Mandate of Board

Per Alberta Regulation 189/2017 Edmonton Metropolitan Region Regulation:

3(1) The Board shall

(a) strive towards consensus regarding matters before the Board,
(b) promote the long term sustainability of the Edmonton Metropolitan Region,
(c) ensure environmentally responsible land-use planning, growth management and efficient use of land,
(d) develop policies regarding the coordination of regional infrastructure investment and service delivery,
(e) promote the economic well-being and competitiveness of the Edmonton Metropolitan Region, and
(f) develop policies outlining how the Board shall engage the public on the Growth Plan and the Servicing Plan.

3(2) In fulfilling its mandate, the Board shall further

(a) prepare a Growth Plan,
(b) prepare a Servicing Plan,
(c) advise and make recommendations to the Minister regarding the implementation of the Growth Plan and the Servicing Plan,
(d) facilitate the resolution of issues arising from the preparation and implementation of the Growth Plan and the Servicing Plan, and
(e) develop and implement policies for the sharing of costs for regional projects of the Edmonton Metropolitan Region.

50 Year Vision

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

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

The Region is committed to growing collaboratively through the efficient use of infrastructure, building compact communities, and fostering economic opportunities and healthy lifestyles.
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A Renewed and Strengthened Strategy Forward

Introduction

A Message from the Chair of the Edmonton Metropolitan Region Board

A Message from the Members of the Edmonton Metropolitan Region Board

A Message from the Chief Executive Officer of the Edmonton Metropolitan Region Board

Celebrating 10 Years of the Board
As mandated by the Government of Alberta, the EMRB functions to support sustainable growth in accordance with the Edmonton Metropolitan Region Growth Plan and the Edmonton Metropolitan Region Servicing Plan.

INTRODUCTION

As a regional growth management board, the Edmonton Metropolitan Region Board (EMRB) is a diverse group comprised of thirteen member municipalities with one common goal — to make the best decisions possible for the Region and Albertans.

As mandated by the Government of Alberta, the EMRB functions to support sustainable growth in accordance with the Edmonton Metropolitan Region Growth Plan and the Edmonton Metropolitan Region Servicing Plan, including responsible planning, decision-making and monitoring of growth to enable future generations to meet their needs.

The EMRB operates to ensure regional planning decisions are coordinated and consistent, and is committed to working together for responsible growth and development that incorporates land uses and resources required to enhance the quality of life for current and future generations.

The EMRB 2018-2019 Annual Report, as endorsed and recommended by the Audit & Finance Committee, and as approved by the Board, provides a summary of the initiatives and activities undertaken by the Board in the execution of its mandate under the Edmonton Metropolitan Region Board Regulation, and further provides the audited financial statements and audit opinion as prepared by the independent auditor.

The EMRB 2018-2019 Annual Report is therefore presented by the Board in satisfaction of Section 708.09(1) of the Municipal Government Act:

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

“"The City of Fort Saskatchewan is a caring, vibrant, engaged community. With this spirit, we are active members on the Edmonton Metropolitan Region Board where we work to create plans and programs that promote consistency and continuity in our land-use and infrastructure planning.""

MAYOR GALE KATCHUR
CITY OF FORT SASKATCHEWAN
A MESSAGE FROM THE CHAIR OF THE EDMONTON METROPOLITAN REGION BOARD

I am very pleased to present the EMRB 2018-2019 Annual Report and acknowledge the continued honour to serve as Chair of the EMRB. My role not only provides me with the opportunity to work with the tremendously dedicated members of the Board, but allows me to contribute to the establishment of a regional legacy, through the fulfilment of a strategic vision which seeks to ensure the future vibrancy of the Region and enhanced quality of life for all our residents.

Realizing a 50-year vision is no small endeavour, and while many of the Board members have naturally changed over time, the work of the EMRB continues to build upon the wisdom of those Board members of long-standing and those who have come before. The EMRB is ever refreshed and revitalized by the addition of new municipal representatives, fresh perspectives and pioneering initiatives. In December of 2018, the EMRB took time to reflect and recognize the 10-year anniversary of the Board, and to celebrate the vision, leadership, accomplishments and evolution of the EMRB over its decade long history of productive regional collaboration.

While the anniversary celebration provided us an opportunity to look back to the many achievements of the Board, our priority is the exciting and challenging work ahead. A key element to maintaining our forward momentum was in the Board proceeding to hire Karen Wichuk as the new EMRB Chief Executive Officer in November of 2018. Karen has provided critical support to the Board since assuming the role as we focus our attention on advancing our transformational agenda and achieving significant progress towards the fulfilment of our Board mandate.

My thanks to my Board colleagues and my deep appreciation for everyone involved in the creation of a unified Region and a culture of trust that welcomes the diversity in all of our perspectives, respects the distinctiveness of our many communities, and yet recognizes and embraces the strengths we derive in working together, and the power of many voices speaking as one.

I am pleased with our accomplishments over the past year and look to the year ahead with confidence, enthusiasm and pride in serving the Board and the residents of the Edmonton Metropolitan Region.

Dr. Jodi L. Abbott
June 2019

...contribute to the establishment of a regional legacy, through the fulfilment of a strategic vision which seeks to ensure the future vibrancy of the Region and enhanced quality of life for all our residents.
...we are creating the conditions, and providing the supports necessary, for healthy individuals and a healthy environment, a thriving business and industrial community, and livable municipalities.

A MESSAGE FROM THE MEMBERS OF THE EDMONTON METROPOLITAN REGION BOARD

The thirteen Mayors who comprise the EMRB welcome you to the 2018-2019 Annual Report, and invite you to take this opportunity to also learn more about our individual municipalities and some of our areas of priority focus, as highlighted in the Municipal Profiles section of the Annual Report.

As Mayors, we are each very proud of the rich and distinct character and history of our municipalities, and the diverse array of lifestyle choices and culture our communities offer to our residents. Recognizing our distinctiveness makes the necessity for planned and managed growth critical, so we do not inadvertently lose the very elements of our communities that makes them special and unique. We are ever thoughtful in our responsibility and obligation to ensure we are creating the conditions, and providing the supports necessary, for healthy individuals and a healthy environment, a thriving business and industrial community, and livable municipalities.

We appreciate your review of the Annual Report, and of our progress and accomplishments, as the initiatives we have collectively undertaken and supported as a Board over the last year have served to manage our regional growth responsibly, and continue to contribute to the effective and efficient management of public resources. Our ongoing work together, and our shared investment in legacy initiatives, will serve to not only benefit our Region and the entire province of today, but is sustainable for future generations to come.

We are therefore very enthusiastic to have commenced work on our #1 Strategic Priority; the Shared Investment for Shared Benefit (SISB) initiative. SISB will provide a model for shared and equitable municipal contributions, investments, and efforts in priority areas. The SISB initiative will serve to increase the competitiveness of the Region, identify additional opportunities for our collaboration, leverage economies of scale, and provide measurable benefits across the Region.

The Board is also very proud of the work undertaken to establish and formally launch Edmonton Global; the first fully regional economic development initiative to advance economic development cooperation in the Region, promote the Region globally, and attract and retain business investment and trade. The Board will maintain the vital linkages and inter-relationships with Edmonton Global, and we wish them every success.

But beyond reporting on the individual outcomes and accomplishments which serve to meet our Board mandate, our work together has enabled our Board to build and establish a cohesive and unified Region which provides us with additional power, vitality and innovation in our approach, and in advancing our shared vision; we are stronger when we work together.
Board momentum will continue to build in the year ahead as we work multi-laterally with our many partners, stakeholders and the new provincial government in advancing the interests of our Region and our province, in order to meet our many challenges, and to leverage the limitless opportunities arising from the significant growth we continue to experience, and the tremendous growth on the horizon. We want to ensure that our efforts are not only contributing to our Region but to our province as well, creating a better quality of life for every Albertan.

"One of our true strengths as a Region is municipalities working together to achieve goals that we cannot realize individually. The EMRB has created a place where we can collaborate with our neighbours and strengthen relationships across the Region."

MAYOR ALANNA HNATIW
STURGEON COUNTY
A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER OF THE EDMONTON METROPOLITAN REGION BOARD

The 2018-2019 EMRB Annual Report provides me with the opportunity to acknowledge and give thanks for the visionary approach, tireless dedication and hard work of the Board members and of our EMRB Administration team in their collaborative efforts to give rise to transformational change and make a positive difference in the lives of the people who live in our Region.

