Meeting Agenda
November 14, 2013 – 9:00 a.m. – Noon
Fairmont MacDonald, Empire Ballroom
10065 100 St, Edmonton

Open to the Public

1. Call to Order
2. Roundtable – self introductions
3. CEO
   a. Selection of CRB Chair
4. Chair’s Opening Remarks
5. Approval of Agenda
6. Approval of Minutes of September 12, 2013
7. Governance
   a. CRB Committee Structure Implementation Plan
      
      **Motion:** That the Capital Region Board implement the CRB Committee Structure Implementation Plan as presented.
   b. Breakout Session for Committee Membership Selection *(in breakout locations)*
   c. Committee Appointments
      
      **Motion:** That the Capital Region Board approve the Committee and Task Force appointments as presented
   d. CRB Board and Committee Meeting Schedule *(for information only)*
8. Old Business
   a. CRB Membership Review
      
      **Motion:** That the Capital Region Board postpone any discussion on the Membership Review until sometime later in 2014.
   b. Planning Session to Review CRB Voting Structure – *Warburg*
   c. Planning Fund for Small Communities – *St. Albert*
   d. REF Amendment – *Land Use Committee*
      
      **Motion:** That the Capital Region Board postpone these motions after the Board has had the opportunity to complete its strategic plan.
9. Administrative Items
   a. Quarterly Financial Statement *(for information only)*
   b. CRB 2014 Budget
      Motion: That the Capital Region Board approve the 2014 Budget as presented.
   c. Six Month Interim Activity Report
   d. CEO’s update
   e. Upcoming Sessions
      i. CRB Orientation Session Agenda, January 17, 2014
      ii. CRB Strategic Planning Session Agenda, February 8, 2014

10. Adjournment
Minutes of a meeting of
the Capital Region Board
held at Chateau Louis, Grand Ballroom
on Thursday, September 12, 2013

Delegates in Attendance:
Mayor Nolan Crouse – St. Albert/Chair
Mayor Camille Berube – Beaumont
Mayor Don Rigney – Sturgeon County
Mayor Stephen Mandel – Edmonton
Mayor Gale Katchur – Fort Saskatchewan
Councillor Doug Horner - Gibbons
Councillor Dwight Ganske – Stony Plain
Mayor Dawson Kohl - Warburg
Mayor Bill Skinner – Town of Lamont
Councillor Jocelyn MacKay – Leduc County
Councillor Trina Jones - Legal
Mayor Linda Osinchuk – Strathcona County

Mayor Randy Boyd – Bon Accord
Mayor Greg Krischke – City of Leduc
Councillor Bill Purdy - Wabamun
Mayor Karl Hauch - Bruderheim
Councillor Lisa Holmes - Morinville
Mayor Anita Fisher - Devon
Mayor Rodney Shaigec – Parkland County
Alderman Jeff Acker – Spruce Grove
Mayor Mel Smith - Redwater
Reeve Wayne Woldanski – Lamont County
Ivan Moore – Government of Alberta

Absent:
Mayor Barry Rasch – Thorsby
Mayor Don Faulkner - Calmar

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

1. Call to Order and Chair’s opening remarks
   Called to order at 8:01 a.m.

2. Approval of Agenda
   The Chair amended the agenda to change the order of Item 8a and Item 7a.
   
   Moved by Mayor Boyd.
   
   Motion: To approve the agenda of September 12, 2013, as amended.
   
   Motion carried unanimously.

3. Approval of Minutes of July 11, 2013
   The Chair noted an error; to correct the spelling of Mayor Magera’s last name in the minutes.
   
   Moved by Councillor Purdy.
   
   Motion: To approve the minutes of July 11, 2013, as amended.
   
   Motion carried unanimously.

4. Other Business
   a. St. Albert Motions
      Chair Crouse relinquished the Chair position to CRB Vice Chair, Mayor Berube. Mayor Crouse introduced the Item.
      
      Moved by Mayor Crouse.
      
      i. Motion: The CRB support a budget allotment of an annual $100,000 fund from the $3,000,000 CRB funding be allocated to assist in planning within municipalities <3,500 in population, and that the CEO prepare a draft policy in this regard for review by the Governance Committee by March 31, 2014 prior to review at the Board.
      
      Mayor Mandel made a friendly suggestion to remove “$100,000” from the motion; Mayor Crouse accepted this change. Mayor Mandel put forward a motion.
      
      Moved by Mayor Mandel.
      
      Motion: That the Capital Region Board table this motion until after the 2013 election.
      
      23 in favour, 1 opposed. Supported by 17 or more municipalities comprising more than 75 percent of the population. Motion carried.

      St. Albert choose not to move the following motion:
      
      ii. Motion: the Board direct administration to include a $250,000 allowance ‘above the line’ on the next GreenTRIP list update. These undefined funds could be allocated to assist
municipalities <3,500 in population with public transit needs such as small buses, seniors vans, or other related “group transport” needs.

and

Administration recommend to the Province changes to the GreenTRIP criteria that would allow for such applications to be considered eligible. Mayor Berube introduced the item. Sharon Shuya gave a presentation providing an overview of the Project Charter developed to give a high level description of the Project’s scope, approach and proposed timelines. Ms. Shuya noted that herself and CEO, Doug Lagore would be willing to make a presentation to any member municipalities’ councils if requested.

5. Transit

a. GreenTRIP Priority List

Councillor Iveson introduced the Item regarding the updated GreenTRIP Priority List as recommended by the Regional Transit Committee.

Moved by Mayor Katchur.

Motion: That the Capital Region Board approve the 2013 GreenTRIP project list and request a letter be sent to the Minister of Transportation as an update of the Region’s transit priorities.

Motion carried unanimously.

6. Land Use

a. Regional Evaluation Framework (Ministerial Order L:270/10) Amendment

Mayor Fisher introduced the Item. Mr. Neal Sarnecki provided a brief presentation on the background and rationale regarding the recommendation from the Land Use Committee.

Moved by Mayor Fisher.

Motion: That the Capital Region Board direct the Board Chair to send a letter to the Minister of Alberta Municipal Affairs requesting that the Regional Evaluation Framework (Ministerial Order L:270/10) be amended by deleting Section 5.4 b) (ii) relating to the consistency of Statutory Plans and Statutory Plan Amendments with the regional population and employment forecasts in the Capital Region Growth Plan as recommended by the Land Use Committee.

Mayor Mandel put forward a motion.

Moved by Mayor Mandel.

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

17 in favour, 7 opposed. Supported by 17 or more municipalities comprising more than 75 percent of the population. Motion carried.
Motion: That the Capital Region Board direct the Board Chair to send a letter to the Minister of Alberta Municipal Affairs requesting that the Regional Evaluation Framework (Ministerial Order L:270/10) be amended by deleting Section 5.4 b) (ii) relating to the consistency of Statutory Plans and Statutory Plan Amendments with the regional population and employment forecasts in the Capital Region Growth Plan as recommended by the Land Use Committee.

Motion postponed.

b. Population & Employment Clarification in REF

Mayor Fisher introduced the Item. Mr. Neal Sarnecki gave a presentation providing an overview of the REF interpretation guide for the Population & Employment Forecast Variances.

Mayor Mandel put forward a motion.

Moved by Mayor Mandel.

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

11 in favour, 13 opposed. Not supported by 17 or more municipalities comprising more than 75 percent of the population. Motion failed.

Mayor Osinchuk put forward an amendment.

Moved by Mayor Osinchuk.

Amendment: To add the words “for baseline information only” after the word criteria in the motion.

5 in favour, 19 opposed. Not supported by 17 or more municipalities comprising more than 75 percent of the population. Motion failed.

Moved by Mayor Fisher.

Motion: That the Capital Region Board approve the Population & Employment Forecast Variance process and criteria for Regional Evaluation Framework submissions as recommended by the Land Use Committee.

18 in favour, 6 opposed. Supported by 17 or more municipalities comprising more than 75 percent of the population. Motion failed.

7. Previous Business

a. Population & Employment Projections

Mr. Doug Lagore introduced the Item. Mr. Brendan Pinches gave a presentation on the Population & Employment Projections providing an overview of the municipal feedback received and the responses of CRB Administration. It was requested that CRB Administration work on a policy process for updating the Population & Employment Projections in the future.
Mayor Mandel put forward a motion.

**Moved by** Mayor Mandel.

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

12 in favour, 12 opposed. Not supported by 17 or more municipalities comprising more than 75 percent of the population. **Motion failed.**

**Moved by** Mayor Berube.

**Motion:** That the Capital Region Board approve the updated Population and Employment Projections as recommended by Capital Region Board Administration.

Mayor Boyd put forward an amendment.

**Moved by** Mayor Boyd.

**Amendment:** To change the word “approve” to “accept” and add the words “as a guideline” to the motion.

The amendment was accepted as a friendly amendment.

Mayor Mandel put forward an amendment.

**Moved by** Mayor Mandel.

**Amendment:** To add the words “in its decision making process” to the motion.

The amendment was accepted as a friendly amendment.

**Moved by** Mayor Berube.

**Amended Motion:** That the Capital Region Board accept the updated Population & Employment Projections as a guideline in its decision making processes as recommended by Capital Region Board Administration.

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

8. Governance

a. CRB Committee Structure

Mayor Berube introduced the Item. Mr. George Cuff from George B. Cuff & Associates provided a presentation on his report for the Committee Structure Review. It was noted that the recommendations in the Report (p. 64 & 65) will be reviewed with a committee and a full implementation report will come back to the Board at a future date.

Mayor Boyd put forward an amendment.
Moved by Mayor Boyd.
Amendment: To add “effective November 2013” to the end of the motion.

The amendment was accepted as a friendly amendment.

Moved by Mayor Berube.

