Principles:** Ensure Efficient Provision of Services, Minimize Regional Footprint, Protect the Environment and Resources  
**Project Description:** Implement framework to monitor/report on impact of the Capital Region Growth Plan and CRB activities.  
**Project Delivery:** CRB staff/Municipalities  
**Timelines:** January 1, 2013 - June 30, 2013  
**Project Cost:** $0

---

**Project Number:** G9-13  
**Project Name:** Develop Policy Approaches  
**Guiding Principles:** Not applicable  
**Project Description:** Consult with Committees/Board to identify potential policy issues of importance to the Capital Region. Prepare policy position and strategy to implement in consultation with Advocacy & Communications Committee.  
**Project Delivery:** CRB staff/Consultant  
**Timelines:** January 1, 2013 - December 31, 2013  
**Project Cost:** $5,000
2014 GOVERNANCE PROJECTS
TOTAL COST OF GOVERNANCE PROJECTS: $285,000

Project Number: G1-14
Project Name: Grant Reporting
Guiding Principles: Not applicable
Project Description: Prepare activity and/or financial reports for Government of Alberta as required, including grants from Municipal Affairs, Finance & Enterprise.
Project Delivery: CRB staff
Timelines: January 1, 2014 - December 31, 2014
Project Cost: $0

Project Number: G2-14
Project Name: Policy & Bylaw Development
Guiding Principles: Not applicable
Project Description: Prepare CRB Policies and Bylaws as needed.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2014 - December 31, 2014
Project Cost: $5,000

Project Number: G3-14
Project Name: Annual Report and Audit
Guiding Principles: Not applicable
Project Delivery: CRB staff/Consultant/CRB auditors
Timelines: January 1, 2014 - June 30, 2014
Project Cost: $25,000

Project Number: G4-14
Project Name: Selection Process for CRB Chair/Interim Chair
Guiding Principles: Not applicable
Project Description: Identify a candidate for CRB Chair/Interim Chair for April 2014-March 2015 term. Prepare recommendation to Province for approval.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2014 - March 31, 2014
Project Cost: $50,000

Project Number: G5-14
Project Name: CRB 3-Year Business Plan
Guiding Principles: Not applicable
Project Delivery: CRB staff/Consultant/CRB committees
Timelines: January 1, 2014 - December 31, 2014
Project Cost: $25,000

Project Number: G6-14
Project Name: Update Growth Plan
Guiding Principles: Not applicable
Project Description: Prepare the necessary changes to the Capital Region Growth Plan.
Project Delivery: CRB staff/Consultant/CRB committees
Timelines: January 1, 2014 - December 31, 2014
Project Cost: $175,000

APPENDIX D: 2012-2014 PROJECT DETAILS
Approved by CRB Nov21/11
Project Number: G7-14  
**Project Name:** CRB Regulation Review  
**Guiding Principles:** Not applicable.  
**Project Description:** Work with Municipal Affairs to inform on potential changes (if required) to CRB Regulation/Ministerial Order.  
**Project Delivery:** CRB staff/Province  
**Timelines:** January 1, 2014 - December 31, 2014  
**Project Cost:** $0

Project Number: G8-14  
**Project Name:** Develop Policy Approaches  
**Guiding Principles:** Not applicable  
**Project Description:** Consult with Committees/Board to identify potential policy issues of importance to the Capital Region. Prepare policy position and strategy to implement in consultation with Advocacy & Communications Committee.  
**Project Delivery:** CRB staff/Consultant  
**Timelines:** January 1, 2014 - December 31, 2014  
**Project Cost:** $5,000
2012 ADVOCACY AND COMMUNICATIONS PROJECTS
TOTAL COST OF 2012 ADVOCACY AND COMMUNICATIONS PROJECTS: $20,000

Project Number: A1-12
Project Name: Ongoing Support
Guiding Principles: Not applicable
Project Description: Provide ongoing support to meet the Board and Committees' advocacy and communications needs.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2012 - December 31, 2012
Project Cost: $5,000

Project Number: A2-12
Project Name: Update Advocacy & Communications Strategy
Guiding Principles: Not applicable
Project Description: Work with consultants to update the Advocacy and Communications Strategy including revised key messages, events and target audiences.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2012 - June 30, 2012
Project Cost: $10,000