The scope of our mandate and the deliverables outlined in the Strategic Plan for our organization are truly ambitious. We are incredibly fortunate to receive the support and expertise of technical and subject matter experts from our member municipalities, key stakeholders and organizations from across an expansive and diverse network of relationships, in supporting the work of the Board and in working to achieve our shared vision for the Region. The reach of our organization, and our strategic engagement with others, provides EMRB with the necessary strength, capacity, and expertise required to support the Board, and maintain the momentum needed to achieve our shared vision for the Region.

I have taken the time in the last five months to travel to each of our member municipalities and meet with our Board members to learn about their communities, and better understand not just the challenges they face on a daily basis, but also the limitless opportunities that exist, and the willingness, ability and capacity to embrace them. In my new role as CEO, I am excited by the work of the Board; it is legacy and game-changing work, critical to the future success and sustainability of our Region and our Province. I am also eager to work with our partners to the south, the Calgary Metropolitan Region Board, to share ideas and discuss opportunities for further collaboration.

We have made tremendous strides over the course of the last year in advancing the key initiatives mandated under the Edmonton Metropolitan Region Board Regulation and serving to execute, and effectively and efficiently deliver on shared priorities at all levels of government. This work has positioned us on a solid foundation to pursue our ambitious forward agenda by clearly articulating and defining our priorities, and in developing approaches and initiatives to achieve the bold objectives and transformational outcomes of our 2018-2023 EMRB Strategic Plan.

I join the Board in acknowledging the exceptional work of the last year, and will continue to ensure the Board, EMRB Administration and our many stakeholders and partners are provided the assistance and supports they require in order to consistently improve and successfully deliver on our strategic agenda.

Karen Wichuk
June 2019
CELEBRATING 10 YEARS OF THE BOARD

In December of 2018, the EMRB hosted a 10 year anniversary celebration of the Board and its history. The event served to recognize significant milestones and accomplishments, and toasted the many achievements of the Board, from its inception as the Capital Region Board (CRB) in 2008, to the creation of the present EMRB in 2017.

Joining the celebration were former Board members, elected officials, regional partners and stakeholders, and other contributors who participated in the EMRB journey over the past decade.
The EMRB Operating Environment

- The EMRB Region at a Glance
- EMRB Governance
- The Role of the Government of Alberta
- The EMRB Organizational Structure
- EMRB Administration
THE EMRB REGION AT A GLANCE

THE REGION
COVERS 9,439
SQUARE KILOMETRES
AND ACCOUNTS FOR
32.5% OF ALBERTA’S
POPULATION.

SECOND FASTEST
GROWING REGION
IN CANADA WITH A
POPULATION OF OVER
1.3 MILLION AND A
PROJECTED POPULATION
OF 2.2 MILLION BY 2044.

SECOND YOUNGEST
POPULATION OF ANY
METROPOLITAN REGION
IN CANADA, WITH A
MEDIAN AGE OF 36.5.

PROVIDES OVER 725,000
JOBS, PROJECTED TO
GROW TO ALMOST 1.2
MILLION JOBS BY 2044.

$100 BILLION IN GROSS
DOMESTIC PRODUCT
REPRESENTING 30% OF
ALBERTA’S GDP.

OVER 1,775 KM OF
PIPELINES. THE REGION
CAN PIPE IN 2 MILLION
BARRELS OF BITUMEN
DAILY, REFINE 430,000
BARRELS/DAY AND
UPGRADE 255,000
BARRELS/DAY.
EMRB GOVERNANCE

The EMRB is a not-for-profit corporation established under the Edmonton Metropolitan Region Regulation and is comprised of 13 member municipalities as represented by each respective Mayor; a non-elected Board Chair (non-voting); and a Provincial Government of Alberta Liaison (non-voting).

The Edmonton Metropolitan Region Regulation further specifies the mandate, powers and duties of the Board, and voting rights.

STATEMENT OF ACCOUNTABILITY

The EMRB is accountable to member municipalities, residents, key stakeholders and the Government of Alberta to ensure the execution of the Board Mandate under Regulation and the priorities identified therein to ensure the sustainability of the Region for future generations.

The Board is committed to transparency and the conduct of meetings in public subject to the limited exceptions to disclosure in Division 2 of Part 1 of the Freedom of Information and Privacy Act.

The Board is supported by a comprehensive corporate governance model which provides clear written policy and procedures to govern both Board and administrative matters and includes:

• Development of a Strategic Plan, reviewed annually, to identify our Key Regional Priorities for the next five years.
• Preparation of a Business Plan, updated annually which sets direction, establishes priorities and reports on progress towards Growth Plan objectives.
• Adherence to fiscal management and reporting in compliance with the Financial Administration Act and Canadian public sector accounting standards.

The EMRB is accountable to member municipalities, residents, key stakeholders and the Government of Alberta to ensure the execution of the Board Mandate under Regulation and the priorities identified therein to ensure the sustainability of the Region for future generations.
• Preparation of an Annual Report to the Minister of Municipal Affairs as required by the Municipal Government Act.

• Commitment to monitor the implementation of the Growth Plan by reporting on performance measures related to the operations of the Board and the Growth Plan.

• Commitment to an evergreening of the Growth Plan every five years.

• Transparency in our communication with member municipalities, stakeholders and the public.

“In 2018, Metro Edmonton generated 100 billion dollars towards Alberta’s GDP. That’s almost a third of Alberta’s economy. We’re also home to one-third of Alberta’s population, generating one-third of all employment in the province. That’s why collaboration with our EMRB partners is so important. A successful Metro Region makes for a successful Alberta.”

MAYOR DON IVESON
CITY OF EDMONTON
THE ROLE OF THE GOVERNMENT OF ALBERTA

On June 7, 2017, an Act to Strengthen Municipal Government received Royal Assent and contained changes to the Municipal Government Act, including the Edmonton Metropolitan Region Regulation, which came into force on October 26, 2017, and served to transition the Capital Region Board (CRB) to the Edmonton Metropolitan Region Board (EMRB).

In addition to the prescribed mandate to prepare an integrated growth management plan for the Edmonton Metropolitan Region, the Regulation reduced the composition of the Board from 24 to 13 member municipalities and expanded the mandate of the Board to include the development of a Metropolitan Region Servicing Plan (MSRP).

The updated Edmonton Metropolitan Region Growth Plan was also approved by the Government of Alberta on October 26, 2017. Implementation of the Growth Plan, approval of statutory plans through the Regional Evaluation Framework (REF), and the MSRP, represent principal initiatives the EMRB shall undertake.

The Government of Alberta is the enabling authority for the EMRB; the Minister of Municipal Affairs retains authority under 708.24(1)(2) of the Municipal Government Act and may by Ministerial Order take any action that a growth management board may or must take under the act or regulation.

Current funding to the EMRB for core operations and strategic initiatives is provided through a Conditional Grant Agreement (CGA) from the Government of Alberta under the Strategic Initiatives Component (SIC) of the 2018-2019 Alberta Community Partnership (ACP) grant program. Additional funding for special regional priorities and initiatives is provided by the member municipalities which comprise the Board.
THE EMRB ORGANIZATIONAL STRUCTURE

The EMRB Decision Making Structure is supported through:

- **Executive Committee and the Audit & Finance Committee** which support our governance, strategic priority-setting, and financial and audit accountabilities;

- **Task Forces** which provide strategic guidance, direction, and support to the implementation of key project initiatives; and

- **Working Groups** which provide the operational and technical expertise necessary to manage and develop projects and activities in support of key initiatives of the Board.

Decision-making occurs as a result of recommendations from the Committees and Task Forces advanced for the full deliberation and approval of the Board.

---

**1. Shared Investment for Shared Benefit**
1A. Develop and implement a benefits realization model that reflects shared regional interests.
1B. Measure the contributions and investments by the member municipalities.
1C. Identify and assess investments by public and private partners for the shared benefit of the Region.
1D. Evaluate the benefits realized by the contributions and other investments in the Region.
1E. Provide reporting on the shared contributions, investments, and benefits to the Region, key stakeholders, and partners.

**2. Responsible and Sustainable Growth**
2A. Develop and implement the Edmonton Metropolitan Region Servicing Plan.
2B. Develop and implement the Regional Agriculture Master Plan.
2C. Establish key performance indicator targets and monitor the implementation of the Edmonton Metropolitan Region Growth Plan.
2D. Provide leadership for a regional symposium for education and stakeholder collaboration.
2E. Embed an energy, climate, and economic opportunity lens on regional initiative.