Amended Motion: That the Capital Region Board approve Option B as outlined in the Committee Structure Review Report, as recommended by the Governance Committee effective November 2013.

19 in favour, 5 opposed. Supported by 17 or more municipalities comprising more than 75 percent of the population. Motion carried.

10:46 am Councillor Gibbons replaced Mayor Mandel as Edmonton’s representative.
Wabamun’s representative, Councillor Purdy, left the meeting.
10:50 am Councillor Lumsden replaced Mayor Smith as Redwater’s representative.
10:51 am City of Leduc’s representative, Mayor Krischke, left the meeting.
Bon Accord’s representative, Mayor Boyd, left the meeting.
10:56 am Lamont County’s representative, Reeve Woldanski, left the meeting.
11:06 am Fort Saskatchewan’s representative, Mayor Katchur, left the meeting.

Item 9b was addressed prior to Item 9a

9. New Business
   a. Membership Review (City of Fort Saskatchewan)
      Mr. Doug Lagore introduced the Item. Mr. George Cuff gave a presentation on his report regarding the review of the CRB Membership.
      Moved by Mayor Osinchuk.
      Motion: That the Capital Region Board receive the Cuff Report regarding the Membership Review as information.
      Motion carried unanimously.

   b. CRB Chair’s Term
      Mr. Doug Lagore introduced the Item.
      Moved by Mayor Berube.
      Motion: That the current Chair’s term be extended until such time as a new Chair is selected in accordance with the Board’s policy subject to Ministerial approval if necessary.
      Motion carried unanimously.

10. Committee Minutes
    a. Land use Committee
Mayor Fisher noted the likelihood of cancelling the September Land Use Committee meeting. A notice will be sent confirming the meeting status following the Board meeting.

b. Transit Committee
a. Governance Committee

11. In Camera (if required)

12. Adjournment
   The meeting was adjourned at 11:22 a.m.

______________________________
CRB Chair, Nolan Crouse

______________________________
CRB CEO, Doug Lagore
CRB Committee Structure Implementation Plan

Motion

That the Capital Region Board implement the CRB Committee Structure Implementation Plan as presented.

Background

- On June 13, 2013 the Board instructed the CEO to review all the Board’s Committees/Structure with a view to utilize the resources of the Board most efficiently and report back to the Board with potential recommendations prior to the Municipal Election in October.

- On September 12, 2013 the Board passed a motion to approve Option B outlined in the “Review of the Committee System” report submitted by George B. Cuff & Associates and asked CRB Administration to prepare an implementation plan.

- The attached Committee Structure Implementation Plan has been prepared to support the Board in the practical implementation requirements of Option B. In some cases, Mr. Cuff’s report recommendations have been refined by Administration to fill gaps and to allow for the operational realities (opportunities and constraints) of CRB business.

Recommendation

That the Board support the implementation of the committee structure as described in the Committee Structure Implementation Plan.
Committee Structure Implementation Plan
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Introduction

This implementation report was developed as a result of the August 12, 2013 “Review of the Committee System (Capital Report Board)” report (referred to as the “Cuff Report”) that was prepared by George B. Cuff & Associates at the request of the Board.

Following the issuance of this report, the Governance Committee met to review the report and recommended that the report be accepted by the Board at its next meeting: “That the Capital Region Board approve Option B as outlined in the Committee Structure Review Report, as recommended by the Governance Committee.”

At its September 12, 2013 meeting, Mr. Cuff presented the report to the Board. The Board passed the following motion: “That the Capital Region Board approve Option B as outlined in the Committee Structure Review Report, as recommended by the Governance Committee effective November 2013.”

This document, the Committee Structure Implementation Plan (referred to as the “Plan”) has been developed by CRB Administration to support the Board in the practical implementation requirements of Option B. In some cases, Mr. Cuff’s report recommendations have been refined by Administration to fill gaps and to allow for the operational realities (opportunities and constraints) of CRB business.

Recommendation

That the Capital Region Board implement the CRB Committee Structure Implementation Plan as presented.
November 2013 Committee Structure

Legend:

- **Name** – Title of meeting group
- **Membership** – Number of proposed voting members
Capital Region Board

Board meetings will continue to be scheduled on a monthly basis and in doing so, remain accountable for the integrity and delivery of the Board’s mandate as determined by the CRB Regulation and the Board strategic and business plans. Cuff Report recommendation 11.13 which is also detailed in Section 10.5 Board (pgs 62-63), advised that the Board place priority and include in its agenda and work plan the following areas of importance:

Legal Status
- Ensure that the Board meets its reporting requirements with respect to the legislative/regulatory framework (i.e. Annual Report to the Minister of Municipal Affairs) and any other legal agreements (i.e. quarterly reporting required by Grant Agreement with the Minister of Municipal Affairs)

Public Policy
- Direct any legislative, policy and program issues and opportunities affecting the Board’s mandate and priorities relative to federal/provincial governments

Capacity Building
- Support committees/task forces in fulfilling their mandate
- Consider recommendations from the Board’s committees that provide advice regarding positions and responses to provincial and federal issues (legislative, policy and program) affecting the CRB
- Oversee the monitoring and reporting of performance in implementing the Capital Region Growth Plan
- Oversee the performance of the CEO; appraise annually.

Oversight & Monitoring
- Ensure that the CRB Chair and Chief Executive Officer have current position descriptions with clear descriptions of their roles, responsibilities, and authority
- Responsible for the compensation and annual performance evaluation of the CEO

Selection of Senior Officers
- Lead the recruitment and selection of the Board Chair and Chief Executive Officer
**Meeting Frequency**

The Board meetings will continue to be scheduled on a monthly basis; however, the Board Chair and CEO may determine that regular monthly Board meetings may not be warranted. As noted on page 34 of the Cuff Report, “It is a standard rule of thumb for committees and boards to meet when there is justification to meet. Holding to a rigid schedule not only adds to the cost burden of CRB but it also has the potential to irritate those who expect to be asked for their judgment on issues which are fully baked, not which have recently been placed in the oven”.

Performance Monitoring Committee (PMC)

This committee, which was referred to as the Agendas Committee in the Cuff Report (pg 62), is tasked with monitoring the Board’s progress towards its stated goals (Business and Strategic Plans, and Growth Plan), assessing the alignment of the Board’s activities in meeting its stated objectives, and making recommendations to the Board to improve its performance.

**Mandate**

Reporting to the Board, this committee’s mandate is to:

- Monitor and report on the Board’s progress as set out in its approved business, strategic and Growth plans;
- Identify risks and issues that may be inhibiting the Board’s progress and propose solutions;
- Identify emerging issues and opportunities to the Board; and
- Identify where changes are needed or enhancements can be applied to further reinforce the progress of the Board’s collective efforts.

**Meeting Frequency**

The committee will meet quarterly after a Board meeting or at the call of the Chair as warranted.

**Membership**

This committee will consist of 5 members: the Board Chair, the Chairs from the three standing committees of Governance, Priorities & Finance, Land Use & Planning and Regional Services, and a member at large. Membership will be reviewed by the Board on a bi-annual basis.

**Leadership**

The committee will select a Chair from amongst its members and the Board Chair will not be eligible to Chair this committee.

**Support/Resources**

The CEO will support this Committee drawing upon CRB staff as required.
CAO Advisory Committee

Facilitated by the CRB CEO, the CAO Advisory Committee exists to provide advice and strategic guidance to CRB Administration through to the Board.

**Mandate**
As necessary, this committee will provide direction on priority projects that are undertaken by the CRB. In doing so, this committee will provide advice on project terms of references and work plans based on the scope and direction of the project. From time-to-time, this committee may review draft deliverables and supporting documents for completeness and to ensure project goals have been met. Review and comment of the implementation plans and advice on communication plans, may also be solicited.

**Meeting Frequency**
The committee will meet at the call of the CRB CEO on an as-needed basis as Board issues and projects would benefit from CAO advice and awareness.

**Membership**
The CAO Advisory Committee consists of the CAOs from the 24 member municipalities and the CRB CEO.

Non-Voting Ex Officio: CRB Project Managers

**Leadership**
The CRB CEO will Chair this Committee.
Governance, Priorities & Finance Committee (GPFC)

This Committee will be expected to provide the best collective and strategic advice to the Board. In doing so, the Committee would be expected to consult with Board members and leverage expertise from Administration to provide the Board with timely advice related to: the Board’s strategic agenda and the need for and mandate for proposed task forces.