Project Number: A3-12
Project Name: Implement Advocacy & Communications Strategy
Guiding Principles: Not applicable
Project Description: Implement the revised Advocacy and Communications strategy, including presentations, advocacy production of materials (i.e. banners, brochure, etc.).
Project Delivery: CRB staff
Timelines: January 1, 2012 - December 31, 2012
Project Cost: $5,000

Project Number: A4-12
Project Name: Implement Long Term Funding Strategy
Guiding Principles: Not applicable
Project Description: Long Term Funding Strategy for CRB will be developed by Governance Committee, Advocacy & Communications Committee will implement required steps as determined.
Project Delivery: CRB staff
Timelines: July 1, 2012 - December 31, 2012
Project Cost: $0
2013 ADVOCACY AND COMMUNICATIONS PROJECTS
TOTAL COST OF 2013 ADVOCACY AND COMMUNICATIONS PROJECTS: $20,000

Project Number: A1-13
Project Name: Ongoing Support
Guiding Principles: Not applicable
Project Description: Provide ongoing support to meet the Board and Committees’ advocacy and communications needs.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2013 - December 31, 2013
Project Cost: $5,000

Project Number: A2-13
Project Name: Update Advocacy & Communications Strategy
Guiding Principles: Not applicable
Project Description: Work with consultants to update the Advocacy and Communications Strategy including revised key messages, events and target audiences.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2013 - June 30, 2013
Project Cost: $10,000

Project Number: A3-13
Project Name: Implement Advocacy & Communications Strategy
Guiding Principles: Not applicable
Project Description: Implement the revised Advocacy and Communications Strategy, including presentations, advocacy production of materials (i.e. banners, brochure, etc.).
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2013 - December 31, 2013
Project Cost: $5,000

Approved by CRB Nov21/11
2014 ADVOCACY AND COMMUNICATIONS PROJECTS

TOTAL COST OF 2014 ADVOCACY AND COMMUNICATIONS PROJECTS: $20,000

Project Number: A1-14
Project Name: Ongoing Support
Guiding Principles: Not applicable
Project Description: Provide ongoing support to meet the Board and Committees’ advocacy and communications needs.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2014 - December 31, 2014
Project Cost: $5,000

Project Number: A2-14
Project Name: Update Advocacy & Communications Strategy
Guiding Principles: Not applicable
Project Description: Work with consultants to update the Advocacy and Communications Strategy including revised key messages, events and target audiences.
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2014 - June 30, 2014
Project Cost: $10,000

Project Number: A3-14
Project Name: Implement Advocacy & Communications Strategy
Guiding Principles: Not applicable
Project Description: Implement the revised Advocacy and Communications Strategy, including presentations, advocacy production of materials (i.e. banners, brochure, etc.).
Project Delivery: CRB staff/Consultant
Timelines: January 1, 2014 - December 31, 2014
Project Cost: $5,000
2012 BOARD PROJECTS
TOTAL COST OF 2012 BOARD PROJECTS: $125,000

Project Number: B1-12
Project Name: Consulting to provide Board Administrative Services
Guiding Principles: Not applicable
Project Description: Consulting to provide Board administration services.
Project Delivery: Consultant
Timelines: January 1, 2012 - December 31, 2012
Project Cost: $125,000

2013 BOARD PROJECTS
TOTAL COST OF 2013 BOARD PROJECTS: $125,000

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: $125,000

2014 BOARD PROJECTS
TOTAL COST OF 2014 BOARD PROJECTS: $125,000

Project Number: B1-14
Project Name: Consulting to provide Board administrative services.
Guiding Principles: Not applicable
Project Description: Consulting to provide Board administration services.
Project Delivery: Consultant
Timelines: January 1, 2014 - December 31, 2014
Project Cost: $125,000
2012 PIPELINE LINKAGES STRATEGY
PROJECTS
TOTAL COST OF 2012 PIPELINE LINKAGES
PROJECTS: $0

Project Number: P1-12
Project Name: Prepare and Implement a Pipeline Linkages Strategy
Guiding Principles: Support Regional Economic Development
Project Description: Prepare and Implement a Pipeline Linkages Strategy.
Project Delivery: CRB staff/Municipalities
Timelines: January 1, 2012 - December 31, 2012
Project Cost: $0