**3. Maintaining Momentum**
3A. Maintain and enhance collaboration amongst Board members to foster healthy relationships.
3B. Maintain and evolve the Regional Evaluation Framework (REF).
3C. Maintain and improve the Edmonton Metropolitan Region GIS (EMRGIS).
3D. Maintain and improve advocacy (e.g. Provincial, Federal, Public Engagement Policies, Indigenous Stakeholders, etc.).
3E. Maintain and enhance innovation to inform decisions.
3F. Complete annual regional transportation priorities to inform Alberta Transportation.
3G. Update the Integrated Regional Transportation Master Plan (IRTMP).
3H. Promote integrated transportation and transit systems.
3I. Promote advocacy on regional energy corridors.
3J. Promote advocacy on housing.
“Much like our community, our Region is tight-knit and we are all working toward the same goal. We are making a conscious choice to remain invested in and dedicated to our Region, and we are proud to be part of this partnership.”

MAYOR BOB YOUNG
CITY OF LEDUC

Each level in the EMRB Committee structure is supported by formalized Terms of Reference.
...collaborate with municipal technical experts, stakeholders and others in the operationalization and implementation of Board directed initiatives and activities.

**EMRB ADMINISTRATION**

Corporate and administrative support for the EMRB is provided by a small complement of project managers, administrative professionals and a leadership team working together to provide direct administrative support to the Board and who collaborate with municipal technical experts, stakeholders and others in the operationalization and implementation of Board directed initiatives and activities.

EMRB Administration recently implemented a Board approved corporate reorganization to increase capacity and more effectively serve the strategic, operational, and growth planning project needs of the Board.
### Municipal Profiles

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<th>City of Beaumont</th>
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<tr>
<td>Town of Devon</td>
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<td>Sturgeon County</td>
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We are a vibrant community with a current population of 19,000 people. We’re expected to hit over 42,000 residents by 2041. We officially became Alberta’s 19th City on January 1, 2019. And we’re ranked the fifth fastest growing city in Canada. Our vision is to become a City of choice for livability and economic innovation.

With our energetic and tenacious spirit, coupled with the addition of our recently annexed lands that are slated for business parks and light industrial uses, we are well positioned to grow with the current 160 storefronts and approximately 500 home-based businesses that already call Beaumont their headquarters.

We want to attract and build an industry here to create job opportunities right within our community. Our strategic location near the Edmonton International Airport, our young and well-educated demographic, our high quality of life and sense of community make exploring and creating opportunities in emerging technology and knowledge-based sectors an easy fit to help expand and attract investment in Beaumont as well as increase overall presence in the Region and abroad.

This will not only diversify our own tax base making it more sustainable in the long-term, but contribute to Edmonton Global’s vision for the Region to be a location of choice for global investment that is collaboratively built on regional assets achieved through three main strategic themes – collaboration, focus, and innovation.

We are ready to show the rest of the Edmonton Metropolitan Region and Canada and beyond what a new city – the City of Beaumont – can be.

“The City of Beaumont is doing things differently and we are not afraid to be at the forefront of urban progress, bringing opportunities to our City that not only work to diversify our local economy, but contribute to the bigger conversation that is happening within the Edmonton Metropolitan Region. We are poised for growth and united with our regional partners. We believe that we can build a thriving and sustainable City, that our residents and community members can be proud of.”

MAYOR JOHN STEWART

**VISION**

Together, we make life better in Beaumont. We are the community of choice for livability and economic innovation. We have a vibrant arts community, ample recreational opportunities, and a healthy environment. We are culturally diverse and celebrate our Indigenous, agricultural, and French heritage.
Devon is one of the Metro Region’s most unique hidden gems, tucked away on the banks of the North Saskatchewan River, offering residents and visitors an expansive scenic trails system for all to explore. With large park areas and easy access to the river and water activities, this natural wonderland provides many opportunities for the community.

Young families and seniors alike are drawn to Devon for its neighborly atmosphere and abundance of family programs and community services. Having a rich history in oil and gas, Devon has retained its edge by creating economic diversity to sustain and create growth. Council continues to support and encourage economic and residential growth as key priorities through land development, investor relations and regional collaboration.

Population: 6,578 (Stats Canada 2016).
Economic Drivers: Oil & gas, R&D, Tourism.

Devon is on a main transportation route that sees over 35,000 vehicles per day connecting the Town north to Acheson Industrial Park and Edmonton, and south to EIA and Leduc/Nisku.

Our river valley provides a complementary economic driver through tourism attraction which includes the picturesque Devon Golf & Conference Centre and the Devon Lions Campground which alone sees over 60,000 visitors annually.

“Devon Council is committed to actively exploring innovative ways to diversify and attract new business and investment, creating more job opportunities which will spur on residential and community growth.”

MAYOR RAY RALPH

VISION
Devon is a healthy, active, sustainable and inclusive community.
Edmonton is an evolving and welcoming city of creativity, arts and ideas, research and energy, driven by a young, diverse and well educated population of 932,000 - making it the 5th largest city in Canada. We work together with our regional and community partners to create a livable and connected Region, where everyone has what they need to succeed; and in so doing, deliver 1/3 of Alberta’s GDP.

Edmonton is focused on ensuring infrastructure: housing, cultural and physical amenities, such as our diverse festivals, river valley and parks; educational, business and medical institutions continue to attract and retain generations of successful collaborators and inventors.

Residents and visitors to Edmonton enjoy an incredible quality of life where they can access nation-leading dining, entertainment, employment and service options via a diverse transportation network. Despite the size and variety of options, Edmonton still feels intimate and connected.

“Our priority is making sure Edmonton has the necessary ingredients in place to thrive for generations to come. Having the necessary infrastructure and housing. Building climate resilience and regional prosperity, hand in hand. So that our children and grandchildren don’t have to leave Edmonton—or Alberta—to find opportunities.”

MAYOR DON IVESON

VISION

Our vision is our aspiration for Edmonton in the year 2050. It’s 2050 and Edmonton’s creativity and community spirit are lights to the world. The city’s heart is our people. They make everything possible.

We work together to create liveability for all, where everyone has what they need to succeed. We are inspired by and grateful for our collective ancestors who continue to guide our way. They inspire us to learn, steward this shared place and build the meaning of our lives.

We plant ideas. We grow business. We get stuff done here. Edmontonians see their efforts and ideals reflected back to them in a city that was built to connect. This commitment turns new ideas into solutions for our communities, which we take to the world.

Edmonton has come to mean a community where it makes sense to plan our future together. We spark an energy seen worldwide: a light in the northern sky.
Fort Saskatchewan has a population of 26,500 and is still growing. We have a deeply rooted respect for our history and our place and we celebrate together as a connected, proud community. Arts, recreation and the river valley are woven into the fabric of our lives as we enjoy our big city amenities with the ease and friendliness of a small town.

The new Taurus Field for minor football and soccer and renovated Curling club join the Dow Centennial Centre as great facilities for an active lifestyle. Enriching cultural experiences at the Shell Theatre and visiting the representation of the original 1875 NWMP Fort in the Heritage Precinct keep the arts and history alive in the community.

Our economy continues to thrive as we enjoy being the largest urban centre in Alberta's Industrial Heartland. A vibrant community doesn’t just happen. Council’s key priorities for the next few years include updating the Municipal Development Plan to guide how we grow, continuing strong relationships with neighbouring municipalities and organizations to ensure we continue to deliver efficient and effective services, using data and community engagement to better understand community social issues and address service gaps, and exploring regional collaboration opportunities through the EMRB, River Valley Alliance, and Strathcona County Alliance Agreement.

“Fort Saskatchewan is the gateway to Canada’s largest petro-chemical hub. I am proud to serve on the Board of the Alberta’s Industrial Heartland Association as we work to attract investors from around the world.”

MAYOR GALE KATCHUR

VISION
Working together to create a sustainable and thriving community through exemplary leadership and management.
Leduc is People. Building. Community. By engaging with our community and supporting our business sectors, we are committed to a great life, a caring community and a thriving Region. Home to more than 32,000 people and a stable economy, Leduc’s high quality of life will continue to attract people and businesses alike.