Mandate

Reporting to the Board, this proposed standing committee will be responsible for the following:

Business & Budget Planning

- Facilitate processes to develop a four-year strategic plan, establish annual regional priorities and develop the rolling four-year business plan and budget
- Recommend a four-year rolling business plan and budget to the Board based on the Board’s strategic plan and input received from its members and standing committees
- Recommend the establishment of task forces to the Board as deemed necessary to fulfill the Board’s business plan

Monitoring and Audit

- Monitor and review the annual audit and report to the Board regarding financial performance on a regular basis
- Facilitate the development of the Annual Report and other reporting requirement of the legislative/regulatory framework
- Report to the Board regularly on overall results as achieved by its committees and task forces
- Meet with the Auditor independent of the administration at minimum on an annual basis

Policy Advice

- Formulate and recommend any positions and responses to provincial and federal issues (legislative, policy and program) affecting the CRB
- Recommend new/revised policies which will guide the CRB
- Assess current policies on a regular basis
- Recommend that the Board establish specific task forces which enable the CRB to get its business done, based in part on the advice received from the other standing committees
- Provide advice to the Board on governance issues
- Provide advice to guide the development of policy and procedures for the Board (i.e. corporate policy and by-laws)
- Recommend changes to the Board, Committee and Task Force meeting procedures as deemed necessary and timely
Intergovernmental Relations and Advocacy
- Inform and provide recommendations regarding legislative, policy and program issues and opportunities affecting the Board’s mandate and priorities to key federal and provincial governments
- Advocate to orders of government (Provincial and Federal) to ensure adequate and sustainable funding is available for regional priorities as established by the Board
- Support committees/task forces in fulfilling their mandate

Education, Communications and Capacity Building
- Identify and develop advocacy, education and communications strategies in order to raise awareness, bring clarity and/or gain support from various stakeholders to address specific challenges or opportunities. Examples: pipeline linkages and regional energy infrastructure
- Support the development and implementation of strategies that help member municipalities to better understand the Board mandate, role, Growth Plan and strategic priorities
- Enable proactive consultation and communications with member municipalities

Succession Planning
- Advise of relative to the timing and process of selection of the Board Chair and Chief Executive Officer

Regional Awareness & Relationships
- Raise awareness and understanding amongst regional stakeholders of the Board’s vision, role and mandate with respect to regional planning and growth management through the development and staged implementation of an education and communications strategy
- Build effective working relationships with stakeholders which enable progress toward regional priority initiatives, implementation of the Capital Region Growth Plan and the achievement of the Board’s mandate and vision
- Monitor stakeholders’ awareness and perception of the Board, its strategic direction, priorities and the Capital Region Growth Plan
- Get the message of the CRB out to the intended audiences

Growth Plan Update Project Task Force
- Provide policy oversight and guidance for this project
- Recommend intermediate updates and the final report to the Board
**Meeting Frequency**
It is proposed that this committee meet bi-monthly or at the call of the Chair as warranted.

**Membership**
This committee will consist of 9 members: Edmonton, 2 Cities, 3 Counties, 2 Towns and a Village as determined by the Board. Membership will be reviewed by the Board on a bi-annual basis.

Non-Voting Ex Officio: CRB Chair

**Leadership**
At its first meeting, the committee will select its Chair and Vice-Chair from amongst its membership. If there is a change in the committee’s membership, the committee should review and select its Chair and Vice-Chair.

**Support/ Resources**
The CEO will support this Committee drawing upon CRB staff as required.
Regional Services Committee (RSC)

The Regional Services Committee would act as an oversight body for regional services and non-land use projects as authorized by the Board.

Mandate
Reporting to the Board, this standing committee will be responsible for the following:

Business & Budget Planning
- On an annual basis, recommend a rolling four year business plan and budget for the committee and its task forces to the Governance, Priorities and Finance Committee for consideration in the Board’s annual business plan update

Housing
- Guide and oversee the implementation of the Housing Vision and Plan through a policy framework that includes the integration of all strategic priorities of the Growth Plan
- Provide leadership for the development and implementation of an effective regional planning model to facilitate a greater supply of non-market and market affordable housing, based on need and priority, throughout the Region
- Provide leadership on behalf of the region to work with other orders of government to advocate for policy changes affecting the supply of non-market and market-affordable housing. This may include, but not limited to funding models, legislative or regulatory changes, programs, policies and priorities to effectively address the supply and distribution of non-market and market affordable housing in the Region
- Oversee the development of a monitoring and measurement framework that will report on housing trends in affordability, density, diversity of housing types and housing need
- Provide leadership in developing strategic partnerships with all stakeholders involved in enabling non-market and market affordable housing in the region
- Facilitate education and sharing of best practices among municipalities

Regional Transit
- Advocate and continually promote (under the policy guidance of the Board) the Capital Region’s Intermunicipal Transit Network Plan
- Represent regional transit interests while respecting and giving due consideration to local issues and preferences
- Provide oversight and policy guidance to the deployment of intermunicipal transit facilities and services ensuring that these are integrated and aligned with the region’s transportation needs and the Capital Region Board’s Land Use Plan
- Recommend priorities for deployment of regional capital and operating resources for regional transit projects

Transit and Housing Task Forces:
- Provide policy oversight and guidance to the task forces
- Recommend intermediate updates and final reports to the Board

Meeting Frequency
It is proposed that this committee meet bi-monthly or at the call of the Chair as warranted.

Membership
This committee will consist of 9 members: Edmonton, 2 Cities, 3 Counties, 2 Towns, and a Village as determined by the Board. Membership will be reviewed by the Board on a bi-annual basis.

Non-Voting Ex Officio: CRB Chair

Leadership
At its first meeting, the committee will select its Chair and Vice-Chair from amongst its membership. If there is a change in the committee’s membership, the committee should review and select its Chair and Vice-Chair.

Support/ Resources
The CEO will support this Committee drawing upon CRB staff as required.
Land Use & Planning Committee (LUPC)

This committee will provide leadership in the development and enhancement of integrated land use policy and planning through the completion of projects authorized by the Board.

**Mandate**

Reporting to the Board, this standing committee will be responsible for the following:

**Business & Budget Planning**
- On an annual basis, recommend a rolling four year business plan and budget for the committee and its task forces to the Governance, Priorities and Finance Committee for consideration in the Board’s annual business plan update

**Land Use Policy Leadership**
- Guide and oversee the implementation of the Land Use Plan through a policy framework that includes the integration of all strategic priorities of the Growth Plan
- Recommend suitable land use policies which are consistent with the Growth Plan
- Provide strategic advice to the Board for municipalities implementing regional Land Use Plan policies at the municipal level within the existing municipal planning processes
- Ensure that regional and community priorities guide decision-making and implementation

**Energy Corridors Task Force:**
- Provide policy oversight and guidance to the task forces
- Recommend intermediate updates and final reports to the Board

**Meeting Frequency**

It is proposed that this committee meet bi-monthly or at the call of the Chair as warranted.

**Membership**

The committee will consist of 9 members: Edmonton, 2 Cities, 3 Counties, 2 Towns, and a Village as determined by the Board. Membership will be reviewed by the Board on a bi-annual basis.

Non-Voting Ex Officio: CRB Chair

**Leadership**

At its first meeting, the committee will select its Chair and Vice-Chair from amongst its membership. If there is a change in the committee’s membership, the committee should review and select its Chair and Vice-Chair.

**Support/ Resources**

The CEO will support this Committee drawing upon CRB staff as required.
Proposed Task Forces

Task forces are established by the Board to address specific projects that are deemed complex and/or significant enough to warrant a dedicated commitment of Board members to garner the best possible outcomes/advice to the Board. Task forces may report to a standing committee or directly to the Board as determined by the Board. As projects are not defined as an ongoing program but rather having a strategic focus with a beginning and end, all task forces will exist until the project concludes and a Board recommendation has been made. For a detailed description of the general terms of references for task forces, refer to Appendix A – General Terms of Reference for Committees & Task Forces.

Meeting Frequency
Specific to each task force, meeting frequency will be established to align with key milestone and delivery dates of the project where policy guidance and recommendations to the Board are required and, where warranted, at the call of the chair.

The following task forces are recommended:

1. Growth Plan Update
2. Transit
3. Housing
4. Energy Corridors
Growth Plan Update

Description
The goal for the 2015 Growth Plan update is to build on past successes and to create one plan for the Region rather than a plan that affects 24 municipalities. This requires a shift in thinking about being part of one metropolitan region: a CRB that works collaboratively to achieve the best outcomes for Regional citizens. The intent is to update and enhance the Growth Plan to allow the Board to accomplish more than each individual municipality competing on its own for scarce resources. Managing growth as one region is essential to ensuring the Region achieves its full economic potential in a global context. This is the CRB’s opportunity to get it right: capitalize on our collective capacity, strengths and distinctiveness of our communities by strategically investing in core and social infrastructure based on our shared vision for the future of the Capital Region.

Mandate
Complete an integrated update of the Growth Plan for the upcoming 50 year timeframe.

Membership
This task force membership will consist of 7 members: Edmonton, 2 Cities, 2 Counties, 1 Town and a Village.

Deliverables
The task force will strive to complete and recommend the following deliverables to the Board, through the Governance, Priorities and Finance Committee:

1. Shared Vision and Guiding Principles by April 30, 2014
2. Integrated policy framework to support growth management by December 31, 2014
3. Identification of 5 year infrastructure priorities by December 31, 2014
4. Monitoring and reporting framework for implementation by March 31, 2015
5. Roles and areas of responsibility and accountability among the different stakeholders by March 31, 2015
6. GIS data and information layers to support Growth Plan decision-making going forward by March 31, 2015

Term
This task force will be established in 2014 with an expectation that the project deliverables will be recommended to the Board by July 2015.
Transit

Description
To prepare a business case that examines the feasibility and merits of forming a Regional Transit Commission for the Capital Region. The study is the second project to exploring different governance models to support the expansion of public transit within the Region in support the region’s growth plan.

Mandate
The purpose of this task force is to oversee the development of the business case that will enable the three transit operators in the region to assess the feasibility and merits of establishing a Regional Transit Commission within the Alberta Capital Region. The costs and benefits at a regional level will be of interest to the CRB.

Membership
Membership for this project requires the participation and expertise of the 3 existing transit operators in the region and those who currently contract with the existing operators. This task force membership will consist of 7 members: the cities of Edmonton, Fort Saskatchewan, Leduc, St. Albert and Spruce Grove; Strathcona County and Sturgeon County.

Deliverables
The task force will strive to complete and recommend the following deliverables to the Board, through the Regional Services Committee:

1. Final Report – Report will document all information gathered, analyses carried out and conclusions and recommendations reached in March 2014
2. Executive Level presentation (power point) - the presentation will include the study objectives, process, key findings and recommendations.

Term
There is an expectation that the project deliverables will be recommended to the Board by the fall 2014.
Housing

*Description*

The Capital Region Housing Plan describes the need for a rolling, ten-year regional housing plan that will identify the housing priorities for the Capital Region, develop policies and appropriate targets, monitor outcomes, and ensure the equitable distribution of affordable housing with a diverse range of built forms and tenure options. The Housing Plan also states that the development of this plan will be supported through sub-regional planning.