We are located at the crossroads of three major transportation corridors (road, rail and air), and adjacent to the largest combined industrial park in North America. In addition to supporting Canada’s oil, gas and energy service sectors, our location fosters and promotes a robust transportation, logistics, warehousing and distribution sector, complementing our more than 800 businesses.

Our vibrant sport tourism industry has paved the way with opportunities to expand our horizons in sporting events, arts, culture and heritage. These new ventures have allowed us diversify our economy and welcome innovative solutions, all while maintaining financial sustainability and environmental stewardship. We are planning for a future that is economically prosperous by building a community where people want to live, work and play.

“Leduc is much more than a city, it is a place to call home: a home to families, a home to businesses and a home to growth. Our community is focussed on planning for our future by diversifying our economy and building on past successes. I’ve never been more excited than I am now for the years to come.”

MAYOR BOB YOUNG

VISION
A great life.
A caring community.
A thriving Region.
Leduc County is a predominantly rural municipality located south of Edmonton, conveniently situated at the crossroads of major air, road and rail transportation routes. The County is home to Edmonton International Airport, Nisku Business Park, Genesee Generating Station and major employers, such as Amazon, Aurora Cannabis and Costco.

While the oil and gas sectors have had a rich history in the Region, agriculture continues to be a cornerstone of Leduc County’s industry.

The county’s 2,570 square kilometres offer diverse residential options for its more than 13,700 residents, including acreage living, urban communities and a variety of farm operations. With the Cities of Leduc and Beaumont, the towns of Calmar, Devon and Thorsby, and the Village of Warburg within the county’s borders, residents have easy access to a wide range of amenities and services.

Leduc County is dedicated to serving its citizens and creating an enhanced quality of life through effective leadership, committed partnerships and open, transparent communication.
The Town of Morinville is a growing vibrant community located 16 kilometres north of St. Albert just off of Highway 2, with excellent linkages to both the east and west corridors of the Edmonton Metropolitan Region. Morinville’s vision: “Embracing our past; building pride in our future” continues to hold strong as the community grows.

The 2016 municipal census found Morinville’s population to stand at 9,893 residents. Housing starts are ongoing and in May of 2019 Morinville opened the doors to a new Leisure Centre. Two new schools (Public and Catholic) are also under construction and will help support the growing population as well as development in two area subdivisions.

As stated in the Town of Morinville 2019-2021 Strategic Plan, it is our mission to work together to build a complete community for today and the future through our commitment to the well-being of Morinville residents. To support affordability and sustainability for all, Morinville has recently partnered with the Province of Alberta in the development of a 48-unit affordable housing project.

Increases in commercial and light industry combined with great medical services, government services and both indoor and outdoor amenities, makes Morinville a strong leader in the Region. Supporting a large segment of military personnel as well the nearby agriculture community, Morinville takes pride in being a community of choice.

“Morinville is a young and dynamic community with a rich history. The community continues to grow, and with the opening of the Morinville Leisure Centre in May of 2019, our community offers many amenities and a thriving local economy. Morinville is a community full of exciting opportunities and is well positioned to realize this potential as a valuable partner in the Edmonton Metropolitan Region.”

MAYOR BARRY TURNER
“Parkland County is a vibrant rural municipality covering a vast amount of land. In recent years the County has worked diligently to face a variety of challenges, including diversifying our economy away from coal, attracting new business and investment and expanding regional partnerships.”

MAYOR ROD SHAIGEC

Parkland County, located just west of the City of Edmonton, is a vibrant and robust community that offers a wide range of experiences for residents, visitors and local businesses. The idyllic setting offers country charm with easy access to city amenities.

With a population of over 32,000, this rural community offers a distinctively vibrant atmosphere with an assortment of country residential acreages, farming properties, and a diverse range of small and large businesses.

The County’s vision is One Parkland: Powerfully Connected, which speaks to connectivity within the County itself as well as the broader sub-regional and regional partnerships that enable the entire Region to thrive. Council’s long-term strategy is founded on four pillars that represent broad areas of importance to the future of the municipality: Complete Communities, Strategic Economic Diversification, Respected Environment, and Responsible Leadership.

Economically, Parkland County is focused on transitioning away from coal-fired energy as the primary economic driver. Success for the municipality hinges on ensuring transportation trade corridors are open, efficient, and safe to enable us to continue to attract new industries and continue to provide value and quality of life to our business and residential rate payers.
Located just west of Edmonton, Spruce Grove is a modern, future-focused municipality with a commitment to building an exceptional city through sustainable growth and strategic development. The “Community of Choice” for more than 35,000 people, Spruce Grove offers a strong mix of community, commerce and industry. Residents enjoy access to high quality arts, culture and recreation facilities, including our 60-acre Jubilee Park and the Horizon Stage Performing Arts Centre. The city is also proud to be the home of the NAIT Spruce Grove Campus.

Ideally located between two major highways, Spruce Grove is a service and supply destination for a trade area population of 138,000 people, characterized by a young, family-oriented demographic. The regional hub of a $1.9 billion retail market, Spruce Grove offers a mix of commercial, retail, professional and entertainment services with major retail and commercial areas including Century Crossing and the new Westwind Centre.

Home to an industrial base of 250 international, national and local companies, construction services was the top industry in Spruce Grove in 2018, followed by transportation supply and logistics, and manufacturing. Spruce Grove takes pride in developing a sustainable future that balances a strong economy, welcoming community and rich quality of life.

“Spruce Grove is a vibrant, growing city that is a great place to live, to experience community and to grow a successful business. Our residents enjoy a rich quality of life thanks to high service levels, exceptional amenities and a strong retail sector.”

MAYOR STUART HOUSTON
“The City of St. Albert is committed to providing residents with a high quality of life that reflects our commitment to economic development, sustainability, a healthy active lifestyle, our cultural heritage and reconciliation with our Indigenous communities.”

MAYOR CATHY HERON

St. Albert is one of Alberta’s most beautiful communities and is known as The Botanical Arts City. This phrase reflects the key things our city values, enjoys and celebrates: sustainability, creativity, innovation, an appreciation for nature, active lifestyles and our cultural heritage.

Founded in 1861, St. Albert is the oldest, non-fortified community in Alberta. Today, St. Albert is a bustling city of over 66,802 residents with more than 85 km of trails, 1,100 acres of green space and host to several special events throughout the year. St. Albert has a diverse mix of industry with 1,500 standing businesses and 1,000 home-based businesses.

Council’s 2018-2021 Strategic Plan identifies what Council will focus on during its term of office. The Plan is based on the City’s existing Vision, Mission and Values, including the Pillars of Sustainability. The Plan outlines six key areas of focus and associated Strategic Priorities:

- Growth Policy Framework: Develop a robust policy framework to guide growth;
- Economic Development: Enhance business/commercial growth;
- Building a Transportation Network: Integrated transportation systems;
- Infrastructure Investment: Identify and build needed capital assets;
- Housing: Enhance housing options; and
- Environmental Stewardship: Explore innovative environmental and conservation opportunities.
The Town of Stony Plain is a strong, vibrant community where residents respect their heritage, embrace their present and are excited about their future. The Town is the western gateway to the Edmonton Metropolitan Region. Staying close to its roots, Stony Plain serves as an interface between economic activity in the city and the rural surroundings.

Stony Plain is looking to its future with an interest in nurturing a more diverse economy, new opportunities for employment and entrepreneurship, and increases in commercial valuation that can support local services critical to the community’s outstanding quality of life.

Five key development opportunities have emerged, and in many cases these opportunities will serve to reinforce the assets or qualities that draw residents and businesses to the community. These target investment opportunities include:

• Support Activities for Energy and Extraction;
• Business and Professional Services;
• Health Care and Related Services;
• Local Food and Food Processing; and
• Destination Shopping, Dining, Arts and Culture.

The Town’s population is more than 17,000 residents and it serves approximately 60,000 people. It offers city-sized amenities while maintaining its character and charm as a small and intimate, but progressive town. Stony Plain is recognized for its boutique downtown, outstanding murals and public art. Its outdoor and recreational amenities are abundantly available. Westview Health Centre provides local and regional residents with full hospital care services to enhance the numerous health and wellness practitioners. Finally, Stony Plain welcomes residents and visitors to be part of its community spirits through year round festivals, events, cultural and artistic programs and service organizations.

“The opportunity to enhance Stony Plain for current and future residents is both exciting and challenging. We are prepared and positioned to deliver the priorities needed to strengthen our community. It is partnerships and dedication that will provide us with success.”

MAYOR WILLIAM CHoy

VISION

A strong, vibrant community where we respect our heritage, embrace the present, and are excited about our future.
Strathcona County is a thriving, successful, and vibrant community, offering a range of lifestyles in the urban area of Sherwood Park and a large adjacent rural area. The population of Strathcona County, as of the 2018 municipal census, is 98,381, with 71,332 living in Sherwood Park, and 27,049 residing in rural acreages, farms, and hamlets. Residents enjoy access to an extensive trail system, as well as a wide range of indoor and outdoor recreational facilities and cultural opportunities.

Strathcona County is located in the centre of Alberta’s energy and agricultural heartland, bordered by seven regional municipalities. An active member of the Edmonton Metropolitan Region Board and the economic development company, Edmonton Global, Strathcona County is committed to collaborating for the Region’s long-term economic prosperity and continued high quality of life.

Strathcona County is home to 75 per cent of hydrocarbon processing in Western Canada, and a robust and growing business community, with a highly-skilled workforce, and proximity to major transportation hubs. The municipality is a leader in environmental conservation; 55 per cent of its land is contained within the UNESCO Beaver Hills Biosphere.

“Strathcona County aspires to become the most livable community in Canada. As the Region’s only specialized municipality, we strive each day to enable the success of our urban and rural citizens, businesses and industry members – through strong governance, quality infrastructure, and a wide array of programs and services.”

MAYOR ROD FRANK

VISION

Becoming Canada’s most livable community.
Offering a rich tapestry of recreational, historical, cultural, and natural experiences, Sturgeon County is uniquely situated to provide world-class agricultural, energy and business opportunities. Through responsible stewardship and strong values, Sturgeon County dreams big while staying true to our small-town roots!

Sturgeon County is a vibrant municipality, situated on Treaty 6 traditional territory, named after the Sturgeon River and located in the northern extension of the Edmonton Metropolitan Region, the second fastest growing Region in Canada. Serving over 20,000 residents within 2,000 square km. We provide a wide range of services, including recreational programming, community events, protective and transportation services and utilities.

The area is comprised of rich farmland and a diverse energy industry offering many key advantages that allow companies and residents to locate, grow and prosper in our community. Logistical advantages like a regional airport with rail access, near the largest, northern-most city in North America is a strategic gateway to the North. From successful regional alliances including membership with Alberta’s Industrial Heartland Association (AIHA), to pre-zoned industrial areas that accelerate development and future investment.

Sturgeon County continues to attract residential, commercial and industrial development opportunities. Diversity will be the key to our success as this expansive Region continues to flourish.

“Sturgeon County is committed to economic growth, and financial sustainability by attracting and supporting value-added industries so our citizens have increased opportunities to achieve their desired quality of life.”

MAYOR ALANNA HNATIW
The Regional Performance Story –
A Report on EMRB Initiatives and Activities

Transition to a New Growth Plan

Delivering on the Board Mandate

Growth Plan Implementation

Other Strategic Initiatives
The Growth Plan calls for a reduction in the anticipated development footprint through higher densities in urban areas, increased transportation choices, protection of the environment, wisely managing prime agricultural resources, and creating complete communities.

**THE REGIONAL PERFORMANCE STORY – A REPORT ON EMRB INITIATIVES AND ACTIVITIES**

On October 26, 2017, the Government of Alberta approved the Edmonton Metropolitan Region Board Growth Plan - *Reimagine. Plan. Build*. This Growth Plan set the direction for planning as one interconnected Region committed to growing more responsibly in order to accommodate a projected doubling of the population to 2.2 million residents and employment increasing by 470,000 jobs to reach 1.2 million employed.

The Growth Plan provides the policy framework and sets the conditions to achieve a fundamental shift in planning collaboratively and strategically for future growth. The Growth Plan calls for a reduction in the anticipated development footprint through higher densities in urban areas, increased transportation choices, protection of the environment, wisely managing prime agricultural resources, and creating complete communities.

The outcomes of the Growth Plan acknowledge and reinforce the interconnectedness of the Region and the importance of thinking in terms of a regional system. Our success as a Metropolitan Region depends on working together and leveraging the strength of our assets to achieve global economic competitiveness, sustainability and a high quality of life.

The primary focus of the Board throughout 2018 has been the implementation of the Edmonton Metropolitan Region Growth Plan. Implementation will be ongoing over the next 10 years to achieve the goals and vision for the Region, and will consist of a wide range of strategic initiatives identified in the Strategic Plan and Business Plan advanced by the Board.

At the same time the Edmonton Metropolitan Region Growth Plan was approved, the Board also received an expanded mandate as part of the new Regulation. In addition to completing a Growth Plan, the Board is now required to prepare a Metropolitan Region Servicing Plan.

Throughout 2018, the focus of the Board served to ensure a smooth transition from the 2010 Growth Plan *Growing Forward* to the new Growth Plan, initiating the development of a Metropolitan Region Servicing Plan (MRSP), commencing further work identified in the Growth Plan with the development of a Regional Agriculture Master Plan (RAMP), and maintaining the momentum of existing strategic initiatives.

“Leduc County continues to collaborate and champion the responsible management of agricultural land to ensure a future for agricultural businesses, and more importantly, to secure a safe and affordable food supply for future generations.”

MAYOR TANNI DOBLANKO
LEDUC COUNTY
TRANSITION TO A NEW GROWTH PLAN

The first component of transition to support the implementation of the Growth Plan was the preparation of Regional Context Statements (RCS). Regional Context Statements were identified as an important transition mechanism to address the time lag between the approval of the Growth Plan and the updating of the Municipal Development Plans (MDPs).

Member municipalities were required to submit an RCS within one year of the Growth Plan being approved - October 26, 2018. An RCS is a summary report prepared by each municipality outlining how its MDP aligns with the Growth Plan, where policy amendments may be needed, and how they will bring their MDPs into compliance. The Board has received all 13 Regional Context Statements. As per Section 5.1 of the Growth Plan, the next requirement in the transition requires member municipalities to update their MDPs to align with Growth Plan objectives and policies by October 26, 2020.

A further component of implementation is the Regional Evaluation Framework (REF). The REF provides the regulatory responsibility of the Board to review and approve municipal statutory plans for consistency with the Edmonton Metropolitan Region Growth Plan. In the 2018-2019 Fiscal Year, 16 applications were submitted, 15 were approved and one application was withdrawn.

The REF requires that EMRB Administration must present a report and recommendation to the Board within 25 working days of the application being deemed complete. In 2018-2019, the average length of EMRB Administration review from application completeness to recommendation was 15 working days.

To support member municipalities through the transition to the new Growth Plan, EMRB Administration established a Growth Plan and REF Implementation Working Group. The group includes representation from all 13 member municipalities and met five times in 2018-2019 to provide support throughout the transition. This included work to establish clarity in the interpretation and implementation of the Growth Plan in relation to Statutory Plans and Statutory Plan amendments.

“The City of St. Albert appreciates the diversity of municipalities in the metro area. By working together, we can build on one another’s strengths and maximize the benefits of collaboration for our shared residents and stakeholders throughout the Region.”

MAYOR CATHY HERON
CITY OF ST. ALBERT
The Working Group continues to meet and collaborate with all stakeholders to review the REF and develop further refinements and enhancements to the framework. The Working Group was instrumental in supporting a comprehensive review of EMRB’s Planning Toolkit and recommended updates to assist member municipalities and other regional stakeholders with the interpretation and implementation of the Growth Plan. The transition support provided by EMRB Administration is ongoing to ensure member municipalities have the knowledge, understanding and tools to support the successful implementation of the Growth Plan.

Another essential component of transition involved ensuring the EMRB Annual Transportation Priorities Report was realigned to be consistent with the goals of the Growth Plan. The first Regional Transportation Priorities report was generated as part of the inaugural 2011 Integrated Regional Transportation Master Plan (IRTMP). 2018 marked the fifth year of producing the Annual Transportation Priorities Report, submitted to the Province in June each year.

“Regional collaboration is continuing to evolve through the determined work being done by the EMRB. Regional leaders are coming together to have difficult and necessary conversations about the sustainable future of the Region. I look to the future with renewed optimism, based on the work done over the last ten years and the exciting potential yet to be realized through our collaborative efforts.”

MAYOR BARRY TURNER
TOWN OF MORINVILLE
The MRSP seeks to capitalize on regional opportunities and challenges for metropolitan services, now and in the future, through the identification of opportunities for efficiency from planning through to service delivery.