This project will identify the means and objectives of carrying out sub-regional and regional housing plans (e.g. coordination, collaboration, access to funding, logical distribution of resources, etc.), define the required contents of these plans, and establish the necessary roles and responsibilities.

*Mandate*

The task force will investigate how municipalities within each of the Capital Region’s six sub-regions will work together with the provincial government to carry out the sub-regional planning required to develop and implement a regional housing plan. The task force will document the recommended objectives and content of sub-regional and regional housing plans.

*Membership*

For housing planning purposes, the Capital Region has been divided into six sub-regions. Therefore this task force will consist of 6 members – 1 from each sub-region. Each sub-region will select its own representative.

*Deliverables*

The task force will strive to complete and recommend the following deliverables to the Board, through the Regional Services Committee:

1. Final Report that establishes planning objectives, processes, roles and responsibilities, along with any resource requirements related to the preparation of sub-regional and regional housing plans – February 2015
2. Implementation and Communications Plans - March 2015

*Term*

There is an expectation that all project deliverables will be recommended to the Board by April 2015.
Energy Corridors

Description
The purpose of the Regional Energy Corridors Study is to define a framework for accommodating Regional Energy Corridors within the Capital Region in a manner that is consistent and compatible with the principles and policies of the Capital Region Growth Plan.

The outcomes will meet the objectives of the Capital Region Growth Plan to promote an integrated and strategic approach to planning for future growth in the Capital Region; to identify the overall development pattern and key future infrastructure investments that would best complement existing infrastructure, services and land uses and maximize benefits to the Capital Region; and to co-ordinate decisions in the Capital Region to sustain economic growth and ensure strong communities.

Mandate
The purpose of this task force is to oversee the development of the Regional Energy Corridors framework.

Membership
This task force membership will consist of 3 members: 1 City, 1 County and 1 Town.

Deliverables
The task force will strive to complete and recommend the following deliverables to the Board, through the Land Use & Planning Committee:

1. Final Report – Report will document all information gathered, analyses carried out and conclusions and recommendations reached by July 2014

2. Executive Level presentation (PowerPoint) - the presentation will include the study objectives, process, key findings and recommendations.

Term
It is recommended that this task force be established in early 2014 with an expectation that the project deliverables will be recommended to the Board by the summer 2014.
Recommended Policy Enhancements

This section summarizes the more substantial policy changes either identified within the Cuff Report or required to support the implementation of the recommendations provided in the Cuff Report. Following the implementation of this document, these policies will developed to reflect the changes described in this section.

Enhancements to Existing Policies

As a result of the Cuff Report recommendations, the following changes are recommended to the Board’s existing policies:

Policy G003 Remuneration and Expenses – Board, Committee and Task Force Members
To support the Cuff Report recommendation to add task forces, this policy will be amended (guidelines #1a, 1b, 2a, 2b, and 2c) to include per diem and travel expense eligibility for task force members or their alternates and to remove references to the Advocacy and Communications Committee.

Policy G010 Selection of Board Chair or Interim Chair and Vice-Chair
This policy will be updated to simplify the wording of the policy and to indicate that the Chair of the Governance, Priorities and Finance Committee will be deemed the Vice-Chair of the Board.

Policy G011 Board and Committee Member Code of Conduct and Ethics
This policy will be updated to reflect the Cuff Report’s recommendation (Recommendation 11.6, pg 64) that was further reinforced by the legal opinion provided by Reynolds Mirth Reynolds and Farmer on August 13, 2013 that it is expected that all Board, committee and task force members and their alternates are expected act in the best interests of the Region.

New Policies

1. Role and Authorities of the Board Chair / Interim Chair and Vice-Chair
This new policy will clarify the Board Chair’s and Vice-Chair’s role and responsibilities. It will include matters such as specific delegated Board authorities, setting of Board agendas, signing authorities, relationship with the committees, task forces and CRB CEO; and other matters as listed in approved job description.

2. Terms for Committees and Task Forces
As stated in Cuff Report Section 7.7 Our Assessment of Committees (pg 23-26), recommendations will be used to develop a new policy that clarifies the establishment and expected operational standards for each committee and task force including but not limited to: clear and concise mandate statement;
clarity of scope, goals and priorities; policy orientation with a focus on results; accountability and transparency.

As each committee and task force is established, the terms of reference will include a description, mandate, membership, deliverables and term. The general terms as described in Appendix A, General Terms of Reference for Committees & Task Forces, will form part of this new policy and will apply to all committees and task forces unless specifically amended and approved by the Board.

3. **Committee and Task Force Meeting Procedures**

Each committee and task force shall follow Policy G005 Board Meeting Procedures with the exception of Sections 5 (Quorum) and 11 (Voting), as appropriate.

4. **Role and Responsibilities of Committee and Task Force Chairs and Vice-Chairs**

As stated in Cuff Report Section 7.8.9 Chairs of Committees (pg 35) and recommendation 11.9, a new policy will be developed that will define the role and responsibilities of committee and task force chairs and vice-chairs. This policy will include matters such as agenda building (Section 7.7, pg 24), the need to follow established meeting procedures, meeting conduct and scheduling, reporting, and the requirement to ensure the committee or task force adds value while remaining within its defined scope and deliverables.

5. **Monitoring and Evaluating Board Performance**

As stated within Cuff Report, Sections 9.3 Ensure Clear Governance Roles for Board (pgs 42-45) and 10.5 Board (pgs 62-63), it is recommended that the Board ensure it monitors and evaluates its performance, specifically related to:

1. Legal Basis - The CRB is expected to monitor for compliance to the Regulation, Board-approved policies and any legal constraints placed on the CRB by the Province of Alberta;
2. Board effectiveness - This principle suggests that the Board has a role in assessing its own performance against reasonable or available standards;
3. Growth Plan Oversight - Oversee the monitoring and reporting of performance in implementing the Capital Region Growth Plan; and
4. CEO Oversight - Oversee the performance of the CEO and appraise annually.

With the support of the Performance Monitoring Committee, the Board’s oversight and assessment of its performance, its structure and in implementing the Capital Region Growth Plan with be strengthened.

To effectively complete this work, the Board will commit to the development of a strategic plan (that mirrors the length of the municipal election schedule), a rolling four year business plan that is updated annually, and the development and implementation of a monitoring and reporting framework to measure the Board’s performance and success in achieving its goals and targets as set out in the CRB Growth Plan.
Appendix A – General Terms of Reference for Committees & Task Forces

All committees and task force terms will be established with its own specific description, mandate and deliverables. However, unless deemed otherwise by the Board, all committees and task forces will share the following common terms:

**Authority**
All meeting groups established by the Board are considered advisory bodies to the Board and therefore must, by a passed motion, provide recommendation(s) to the Board for decision.

Task forces that have been established under the guidance of a specific committee are expected to seek counsel and support for any motions by their sponsoring committee before proceeding to the Board for decision.

**Amendments to the Terms of Reference**
At any time, a committee may consider changes to its Terms of Reference and recommend the proposed changes to the Governance, Priorities and Finance Committee, through to the Board for review and approval.

**Membership & Membership Terms**
**Standing Committees:** Committee membership will consist of 9 members: Edmonton, 2 cities, 3 counties, 2 towns and a village. Membership will be reviewed by the Board on a bi-annual basis.

**Task Forces:** Task Force membership will be determined on a case-by-case basis. The Board will consider the project requirements and members who have a vested interest and/or expertise to enable the best possible outcome for a specific project. Whenever feasible, membership will remain consistent until project completion.

**Appointment and Term of the Chair and Vice-Chair**
At its first meeting, the committee or task force will select its Chair and Vice-Chair from amongst its membership. At the end of a two year period, once the committee membership has been reviewed by the Board, the committees will also review and select its Chair and Vice-Chair. If applicable, task forces should also review and select its Chair and Vice-Chair on a bi-annual basis.

**Ex-officio**
The Board Chair will be considered non-voting ex officio in all meeting groups with the exception of the Board and Performance Monitoring Committee.
Whenever viable, Provincial and/or key stakeholder representatives will be invited to attend a committee and/or task force meetings as ex-officio members to contribute their expertise and knowledge towards a particular outcome.

**Decision-Making**
Decisions, recommendations and actions determined by each committee/task force will be driven by the desired outcome to do what is in the best interests of the Capital Region. Only elected officials that are designated as voting members of a committee or task force, or their designated alternate, may vote. Each member will have one vote.

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

**Quorum**
Quorum is defined as fifty percent plus one of standing membership.

**Dispute Resolution**
The committee and task force Chairs are accountable for ensuring effective and collaborative committee operations and decision making. Where the Chair’s efforts are unable to resolve a dispute, the matter will be brought to the applicable standing committee or Board for discussion and resolution.

**Support/Resources**
Committees and task forces will be supported by the Chief Executive Officer, Capital Region Board staff and consultant resources, and others as determined by its mandate and the Board’s approved business plan and budget. The Chief Executive Officer may establish an administrative working or advisory group as deemed necessary to support a committee or task force project.

**Communications**
The Chief Executive Officer will act as the single point of contact for all communications requests for the Board and will determine the appropriate level of response required. This may result in responses being required from the Board Chair/Interim Chair, a committee or task force Chair, members, Board administration, or the Chief Executive Officer.

**Status of Meetings**
Committee and task force meetings are open to the public including all members of the CRB (elected officials and their alternates), administrative representatives from all CRB member municipalities and members of the public. Committees and task forces may invite individuals from the province, industry, the general public or other Board/committee members to participate in specific agenda items. Committee and task force minutes are public records.
Section 602.08 (1) of the *Municipal Government Act* (MGA) states that the committee may close all or part of their meetings to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the Freedom of Information and Protection of Privacy Act.