DELIVERING ON THE BOARD MANDATE

The development of a Metropolitan Region Servicing Plan (MRSP) is a significant addition to the mandate of the EMRB and will provide the framework and strategic guidance necessary to optimize the planning and implementation of regional services in collaboration with a broad range of regional stakeholders.

The MRSP seeks to capitalize on regional opportunities and challenges for metropolitan services, now and in the future, through the identification of opportunities for efficiency from planning through to service delivery. The process of developing a MRSP is enabling the Board to identify areas of regional significance in which to work together to achieve greater efficiencies and to establish regional priorities across all service areas.

In 2018, the Board appointed a Task Force which provided the oversight and leadership for the development of a comprehensive regional Environmental Scan of seven service areas including transit, roads, water, wastewater, stormwater, solid waste, and emergency services. The Environmental Scan provided a concise, region-wide understanding of the current state of these service areas and provided direction for considering future needs and opportunities. The report identified three service areas – stormwater, solid waste, and emergency services, as having the greatest potential for achieving greater efficiency and optimization, by working regionally.

The inaugural MRSP is scheduled to be completed by the end of 2019. The expected outcome will be an MRSP that provides a framework for understanding the potential for greater regional collaboration and coordination of all service areas to support the implementation and long-term vision of the Region. This includes identifying opportunities to optimize shared services across the Region; facilitation of orderly, economical and environmentally responsible growth; and, coordination of planning and decisions among Metropolitan Region municipalities to ensure the optimization of ratepayer dollars.

“Regional solidarity is integral to strengthening and fostering relationships on a national and global scale. Promoting a united front with one voice will advance opportunities for Devon and all regional partners.”

MAYOR RAY RALPH
TOWN OF DEVON
GROWTH PLAN IMPLEMENTATION

The update of the Growth Plan was a significant undertaking and represents a major step forward in creating a vision for the Region, enabled by an integrated policy framework that includes the introduction of additional policy areas for agriculture and economic competitiveness. In updating the Growth Plan, the Board recognized the need to continue to evolve the Plan and identified several future areas of work identified in the Future Studies or Initiatives section.

The development of a Regional Agriculture Master Plan (RAMP) is the first future study initiated by the Board. The Board approved a Project Charter and appointed a Task Force in 2018, with work scheduled to be completed mid-year 2020.

The intent of the RAMP is to provide policy direction to member municipalities to support the growth and sustainability of the agricultural sector regardless of where they are in the Region. A key outcome of the RAMP is to elevate the value of the sector and the need to protect as much prime agricultural land as possible, recognize the need for a predictable water supply and a need to protect the biodiversity of the Region. This work will also establish the conditions for how to best enable the growth and diversity of our burgeoning value-added agricultural sector.

Critical to this process is continued collaboration with the Province - Alberta Agriculture & Forestry, the federal government, and a wide range of regional stakeholders in arriving at a workable inaugural Agricultural Master Plan for the Region.

In 2018, the Task Force provided regional leadership in the development of a Situation Analysis. This report provided a comprehensive overview and analysis of the current state of the agricultural sector, highlighting its value and importance to the long-term economic prosperity of the Region. The report also identifies key challenges facing the agriculture sector, highlights global opportunities and provides an overview of best practices to address the issues.

In proceeding, the Task Force will focus on development of the policy framework and identifying appropriate land use planning and conservation tools to support the future growth and sustainably of the sector. An emphasis on reducing future fragmentation and conversion of prime agricultural land to non-agricultural uses is a key component of RAMP.

... provided a comprehensive overview and analysis of the current state of the agricultural sector, highlighting its value and importance to the long-term economic prosperity of the Region.
In June 2018, the Board approved the establishment and operationalization of Edmonton Global, the first fully regional economic development corporation for the Edmonton Metropolitan Region. The mission of Edmonton Global is to provide leadership in the attraction of significant investment and quality jobs to the Metropolitan Region. The Board will work closely with Edmonton Global to ensure ongoing alignment with the Growth Plan and to find opportunities for mutual support in achieving our shared objectives.

**GROWTH PLAN KEY PERFORMANCE INDICATORS (KPIs)**

Monitoring, evaluating and reporting on changes related to the six interconnected policy areas of the Growth Plan is critical to understanding the effectiveness of EMRB policies in achieving the outcomes and vision for the Region. The analysis of results and trends over time can provide guidance to inform those areas requiring adjustments in order to achieve desired outcomes. Regular monitoring and reporting also supports transparency and accountability in communicating the progress of the EMRB towards the implementation of the Growth Plan.

The new Growth Plan identifies 26 specific indicators related to the six policy areas of the plan. Eleven of the initial 16 indicators from the first Growth Plan were carried forward. In 2018, an online web dashboard for the Growth Plan KPIs was developed, and in June 2018 the Board reported on 17 of the 26 KPIs identified in the Growth Plan.

Later in 2018, the Board initiated a project to identify the data sources and measurement methodology for the nine outstanding KPIs. This project will be completed in 2019 and will include the identification of key drivers and trends affecting each KPI to better inform the results.

“The agricultural industry is a key strategic focus for Parkland County Council, and we are diligently working together with the other RAMP Task Force members toward creation of a Regional Agricultural Master Plan that will enable the Region to establish world-class agriculture and agri-food sectors. By preserving prime agricultural lands, the Region will see a stronger, diversified economy with positive environmental outcomes.”

MAYOR ROD SHAIGEC
PARKLAND COUNTY
MEASURES OF SUCCESS – AN OVERVIEW OF THE REGION
These 26 new KPIs are directly aligned with the EMRB Growth Plan Regional Policies. Monitoring, evaluating and reporting on changes will be critical to analyzing and understanding the effectiveness of the Plan and enabling its success.

ECONOMIC COMPETITIVENESS AND EMPLOYMENT

TARGETED OUTCOME:
Diverse, globally competitive and prosperous Region.

Employment Growth
The amount of people employed in the Region is steadily growing.

Employment Diversity
The Region offers diverse employment opportunities.

Employment Density
The number of people employed per area is being tracked

NATURAL LIVING SYSTEMS

TARGETED OUTCOME:
Healthy natural living systems and climate change adaptability.

Fuel Sales and Emissions
We are producing less GHG emissions relative to fuel sales.

Ambient Air Quality
On average the Region experiences low risk air quality.

Protected Areas
The amount and size of protected and environmentally significant areas are being monitored.

Wetland Loss
The number of wetlands altered or lost is being tracked.

Wetlands Saved/Restored
The number of wetlands saved or restored is being tracked.
COMMUNITIES AND HOUSING

TARGETED OUTCOME:
Complete communities and housing diversity.

Housing Mix
The housing diversity has marginally increased since the last census.

Household Spending
The amount being spent on housing is being monitored.

Diversity of Greenfield Areas
The diversity of land use categories is being monitored.

INTEGRATION OF LAND USE AND INFRASTRUCTURE

TARGETED OUTCOME:
Compact development and efficient infrastructure.

Total Population and Dwellings
The regional population and number of dwellings are increasing.

Residential Intensification
The amount of housing development in existing urban areas is being tracked.

Planned and As-Built Density of Residential Areas
Planned and as-built residential density is increasing.

Residential Construction
Residential construction has increased since the last census.

Residential Land Supply
Amount of available land for development in the Region is being monitored.

Industrial Land Supply
Amount of available land for development in the Region is being monitored.
TRANSPORTATION SYSTEMS

TARGETED OUTCOME:
A multi-modal and integrated regional transportation system.

Investments in Regional Road Infrastructure
The amount of funding for regional road infrastructure is being tracked.

Investments in Intermunicipal Transit
The amount of funding for intermunicipal transit by level of government is being monitored.

Commuting Duration
The average commute has increased.

Community Mode Split
The Region overwhelmingly commutes by car and the number has increased marginally since the last census.

Transit Ridership
Regional transit trips per capita has decreased.

REGIONAL EVALUATION FRAMEWORK (REF)

TARGETED OUTCOME:
Continued collaboration between all stakeholders.

REF Approvals
This indicator tracks the status of REF applications submitted to the EMRB.

<table>
<thead>
<tr>
<th>Year</th>
<th>Applications Submitted</th>
<th>Applications Approved</th>
<th>Application Withdrawn</th>
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<tbody>
<tr>
<td>2018-19</td>
<td>16</td>
<td>15</td>
<td>1</td>
</tr>
</tbody>
</table>

EMRB Performance Standard ➞ 25 days
EMRB Performance Result ➞ 15 days

AGRICULTURE

TARGETED OUTCOME:
Ensure the wise management of prime agricultural resources.

Agricultural Land Consumption
The amount of agricultural land being lost to development is being tracked.

Agricultural Fragmentation
The amount of agricultural land being split up is being tracked.

Value of Farm Receipts
The cash income received from the sales of agricultural commodities has increased.
OTHER STRATEGIC INITIATIVES

While a number of the strategic initiatives undertaken by the Board originate from the new Growth Plan, there are important legacy projects that arise from its mandate, as well as new strategic initiatives identified by the Board based on emerging trends and issues.

Throughout 2018, the Board continued to provide important leadership for regional energy corridors and identified new strategic initiatives to further the leadership role of the Board in jointly addressing areas of regional significance which contribute to advancing the economic competitiveness of the Region, and enhancing quality of life for all citizens.

ENHANCED ANALYSIS AND DECISION MAKING

The Edmonton Metropolitan Region Geographic Information Services (EMRGIS) is a key tool to enable the analysis and visualization of data and information in a relational format to support and enhance decision-making. The creation of maps using layers of spatial data can help answer the question of where, what and how different aspects of regional projects and initiatives.

EMRGIS has become a well-established tool to support decision-making at a project level and continues to evolve as a single source for regional datasets developed through completed projects of the Board.

EMRGIS will continue to play a major supporting role... by illustrating and visualizing the exploration of regional strategies, policy options and other considerations.

"Spruce Grove is committed to being a strong voice in support of regional cooperation as we explore opportunities to find synergies in service delivery to member municipalities in the Metropolitan Region."

MAYOR STUART HOUSTON
CITY OF SPRUCE GROVE
EMRGIS will continue to play a major supporting role in projects such as the Regional Agriculture Master Plan (RAMP) and Metropolitan Region Servicing Plan (MRSP) by illustrating and visualizing the exploration of regional strategies, policy options and other considerations.

In 2019, the Board will continue to focus on the evolution of the EMRGIS website with emphasis on exploring how the Board can better establish itself as a single source for regional data through an accessible open data platform, in addition to providing the capability for downloadable regional maps and datasets based on EMRB projects.

“We, as the City of Beaumont have seen the value of what being a member of the Metro Region can bring to our community. Thinking holistically has brought our municipality opportunities to build and thrive within the Region that collectively benefit all Albertans while maintaining our forward thinking risk-taking spirit.”

MAYOR JOHN STEWART
CITY OF BEAUMONT
... development of a framework and model to identify regional initiatives for shared investment among the municipalities, quantify the required investments and resulting benefits, and determine an equitable distribution of both.

REGIONAL ENERGY CORRIDORS ADVOCACY STRATEGY
Building on recommendations made in previous projects undertaken by the Board, the Regional Energy Corridors Advocacy Strategy (RECAS) initiative will explore opportunities for greater involvement of the EMRB in the energy corridor planning process on behalf of member municipalities.

Commencing in the spring of 2019, the RECAS initiative will support the role of municipalities in regional land use planning and ensure the objectives of the Growth Plan are considered and respected in the energy corridor planning process. RECAS will provide recommendations regarding coordinated regional planning approaches, and develop an advocacy strategy for meaningful municipal involvement in energy corridor planning within the Region.

The Capital Region Board Regulation (38/2012) and subsequent Edmonton Metropolitan Region Board Regulation (189/2017) mandate the EMRB to prepare comprehensive, integrated regional land use plans, including the identification of corridors for energy transmission.

SHARED INVESTMENT FOR SHARED BENEFIT INITIATIVE
In the 2018-2023 Strategic Plan, the Board identified the development of a Shared Investment for Shared Benefit (SISB) model as the number one strategic initiative for this year.

The SISB initiative will support the work of the Board enhancing the economic competitiveness of the Region and provide opportunities to increase regional collaboration. This initiative will result in the development of a framework and model to identify regional initiatives for shared investment among the municipalities, quantify the required investments and resulting benefits, and determine an equitable distribution of both. This initiative will also provide recommendations on the governance and the implementation of the SISB model.

In February 2018, the Board appointed the SISB Task Force, comprised of all 13 EMRB Mayors. The Task Force will commence in spring of 2019 with the project completion anticipated by mid-year 2021.

“\nWe are hopeful EMRB will support its members in economic prosperity and responsible land management for our municipality and for others in the Region. As contributing members of the EMRB, we work with our neighbors towards achieving a shared vision.”

MAYOR ROD FRANK
STRATHCONA COUNTY
REGIONAL BROADBAND

In the 2018-2023 EMRB Strategic Plan, the Board identified the development of regional broadband strategy to enable and support global economic competitiveness as a strategic initiative for this term. Following engagements with member municipalities in the fall of 2018, completion of a Edmonton Metropolitan Region Broadband Situation Analysis (Phase 1) was identified as the first step to inform the completion of a regional strategy.

The situation analysis will provide a regional understanding of the current broadband environment, identify gaps and opportunities, and provide recommendations to inform a future regional broadband strategy. Additionally, the situation analysis will highlight the role EMRB may play in collaboration with member municipalities, identify potential external partnerships, as well as funding and advocacy strategies. The Edmonton Metropolitan Region Broadband Situation Analysis will provide the necessary evidence to build a compelling business case to address connectivity gaps in regional broadband and identify opportunities moving forward. This work is critical to help enable the economic competitiveness of the Region and improve the quality of life for residents.

The situation analysis will commence in July 2019 with expected completion in early 2020.

“Regionalism is a focused approach to collaborative systems across municipal boundaries while maintaining a localized autonomy and governance. The Town of Stony Plain believes in regionalism and will continue to advance it through ongoing efforts in planning and action. As a member of the Edmonton Metropolitan Regional Board, our work is critical to ensure a prosperous future with improvements to infrastructure and service levels for the benefit of all our residents and businesses.”

MAYOR WILLIAM CHOI
TOWN OF STONY PLAIN
PARTNERSHIP WITH ACADEMIC INSTITUTIONS
This is the fourth year EMRB has partnered with the University of Alberta - School of Urban and Regional Planning.

EMRB partnership with the University of Alberta has grown over the years with students in both the undergraduate and graduate level programs undertaking projects that contribute to and support the mandate of the EMRB. The partnership provides mutual benefit to both the EMRB and the students through the provision of mentorship to future planners.

Projects completed this year include an initial assessment of open spaces in the Edmonton Metropolitan Region by students in the university’s inaugural graduate program. The final report provided an inventory and future needs assessment of open spaces in the Region, insights on classifying and managing open spaces, challenges in approaching future work, and opportunities for regional collaboration.

This project was initiated to address the natural living systems policy area of the Growth Plan and provides baseline information to inform future EMRB open space planning initiatives.

Students in the undergraduate program completed a best practice review of complete communities, including the creation of profiles for each member municipality and a Complete Communities Lookbook to depict policy considerations. This included a vision for municipalities working towards complete communities; a key policy area of the Growth Plan.
Financial Statements
FOR THE YEAR ENDED MARCH 31, 2019

Independent Auditor’s Report
Management’s Responsibility for Financial Reporting
Statement of Financial Position
Statement of Operations and Accumulated Surplus
Statement of Changes in Net Financial Assets
Statement of Cash Flows
Notes to Financial Statements
INDEPENDENT AUDITOR’S REPORT

To the Members of Edmonton Metropolitan Region Board

Opinion

We have audited the financial statements of Edmonton Metropolitan Region Board (the Board), which comprise the statement of financial position as at March 31, 2019, and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Board as at March 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Board in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The financial statements for the year ended March 31, 2018 were audited by another auditor who expressed an unmodified opinion on those financial statements on June 14, 2018.

We draw attention to Note 2 to the financial statements which summarizes the effect of a prior period adjustment.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Board's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Board or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Board's financial reporting process.

(continues)
Independent Auditor's Report to the Members of Edmonton Metropolitan Region Board  (continued)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Board’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Board to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Edmonton, AB  
June 13, 2019  
CHARtered ACCOUNTANTS
MANAGEMENT’S RESPONSIBILITY FOR FINANCIAL REPORTING

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards and the integrity and objectivity of these statements are the responsibility of management. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is used.