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

**Reporting**
Committees and task forces are expected to provide the Board, through established communication channels and schedules, sage advice, descriptions and recommendations to resolve existing issues, status and progress as it relates to its mandate and expected deliverables.

**Meeting Agendas & Minutes**
All CRB meeting agendas, minutes, reports, briefings and supporting documentation will be provided in an electronic format.

In general, CRB meeting agendas and pre-read materials, where available, will be provided at least one week in advance of a scheduled meeting.

All committees and task forces will include their meeting minutes with the next Board meeting agenda package.
## Appendix B – Review of the Committee System (Capital Report Board) Report Recommendations

This Appendix provides a cross-reference between the report prepared by George B. Cuff & Associations and this implementation plan.

<table>
<thead>
<tr>
<th>Cuff Report Recommendations</th>
<th>Actions Taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.1 We recommend that the CRB move to accept this Report “in principle”.</td>
<td>Complete. September 12, 2013 Board Motion “That the Capital Region Board approve Option B as outlined in the Committee Structure Review Report, as recommended by the Governance Committee effective November 2013” was passed. CRB Administration was asked to prepare a Committee Structure Implementation Plan.</td>
</tr>
<tr>
<td>11.2 We recommend that the Board commend the efforts of the committee members, staff advisors, regional CAOs and others involved in adding value through the current committee system.</td>
<td>Complete.</td>
</tr>
<tr>
<td>11.3 We recommend that the results to date through the committee system (see Sec. 7.6) be acknowledged and commended.</td>
<td>Complete.</td>
</tr>
<tr>
<td>11.4 We recommend that the committee system principles (Sec. 7.7) be accepted “for information”</td>
<td>This Plan, the Committee Structure Implementation Plan, addresses this work. Embedded within the new terms of references and policies (meeting procedures, role of chair, etc.). An all councils’ orientation has also been scheduled for January 17, 2013.</td>
</tr>
<tr>
<td>11.5 We recommend that the CRB review the basis of membership and determine whether any changes to the current composition ought to be made.</td>
<td>Refer to the Recommended Policy Enhancement section and in Appendix A.</td>
</tr>
<tr>
<td>Cuff Report Recommendations</td>
<td>Actions Taken</td>
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<tr>
<td>----------------------------</td>
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<tr>
<td><strong>11.6</strong> We recommend that the CRB seek legal counsel on the matter of a Board member’s duty to serve the best interests of the CRB (Sec. 7.8.2) while a member of it. “We were advised that CRB members may vote based on what is best for their municipality interest rather than what is best for the Region. Also, some members vote often in the negative if they see no value or gain to their municipality.”</td>
<td>A legal opinion was obtained August 13, 2013 from REYNOLDS MIRTH RICHARDS &amp; FARMER and distributed to CRB Members. This plan proposes that Policy G011 Board and Committee Member Code of Conduct and Ethics be updated.</td>
</tr>
<tr>
<td><strong>11.7</strong> We recommend that the Board review and underline its responsibility to appoint the members of CRB committees and task forces (Sec. 7.8.6).</td>
<td>Is addressed in this Plan, all appointments will be made by the Board.</td>
</tr>
<tr>
<td><strong>11.8</strong> We recommend that the frequency of committee and task force meetings (Sec. 7.8.8) be reviewed and that a more flexible, “need driven” approach be adopted.</td>
<td>Is addressed in this Plan within the proposed new terms of references for committees and task forces under meeting frequency.</td>
</tr>
<tr>
<td><strong>11.9</strong> We recommend that a role statement for chairs of committees and task forces (Sec. 7.8.9) be developed and adopted by the Board.</td>
<td>Is addressed in this Plan which proposes a new policy: Role and Responsibilities of Committee and Task Force Chairs and Vice-Chairs.</td>
</tr>
<tr>
<td><strong>11.10</strong> We recommend that our summary observations on the current committee system (Sec. 9.2) be accepted “for information”.</td>
<td>Complete. September 12, 2013 Board Motion “That the Capital Region Board approve Option B as outlined in the Committee Structure Review Report, as recommended by the Governance Committee effective November 2013” was passed.</td>
</tr>
<tr>
<td><strong>11.11</strong> We recommend that the Board role descriptors (Sec 9.3) be accepted for information.</td>
<td>Reviewed and acknowledged. Incorporated throughout this Plan including a greater focus on performance monitoring, strategic planning and enhanced policies.</td>
</tr>
<tr>
<td>Cuff Report Recommendations</td>
<td>Actions Taken</td>
</tr>
<tr>
<td>-----------------------------</td>
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</tr>
<tr>
<td>11.12 We recommend that the committee and task force protocols (Sec. 10.3) be adopted by the Board as guidance in these instruments of governance.</td>
<td>This Plan proposes a new policy: Committee and Task Force Meeting Procedures.</td>
</tr>
<tr>
<td>11.13 We recommend that the Board retain to itself those functions described (Sec. 10.5).</td>
<td>This Plan has addressed this recommendation in the Capital Region Board section.</td>
</tr>
<tr>
<td>11.14 We recommend that Option C be accepted by the Board and referred to the CEO and his administration for a report on its implementation.</td>
<td>The Board adopted Option “B” in its motion of September 12, 2013. This Plan has been based on the Option B and other Cuff Report recommendations.</td>
</tr>
</tbody>
</table>
Process to Appoint Municipal Representation on Committees & Task Forces

Purpose

This process will be used to appoint municipal representation for the various committees and task forces. Following this process, municipalities can appoint their individual member.

Municipal membership appointments are required for the following committee and task forces:

1. **Governance, Priorities & Finance Committee**: 2 Cities, 3 Counties, 2 Towns and 1 Village
2. **Land Use & Planning Committee**: 2 Cities, 3 Counties, 2 Towns and 1 Village
3. **Regional Services Committee**: 2 Cities, 3 Counties, 2 Towns and 1 Village
4. **Growth Plan Update Task Force**: 2 Cities, 2 Counties, 1 Town and 1 Village
5. **Energy Corridors Task Force**: 1 City, 1 County and 1 Town

• As outlined in the Committee Structure Implementation Plan:
  o The Transit and Housing Task Force memberships will not be determined through this process; and
  o The City of Edmonton will have representation on the Governance, Priorities & Finance Committee, Land Use & Planning Committee, Regional Services Committee and Growth Plan Update Task Force but not on the Energy Corridors Task Force. As a result, Edmonton will not participate in the selection process to determine representation from the remaining cities.

• The Performance Monitoring Committee membership will be determined after the Board Chair and Committee Chairs have been selected. This Committee will meet quarterly with the first meeting taking place in April 2014.

• In instances where there are less interested municipalities than available positions, the committee or task force membership will be reduced.

Process Description

1. The Board will divide into their various municipal categories: cities, towns, counties and villages.
2. For each committee and task force, the group will be asked the following:
   a. Which municipalities would like to be considered for appointment?
      ➔ In instances where the number of interested municipalities equals the number of positions available, those municipalities will be assigned
      ➔ In instances where the number of interested municipalities are less than the number of positions available, the interested municipalities will be assigned and the group will be polled again to determine if another municipality will consider putting their name forward
      ➔ In instances, where the number of interested are more than the number of positions available, then the group will need to determine if they wish to conduct an election by election or draw names
Appointment by Election:
1. Each municipality will receive 1 ballot for each committee and/or task force
2. Each municipality may cast as many votes as there are positions available. However, each vote must go to a different municipality otherwise the ballot will be deemed invalid
3. The municipality with the most votes will be appointed, followed by the second most votes and so on until all the available positions have been filled
4. Where there is a tie, the tied municipality’s names will be written on a slip of paper, put in a bowl and drawn by the facilitator. The municipality drawn will be appointed and the chart updated

Appointment by Draw:
1. For each municipality that has put their name forward for a specific committee or task force municipality names will be drawn by the facilitator. Those drawn will be considered assigned.
# Board And Committee Meeting Schedule

## BOARD MEETING SCHEDULE

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Status</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 14, 2013</td>
<td>9:00 a.m. - Noon</td>
<td>Fairmont MacDonald Hotel</td>
<td></td>
<td>Empire Ballroom</td>
</tr>
<tr>
<td>December 12, 2013</td>
<td>9:00 a.m. - Noon</td>
<td>Chateau Louis</td>
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<td>Grand Ballroom</td>
</tr>
<tr>
<td>January 9, 2014</td>
<td>9:00 a.m. - Noon</td>
<td>Chateau Louis</td>
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<td>Grand Ballroom</td>
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<tr>
<td>Orientation Session</td>
<td>January 17, 2014</td>
<td>8:00 a.m. - 3:00 p.m.</td>
<td></td>
<td>Dow Centennial Centre</td>
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<tr>
<td></td>
<td></td>
<td>Fort Saskatchewan</td>
<td></td>
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<tr>
<td>Strategic Planning Session</td>
<td>February 8, 2014</td>
<td>8:30 a.m. - 4:00 p.m.</td>
<td></td>
<td>Edmonton Petroleum Club</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pembina Room</td>
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<tr>
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<td>Grand Ballroom</td>
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<tr>
<td>March 13, 2014</td>
<td>9:00 a.m. - Noon</td>
<td>Chateau Louis</td>
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<td>Grand Ballroom</td>
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<tr>
<td>April 10, 2014</td>
<td>9:00 a.m. - Noon</td>
<td>Chateau Louis</td>
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<td>Grand Ballroom</td>
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<tr>
<td>May 8, 2014</td>
<td>9:00 a.m. - Noon</td>
<td>Chateau Louis</td>
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<td>St. Michael Room</td>
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<tr>
<td>June 12, 2014</td>
<td>9:00 a.m. - Noon</td>
<td>Chateau Louis</td>
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<tr>
<td>July 10, 2014</td>
<td>9:00 a.m. - Noon</td>
<td>Chateau Louis</td>
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<td>Grand Ballroom</td>
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<tr>
<td>August 14, 2014</td>
<td>9:00 a.m. - Noon</td>
<td>Chateau Louis</td>
<td></td>
<td>Grand Ballroom</td>
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<tr>
<td>September 11, 2014</td>
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<td>Chateau Louis</td>
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<td>Grand Ballroom</td>
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<tr>
<td>October 9, 2014</td>
<td>9:00 a.m. - Noon</td>
<td>Chateau Louis</td>
<td></td>
<td>Grand Ballroom</td>
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<tr>
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<td>St. Michael Room</td>
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<td>9:00 a.m. - Noon</td>
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<td>Grand Ballroom</td>
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</tbody>
</table>

## COMMITTEE MEETING SCHEDULE

### GOVERNANCE PRIORITIES & FINANCE

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
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<tr>
<td>February 10, 2014</td>
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<td>Edmonton Petroleum Club</td>
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<tr>
<td>April 14, 2014</td>
<td>9:00 a.m. - Noon</td>
<td>Rainbow Room</td>
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<tr>
<td>June 16, 2014</td>
<td>9:00 a.m. - Noon</td>
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<tr>
<td>August 18, 2014</td>
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<tr>
<td>October 20, 2014</td>
<td>9:00 a.m. - Noon</td>
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<tr>
<td>December 15, 2014</td>
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## Board And Committee Meeting Schedule

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<tr>
<th>LAND USE &amp; PLANNING</th>
<th>Date</th>
<th>Time</th>
<th>Location</th>
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<tr>
<td>October 22, 2014</td>
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<td>Edmonton Petroleum Club Rainbow Room</td>
<td></td>
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<tr>
<td>December 17, 2014</td>
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<table>
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<th>REGIONAL SERVICES</th>
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<tbody>
<tr>
<td>February 19, 2014</td>
<td>1:00 p.m. - 4:00 p.m.</td>
<td>Edmonton Petroleum Club Rainbow Room</td>
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<td>Edmonton Petroleum Club Rainbow Room</td>
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<table>
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<tr>
<th>PERFORMANCE MONITORING</th>
<th>Date</th>
<th>Time</th>
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<tbody>
<tr>
<td>April 10, 2014</td>
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<td>Edmonton Petroleum Club Rainbow Room</td>
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</tr>
</tbody>
</table>
CRB Membership Review

Motion

That the Capital Region Board postpone any discussion on the Membership Review until sometime later in 2014.

Introduction

The Capital Region Board Regulation established the Board and stipulates the member municipalities. It is clearly within the Province’s authority to designate or remove member municipalities.

Historically, since the establishment of the Board, some member municipalities, typically those who either reside further from the region’s center and/or have a small population have felt that it is not in their best interests or within their capacity to participate on the Board.

At the July 11, 2013 meeting, the Town of Redwater passed a motion asking the Board to support their request to withdrawal from the Board membership. The motion was defeated.

Background

- On July 11, 2013 Board meeting, the Town of Redwater identified itself as a member municipality that, by an approved Council motion, agreed that they should not be a member municipality and had subsequently written the Minister of Municipal Affairs requesting the Province’s support to withdraw. The Town of Redwater put forward the motion: “That the Capital Region Board supports the Town of Redwater's request to the Minister of Municipal Affairs to be removed as a member municipality of the Capital Region Board”, which failed.

- Following this vote at the same Board meeting, the City of Fort Saskatchewan put forward a Notice of Motion: “That CRB Administration be directed to present a report with possible changes to the CRB membership based on criteria, for the Board’s consideration at the September Board meeting and ultimate recommendation to the Minister of Municipal Affairs.”

- On July 15, 2013 the Minister of Municipal Affairs responded to the Town of Redwater’s request to withdraw from the Board membership indicating that the department was not in the position to undertake a review of the CRB regulation at that time but may consider doing so after the 2013 municipal election.

- CRB Administration engaged George B. Cuff and Associates Ltd. to prepare this report for delivery at the Board’s September meeting.
On September 12, 2013, Mr. George Cuff presented his report to the Board which included a number of recommendations. Leading these recommendations were:

- That the CRB not support any change at the present time in terms of its legally constituted membership.
- That the CRB should ask the Minister to re-examine this issue after the October 2013 municipal election.

Following Mr. Cuff’s presentation, the Board approved the motion: “That the Capital Region Board accept the Cuff Report regarding the Membership Review as information.”

The Capital Region Board Membership Review report was accepted as information by the Board. In doing so, the Board acknowledged that the timing for a review with the Province was not opportune and that waiting until after the election would bring better results.

**Recommendation**

While this is an important issue to investigate and resolve amongst its members and with the Province, it is recommended that the Board table this issue until late spring or later depending on the Province’s willingness and capacity to consider this aspect of the CRB Regulation.
Item 8b to 8d
Board Deferred Motions

Motion

That the Capital Region Board postpone these motions after the Board has had the opportunity to complete its strategic plan.

Introduction

As the October 2013 municipal election drew closer, the Board determined that some decisions would be better made after the election and the Board’s members have been confirmed for the upcoming term. As a result, three motions were deferred.

November 14, 2013 is the first Board meeting after the 2013 municipal election and, as a result, this information is being brought to the Board’s attention.

Background

The three motions are:

1. Planning Session to Review CRB Voting Structure – Warburg
   June 13, 2013
   "That the Capital Region Board postpone this matter until after the 2013 election:
   
   That the Capital Region Board hold a planning session of all Board members to review the current Voting Structure (Section 5 subsections (2) and (3)), of the Capital Region Regulations and bring back recommendations to the Capital Region Board, regarding the Regulation’s functionality."

2. Planning Fund for Small Communities – St. Albert
   September 12, 2013
   "That the Capital Region Board table this motion until after the 2013 election:
   
   The CRB support a budget allotment of an annual $100,000 fund from the $3,000,000 CRB funding be allocated to assist in planning within municipalities <3,500 in population, and that the CEO prepare a draft policy in this regard for review by the Governance Committee by March 31, 2014 prior to review at the Board."

3. REF Amendment – Land Use Committee
   September 12, 2013
   "That the Capital Region Board postpone this matter until after the 2013 election:
That the Capital Region Board direct the Board Chair to send a letter to the Minister of Alberta Municipal Affairs requesting that the Regional Evaluation Framework (Ministerial Order L:270/10) be amended by deleting Section 5.4 b) (ii) relating to the consistency of Statutory Plans and Statutory Plan Amendments with the regional population and employment forecasts in the Capital Region Growth Plan as recommended by the Land Use Committee. "

Recommendation

It is recommended that the Capital Region Board members be given an opportunity to attend the Board orientation session January 17th, followed by the February 8th strategic planning session and the completion of its strategic plan prior to addressing these motions.
# Quarterly Financial Report as at September, 2013

<table>
<thead>
<tr>
<th></th>
<th>2013 Annual Calendar Year Budget</th>
<th>Actual September</th>
</tr>
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<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GOA Regular Grant</td>
<td>$3,000,000</td>
<td>$2,250,000</td>
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<tr>
<td>GOA Planning Intern Grant</td>
<td>$19,000</td>
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<tr>
<td>GOA RCG Transit Governance</td>
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<tr>
<td>GOA RCP Growth Plan update</td>
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<tr>
<td>Revenue Carryover from 2012</td>
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<tr>
<td>Contributed Services</td>
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<td>Investment Income</td>
<td>-</td>
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<tr>
<td>Other Income</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$3,861,669</strong></td>
<td><strong>$3,159,644</strong></td>
</tr>
</tbody>
</table>

|                  |                                  |                  |
| **Expenditures** |                                  |                  |
| Board and Committees | $335,000 | $126,764      |
| Honoraria         | $225,000                         | $73,800          |
| Travel            | $50,000                          | $15,064          |
| Meetings          | $60,000                          | $37,900          |
| **Administration**| **$1,853,000**                   | **$1,156,155**   |
| Salaries/Benefits | $1,400,000                       | $911,375         |
| Office Lease/Utilities | $245,000 | $132,765       |
| Legal & Professional Fees | $60,000 | $21,330       |
| Communications    | $30,000                          | $24,299          |
| Travel            | $40,000                          | $28,500          |
| Office Supplies   | $30,000                          | $15,625          |
| Information Technology | $25,000 | $9,050         |
| Insurance         | $5,000                           | $3,895           |
| Meetings          | $15,000                          | $6,955           |
| Other expenses    | $3,000                           | $2,362           |
| **Consulting Fees**| **$1,306,000**                   | **$354,511**     |
| Consulting Fees   | $1,306,000                       | $354,511         |
| **Regional Projects** | **$261,000** | **$108,117** |
| Economic Roadmap  | -                                | -                |
| Planning Intern   | $11,000                          | $4,023           |
| Regional Transit Governance Study | $250,000 | $104,094      |
| **Capital**       | **$14,000**                      | -                |
| Office Furniture/Equipment | $14,000 | -              |
| **Total Expenditures** | **$3,769,000** | **$1,745,548** |
| Unallocated Project Funds | $92,669 | $1,414,096   |
| **Surplus (Deficit)** | - | -           |
CRB 2014 Budget

Motion

*That the Capital Region Board approve the 2014 Budget as presented.*

Background

- The Board must approve a budget for 2014 prior to the end of the year 2013.

- There is $750,000 allocated within the budget for projects in 2014. Prior to allocating these funds, Administration will meet with all CRB Committees and discuss their priorities for 2014.

  Once this has been completed, the budget will be brought back to the Board through the Governance, Priorities and Finance Committee for further approval.

- Administration will continue to apply for regional collaboration funds whenever possible.
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<tr>
<th></th>
<th>2013 Annual Budget</th>
<th>2014 Annual Budget</th>
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<td><strong>Revenue</strong></td>
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<td>GOA Operating Grant</td>
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<td>GOA Planning Intern Grant</td>
<td>$19,000</td>
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<tr>
<td>Revenue Carryover from prior years</td>
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<td>$280,000</td>
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<tr>
<td>Contributed Services- municipal contributions</td>
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<tr>
<td>Regional Collaboration Grant-Regional Competitive Analysis</td>
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<tr>
<td>Regional Collaboration Grant-Growth Plan Update</td>
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<td>$500,000</td>
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<td>Regional Collaboration Grant-Regional energy Corridors</td>
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<td>Regional Collaboration Grant-Sub-Regional housing</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$3,861,669</td>
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<td>Board and Committees</td>
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<td>Growth Plan Update</td>
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<td>Regional Competitive Analysis</td>
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<td>$130,000</td>
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<tr>
<td>Regional Transit Governance Study</td>
<td>$250,000</td>
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<tr>
<td><strong>Capital</strong></td>
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<tr>
<td>Office Furniture/Equipment</td>
<td>$14,000</td>
<td>$20,000</td>
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<td><strong>Total Expenditures</strong></td>
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<td>$4,240,000</td>
</tr>
<tr>
<td><strong>Unallocated Funds</strong></td>
<td>$92,669</td>
<td></td>
</tr>
<tr>
<td>Carry forward to 2013 Budget</td>
<td></td>
<td>$-</td>
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<tr>
<td>Surplus (Deficit)</td>
<td></td>
<td>$-</td>
</tr>
<tr>
<td>Accumulate surplus beginning of year</td>
<td></td>
<td>$-</td>
</tr>
<tr>
<td>Accumulate surplus end of year</td>
<td>$-</td>
<td></td>
</tr>
</tbody>
</table>

* Regional Collaboration Grants
** includes honorarium, travel and meeting expenses
*** includes office lease, office supplies, legal fees, insurance, IT, salaries/benefits, communications, travel

CAPITAL REGION BOARD MEETINGS

The Capital Region Board held five meetings during this reporting period whereby the Board received a number of presentations and reports to support the implementation of the Growth Plan. The Board’s focus has been on projects outlined in the Capital Region Board 2012-2014 Business Plan and the 2013 Updated Budget.

Priority Areas
- 2015 Capital Region Growth Plan Review and Update – Project Charter
- Advocacy & Communications
  - 2013-2016 Advocacy and Communications Strategic Plan
- Governance
  - Annual Report and Audit
  - 2014-2044 Population and Employment Projections Update
  - Capital Region Board Committee Structure and Membership Review
  - Regional Evaluation Framework Process
- GIS
  - Capital Region Geographic Information Services – Spatial Demonstration Report
- Housing
  - Sub-Regional Planning Framework: Environmental Scan
- Land Use
  - REF Report Recommendations Implementation
    - Interpretation Guidelines
      - Non-Priority Growth Areas Policy Clarification
      - Cluster Country Residential Areas Policy Clarification
      - Population and Employment Forecast Variances
- Transit
  - Governance Study – Exploration of Regional Transit Commission

There were also a number of motions by the Board during this period including, but not limited to:

- Acceptance of the CRGIS Spatial Data Demonstration Report for information as recommended by the Land Use Committee.
- Approval of the amendments to Policy #G005 – Board Meeting Procedures as recommended by the Governance Committee.
- Changes to the Regional Evaluation Framework process as recommended by the Governance Committee.
- Terms of Reference for a Regional Energy Infrastructure Sub-Committee of the Advocacy and Communications Committee as presented by the Governance Committee.
- Approval of the Cluster Country Residential Areas Policy Clarification in the review of the Regional Evaluation Framework submissions as recommended by the Land Use Committee.
• Received the Sub-Regional Planning Framework: Environmental Scan Report for information as recommended by the Housing Committee.
• Received the Project Charter for the 2015 Capital Region Growth Plan update as information as recommended by the Governance Committee.
• Approval of the 2013-2016 Advocacy & Communications Strategic Plan as recommended by the Advocacy & Communications Committee.
• Approval of the 2013 GreenTRIP project list and requested a letter be sent to the Minister of Transportation as an update of the Region’s transit priorities as recommended by the Transit Committee.
• Accepted the updated Population & Employment Projections as a guideline in its decision making processes as recommended by Capital Region Board Administration.
• Approval of Option B as outlined in the Committee Structure Review Report as recommended by the Governance Committee effective November 2013. Administration to implement the report.
• Received the Cuff Report regarding Membership Review as information.

The Monitoring and Reporting Framework project, once implemented, will provide the CRB with performance measures to monitor and report outcomes of the Capital Region Growth Plan Policies. Currently, the Board’s progress on the Business Plan objectives is reported via the interim and annual report. The Board will continue to communicate with the Province regarding the North Saskatchewan Regional Plan.

**MAJOR ACTIVITIES OF CAPITAL REGION BOARD COMMITTEES**

The Board initially developed a committee structure organized primarily around the four strategic priority areas of the Growth Plan. Accordingly, Committees were established for Transit, Housing, and Land Use (the GIS component of the Growth Plan was under the purview of the Land Use Committee). A Governance Committee was established to serve the purpose of integrating the individual Growth Plan components, as well as for general planning and oversight of Board activities. An Advocacy & Communications Committee promoted the interests of the Board to the federal and provincial governments and external agencies. In May 2013, the Regional Energy Infrastructure Sub-Committee was established to report to the Advocacy and Communications Committee. To facilitate efficient planning and oversight of Board operations, Option B of the Review of the Committee Structure Report was approved in the September 2013, to be implemented in November 2013. Option B includes refocused standing committees (Governance, Priorities and Finance; Regional Services; and Land Use and Planning) and task forces as needed.

**LAND USE COMMITTEE**

The Land Use Committee held three meetings during this reporting period. The Committee continued with the implementation of the recommendations from the Regional Evaluation Framework (REF) Administration Report with the support of the Planning Advisory Group (PAG). From the recommendations, the Committee approved Interpretive Guidelines to the Capital Region Growth Plan, including the Country Cluster Residential Area (CCRA) Policy Clarification, Non-Priority Growth Area Policy Clarification, and a guide to Population and Employment Forecast Variances as recommended by PAG. Subsequently, the CCRA Policy Clarification was approved by the Board and the Non-Priority Growth Area Policy Clarification was referred back to the Committee for further work. The Committee also approved a CRB Administration Terms of Reference, a Municipal Administration Terms of Reference, and Pre Application Review Policies and Procedures to support the administration of the REF process.
In May 2013, the Committee approved a revised 2013 Land Use Committee Business Plan to include a project to support the implementation of the Integrated Regional Transportation Master Plan (IRTMP). The IRTMP was officially approved on June 17, 2013 by the Minister as Schedule C of the Growth Plan. The goal of the Prioritization of Integrated Regional Transportation Master Plan Projects is the development of a short term regional transportation project priority list that will enable the Region to work with the Province and materially influence the Province’s 3 Year Capital Plan in support of Capital Region transportation initiatives. The Board is currently working on prioritization of the regional transportation projects collaboratively with Alberta Transportation and representatives within the region on the project priority list.

In 2010, the Land Use Committee was identified as the most appropriate 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. In 2012, the Committee supported a pilot project, the Capital Region GIS Spatial Data Demonstration Project, to understand the capacity and capability needed by the CRB to achieve short and long-term goals and understand the costs and resources required to support a Capital Region GIS system going forward. On the advice of the GIS Advisory Group (GISAG), a technical advisory group comprised of GIS staff from the Region’s municipalities, the Committee recommended the Board receive the project report for information in April 2013.

**Regional Evaluation Framework**

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. Arising from the implementation of the recommendations from the REF Administration Report, a new administrative process was proposed to reduce costs and streamline review of REF applications. On May 9, 2013, the Board approved the amended REF Administration Procedures which eliminated the CAO Subcommittee review of REF applications and introduced an appeal mechanism for administrative recommendations that supported approval of a statutory plan or statutory plan amendment.

From April 1, 2013 to September 30, 2013, thirteen municipal statutory plans and statutory plan amendments were approved by the Board pursuant to the Regional Evaluation Framework (REF). One application was withdrawn and no applications were rejected by the Board.

**Transit Committee**

The Regional Transit Committee met twice during the reporting period. The Committee’s priorities focus on the regional fare strategy (smart card technology procurement), the intermunicipal transit governance study, and the GreenTRIP program. The Committee’s time has been dedicated to the development of a business case exploring the merits and feasibility of a regional transit commission as part of further work to identify an appropriate regional governance model for public transit. The Board received $165,000 Regional Collaboration Grant from the Province for the study with the remaining $85,000 being cost shared by 12 members of the Board - Beaumont, Devon, Edmonton, Fort Saskatchewan, Leduc City, Leduc County, Morinville, Parkland County, St. Albert, Spruce Grove, Strathcona County and Sturgeon County. The results of this work will be completed in March of 2014. The Transit Committee, on behalf of the Board, led the
identification of a revised list of GreenTRIP Projects for the Capital Region, which was approved by the Board in September 2013.

The Board’s 30-Year Transit Service Plan dated September 2011, Integrated Regional Transportation System Study dated June 2011, and Integrated Regional Transportation Master Plan dated September 2011 were included as addenda to the Capital Region Growth Plan approved by Ministerial Order No. L: 025/10 on June 17, 2013.

**HOUSING COMMITTEE**

The Committee met three times during this reporting period. Committee priorities throughout this time were the development of a sub-regional planning model that would move planning and prioritization of non-market and market affordable housing towards a model based on need and conceived at the sub-regional level, as well as the implementation of a policy framework to encourage the increased production of market affordable housing in the region.

In this reporting period, the Committee promoted the *Our Affordable Future – Market Affordable Housing Policy Framework*, intended to encourage a broad range of housing types to respond to the diverse needs, household sizes and income levels of the region’s citizens. The Committee oversaw preliminary work towards the development of a sub-regional planning model with an environmental scan, evaluating the current non-market and market affordable housing landscape. The environmental scan report also served as an investigation of the Capital Region Housing Plan’s stated need for the development of a sub-regional planning framework and ultimately a 10-year regional housing plan. The report was accepted by the Board for information on June 13, 2013. The Committee subsequently initiated the next phase of work contributing to the sub-regional planning model by issuing an RFP for the development of a sub-regional housing needs assessment framework. Work on this phase of the project will begin in late 2013.

**GOVERNANCE COMMITTEE**

In this reporting period, the Governance Committee met three times and oversaw activities including the Alternative REF Process, the Revised 2013 Land Use Committee Business Plan & Budget, and the 2015 Capital Region Growth Plan Update Project Charter. The 2015 Capital Region Growth Plan Update Project Charter was recommended by the Committee on June 17, 2013 and a copy sent to Municipal Affairs on June 19, 2013. The Project Charter was subsequently received by the Board for information on July 11, 2013 to capitalize on our collective capacity, strengths, and distinctiveness to work collaboratively for the future of the Capital Region. The Board received a $500,000 Regional Collaboration Grant towards the review and update of the Growth Plan.

The Committee supported other financial and activity reporting to the Government of Alberta. The Population and Employment Projections project updated the current CRB projections. The Population and Employment Technical Advisory Committee (PETAC) and Chief Administrative Officers met to provide input on regional municipality projections. This project was completed with projections accepted by the Board in September 2013.

The Committee also facilitated selection of the Board Chair Mayor Nolan Crouse. The Committee completed a Committee Structure Review and Membership Review to include a comprehensive overview of the Capital
Region Board operations. Option B was approved by the Board in September 2013 to be implemented in November 2013. The Membership Review was received as information by the Board.

**ADVOCACY AND COMMUNICATIONS COMMITTEE**

During this period in 2013, the Advocacy and Communications Committee met twice and worked on the priorities identified in the Board’s Advocacy and Communications Strategy. The Committee approved membership to include the Chair of the Regional Energy Infrastructure Sub-Committee, provided support for the FCM resolution: Building Canada’s Energy Value Chain Economy, supported the communications and advocacy requirements for CRB Committees and the CRB Chair, and approved the 2013-2016 Advocacy and Communications Strategic Plan.

Meetings with the Urban Development Institute, the Calgary Regional Partnership, the Greater Edmonton Regional Chamber of Commerce, Northern Alberta Mayor’s and Reeve’s Caucus, the Deputy Minister of Municipal Affairs, the Federal Edmonton Area Caucus, and Regional Organizations Workshop prior to FCM Vancouver. In addition, CRB distributed the 2012 Annual Report to all MLAs in May 2013.

**REGIONAL ENERGY INFRASTRUCTURE SUB-COMMITTEE**

The Regional Energy Infrastructure Sub-Committee was approved by the Board on May 9, 2013. The Committee’s priorities are to raise public awareness regarding the value and contribution of Alberta’s Oil Industry to the economic well being of Alberta and Canada and to expand on the work previously conducted by the Pipeline Linkages Strategy Committee. Members of the Sub-Committee met twice with updates to the 2013 Sub-Committee Strategy and Workplan and presented to the Northern Alberta Mayor’s and Reeve’s Caucus meeting on June 21, 2013. The Sub-Committee completed an energy inventory summary related to the non-renewal and renewal energy sectors in the Capital Region that has now been completed and distributed to all members.

**OTHER ACTIVITIES**

*Municipal Planning Intern*

During this reporting period, the Capital Region Board administration continued to work with Stephanie Chai, a planning intern who is part of the two-year Municipal Affairs Internship Program for Land Use Planners. Stephanie spent part of her internship with the Town of Beaumont (January 2013 – August 2013) before returning to the Capital Region Board for the remainder of her internship (September 2013 – April 2014).

**FINANCIAL REPORTING**

Unaudited Financial Statements for the period April 1, 2012 to March 31, 2013 were prepared and provided to Alberta Municipal Affairs in May 2013. The 2013 Budget and Actuals Report for the Capital Region Board showing the revenue and expenditures from January 2013 to September 2013 will be presented to the Board in November 2013.
## AGENDA

### CRB Orientation Session

**Friday, January 17, 2014**  
7:30 a.m. - 3:00 p.m.  
Dow Centennial Centre, 8700 - 84 Street  
Fort Saskatchewan, AB

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Speaker/Location</th>
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<tr>
<td>7:30-7:55</td>
<td>Continental Breakfast</td>
<td>Lions Banquet Room</td>
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<tr>
<td>7:55-8:00</td>
<td>Welcome to the City of Fort Saskatchewan</td>
<td>Mayor Gale Katchur, City of Fort Saskatchewan</td>
</tr>
<tr>
<td>8:00-8:05</td>
<td>Session Overview and Introductions</td>
<td>Doug Lagore, Chief Executive Officer</td>
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<tr>
<td>8:05-9:05</td>
<td>Title to be confirmed</td>
<td>Dennis McKnight, The Innovators</td>
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<tr>
<td>9:05-9:30</td>
<td>Your Role &amp; Obligations as a Regional Board Member</td>
<td>R. Allan Farmer, Q.C., Reynold, Merth, Richards &amp; Farmer LLP</td>
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<tr>
<td>9:30-9:45</td>
<td>Break</td>
<td>Shell Theater Lobby</td>
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<td>9:45-11:45</td>
<td>Regional Board vs. Municipal Governance</td>
<td>George B. Cuff, George B. Cuff and Associates Ltd.</td>
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<td>11:45-12:15</td>
<td>Honourable Doug Griffiths Minister of Municipal Affairs</td>
<td>Honourable Griffiths</td>
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<tr>
<td>12:15-1:00</td>
<td>Lunch</td>
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<td>1:00-1:30</td>
<td>Honourable Ric McIver Minister of Transportation</td>
<td>Honourable McIver</td>
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<td>1:30-2:15</td>
<td><strong>Board Overview</strong></td>
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<td><strong>Meeting Procedures for Board, Committee &amp; Task Force Members</strong></td>
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<tr>
<td>2:45-3:00</td>
<td><strong>Closing Remarks</strong></td>
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CRB Strategic Planning Session
Saturday February 8th, 2014
8:00 a.m. – 4:00 p.m.
Edmonton Petroleum Club- Pembina Room
11110 – 108 Street
Edmonton, AB, T5G 2T2

AGENDA

Delegates:

- Board Members and Alternates
- CAO of Member Municipalities
- Technical Advisory Committee for the CRGP Update
- CRB Administration
- Selected Consultants supporting the CRGP Review and Update

Theme: What it takes to be a Globally Competitive Region

Objective for the Session:

- To provide the Capital Region Board members and senior municipal administrative staff with the foundational knowledge about what it means to be a globally competitive region to support the development of the Board’s Strategic Plan.
- To provide baseline information on the challenges facing the region impacting the management of growth to inform the Strategic Plan
- To provide background and context materials for the 2015 update of the Capital Region Growth Plan (CRGP)

Key Outcome:

- To provide Board members with background materials and framework for developing the Strategic Plan and building a Shared Vision statement for the Region
- To provide Board members with an overview of scope and approach for the 2015 CRGP Update
**CRB Strategic Planning Session**  
Saturday February 8th, 2014  
8:00 a.m. – 4:00 p.m.  
Edmonton Petroleum Club

**AGENDA**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Speaker</th>
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<tr>
<td>8:00 - 8:30 a.m. (30 minutes)</td>
<td>Continental Breakfast</td>
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<tr>
<td>8:30 - 8:35 a.m. (5 Minutes)</td>
<td>Session Overview and Introduction</td>
<td>Doug Lagore, Chief Executive Officer</td>
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<td>8:35 - 8:40 a.m. (5 minutes)</td>
<td>Opening Comments</td>
<td>XXXX, Board Chair</td>
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<tr>
<td>8:40 - 9:40 a.m. (1 hour – includes questions)</td>
<td>Global Competitiveness and why it matters? Key Note Address</td>
<td>Gordon Hume</td>
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<td>9:40 - 10:00 a.m. (20 minutes)</td>
<td>Coffee Break</td>
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<tr>
<td>10:00 - 11:00 a.m. (1 hour – includes questions)</td>
<td>Regional Competitive Analysis</td>
<td>Jeremy Heigh, Sift Everything</td>
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<td>11:00 - 12:00 p.m. (1 hour – includes questions)</td>
<td>Alberta Land and Cumulative Effects System (ALCES) Presentation - Key Challenges &amp; Opportunities and Constraints facing the Capital Region</td>
<td>Brad Stelfox, Landscape Ecologist ALCES Landscape and Land Use Ltd</td>
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<td>12:00 - 1:00 p.m.</td>
<td>LUNCH</td>
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<td>1:15 - 2:15 p.m. (1 hour includes questions)</td>
<td>CRB Strategic Plan Overview</td>
<td>TBD</td>
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<td>2:15 - 2:30 p.m. (15 minutes)</td>
<td>Coffee Break</td>
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| 2:30 - 3:00 p.m. (30 minutes)  | Where to from here?  
Wrap Up                                                                                   | Doug Lagore, Chief Executive Officer         |