The Board is responsible for ensuring management fulfils its responsibilities for financial reporting and internal control and exercises these responsibilities through the Board. The Board reviews internal financial statements on a monthly basis and external audited financial statements yearly.

The external auditors, King & Company Chartered Accountants, conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of Edmonton Metropolitan Region Board and meet when required.

On behalf of the Edmonton Metropolitan Region Board:

Karen Wichuk
Chief Executive Office
June 13, 2019
Edmonton, Alberta
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2019

|                        | 2019          | 2018
|------------------------|---------------|---------------
|                        | (Restated)    | (Note 2)      |
| **FINANCIAL ASSETS**   |               |               |
| Cash (Note 3)          | $ 5,135,564   | $ 2,639,170   |
| Goods and Services Tax recoverable | 17,069        | 18,750        |
|                        | **5,152,633** | **2,657,920** |
| **LIABILITIES**        |               |               |
| Accounts payable and accrued liabilities (Note 4) | 133,490        | 71,259        |
| Deferred revenue (Note 5)  | 3,032,558     | 1,985,243     |
| Deferred lease inducement (Note 6) | 104,897       | 126,980       |
|                        | **3,270,945** | **2,183,482** |
| **NET FINANCIAL ASSETS**| **1,881,688** | **474,438**   |
| **NON FINANCIAL ASSETS**|              |               |
| Tangible capital assets (Note 8) | 238,162        | 210,764       |
| Prepaid expenses        | 15,397        | 99,044        |
|                        | **253,559**   | **309,808**   |
| **ACCUMULATED SURPLUS**| **$ 2,135,247** | **$ 784,247** |

ON BEHALF OF THE BOARD:

Dr. Jodi L. Abbott
CHAIR

Mayor William Choy
VICE CHAIR
STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS  
YEAR ENDED MARCH 31, 2019

<table>
<thead>
<tr>
<th></th>
<th>Budget (Note 11)</th>
<th>2019</th>
<th>2018 (Restated) (Note 2)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Province of Alberta operating grant (Note 5)</td>
<td>$4,382,883</td>
<td>$2,954,160</td>
<td>$2,301,980</td>
</tr>
<tr>
<td>Member contributions</td>
<td>1,351,000</td>
<td>1,351,000</td>
<td>500,000</td>
</tr>
<tr>
<td>Interest and other income</td>
<td>-</td>
<td>46,067</td>
<td>109,724</td>
</tr>
<tr>
<td>Alberta Community Partnership grants (Note 5)</td>
<td>43,000</td>
<td>41,525</td>
<td>29,058</td>
</tr>
<tr>
<td>Province of Alberta - Economic Development Entity grant</td>
<td>-</td>
<td>-</td>
<td>136,495</td>
</tr>
<tr>
<td>Cost recovery</td>
<td>-</td>
<td>-</td>
<td>49,203</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>5,776,883</td>
<td>4,392,752</td>
<td>3,126,460</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board and committee expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meetings</td>
<td>100,000</td>
<td>82,706</td>
<td>79,075</td>
</tr>
<tr>
<td>Honoraria</td>
<td>25,400</td>
<td>25,758</td>
<td>43,600</td>
</tr>
<tr>
<td>Travel</td>
<td>12,000</td>
<td>4,561</td>
<td>7,721</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>137,400</td>
<td>113,025</td>
<td>130,396</td>
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<tr>
<td>Administrative expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>1,781,461</td>
<td>1,763,535</td>
<td>1,507,582</td>
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<tr>
<td>Consulting fees</td>
<td>1,122,250</td>
<td>546,188</td>
<td>426,743</td>
</tr>
<tr>
<td>Office lease and operating costs</td>
<td>265,000</td>
<td>238,277</td>
<td>236,058</td>
</tr>
<tr>
<td>Office</td>
<td>117,000</td>
<td>120,281</td>
<td>133,472</td>
</tr>
<tr>
<td>Professional fees</td>
<td>71,000</td>
<td>81,512</td>
<td>37,063</td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>-</td>
<td>48,665</td>
<td>49,419</td>
</tr>
<tr>
<td>Travel</td>
<td>30,000</td>
<td>28,561</td>
<td>29,978</td>
</tr>
<tr>
<td>Communications</td>
<td>38,000</td>
<td>27,352</td>
<td>26,267</td>
</tr>
<tr>
<td>Loss on disposal of tangible capital assets</td>
<td>-</td>
<td>23,469</td>
<td>-</td>
</tr>
<tr>
<td>Insurance</td>
<td>5,300</td>
<td>4,322</td>
<td>1,013</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,430,011</td>
<td>2,882,162</td>
<td>2,447,595</td>
</tr>
<tr>
<td>Program Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Municipal Internship</td>
<td>64,000</td>
<td>46,565</td>
<td>48,469</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,631,411</td>
<td>3,041,752</td>
<td>2,626,460</td>
</tr>
<tr>
<td><strong>ANNUAL SURPLUS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2,145,472</td>
<td>1,351,000</td>
<td>500,000</td>
</tr>
<tr>
<td><strong>ACCUMULATED SURPLUS – BEGINNING OF YEAR</strong></td>
<td>-</td>
<td>784,247</td>
<td>284,247</td>
</tr>
<tr>
<td><strong>ACCUMULATED SURPLUS – END OF YEAR</strong></td>
<td>$2,145,472</td>
<td>$2,135,247</td>
<td>$784,247</td>
</tr>
</tbody>
</table>
## STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

### YEAR ENDED MARCH 31, 2019

<table>
<thead>
<tr>
<th></th>
<th>Budget 2019</th>
<th>2019</th>
<th>2018 [Restated] (Note 2)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ANNUAL SURPLUS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>-</td>
<td>48,665</td>
<td>49,419</td>
</tr>
<tr>
<td>Purchase of tangible capital assets</td>
<td>-</td>
<td>(99,530)</td>
<td>(20,000)</td>
</tr>
<tr>
<td>Loss on disposal of tangible capital assets</td>
<td>-</td>
<td>23,469</td>
<td>-</td>
</tr>
<tr>
<td>Decrease (increase) in prepaid expenses</td>
<td>-</td>
<td>83,646</td>
<td>(99,040)</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>56,250</td>
<td>(69,621)</td>
</tr>
<tr>
<td><strong>INCREASE IN NET FINANCIAL ASSETS</strong></td>
<td>2,145,472</td>
<td>1,407,250</td>
<td>430,379</td>
</tr>
<tr>
<td><strong>NET FINANCIAL ASSETS – BEGINNING OF YEAR</strong></td>
<td>-</td>
<td>474,438</td>
<td>44,059</td>
</tr>
<tr>
<td><strong>NET FINANCIAL ASSETS – END OF YEAR</strong></td>
<td>$2,145,472</td>
<td>$1,881,688</td>
<td>$474,438</td>
</tr>
</tbody>
</table>
# STATEMENT OF CASH FLOWS
YEAR ENDED MARCH 31, 2019

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018 [Restated]</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual surplus</td>
<td>$1,351,000</td>
<td>$500,000</td>
</tr>
<tr>
<td>Items not affecting cash:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>48,665</td>
<td>49,419</td>
</tr>
<tr>
<td>Loss on disposal of tangible capital assets</td>
<td>23,469</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Items not affecting cash</strong></td>
<td><strong>1,423,134</strong></td>
<td><strong>549,419</strong></td>
</tr>
<tr>
<td>Changes in non cash working capital:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goods and Services Tax recoverable</td>
<td>1,681</td>
<td>24,576</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>62,231</td>
<td>41,136</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>1,047,315</td>
<td>(81,038)</td>
</tr>
<tr>
<td>Deferred lease inducement</td>
<td>(22,083)</td>
<td>(22,084)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>83,646</td>
<td>(99,040)</td>
</tr>
<tr>
<td><strong>Total Changes in non cash working capital</strong></td>
<td><strong>1,172,790</strong></td>
<td><strong>136,450</strong></td>
</tr>
<tr>
<td>Cash flow from operating activities</td>
<td>2,595,924</td>
<td>412,969</td>
</tr>
</tbody>
</table>

**CAPITAL ACTIVITY**

| Purchase of tangible capital assets | (99,530) | (20,000) |

| **INCREASE IN CASH** | 2,496,394 | 392,969 |
| **CASH – BEGINNING OF YEAR** | 2,639,170 | 2,266,201 |
| **CASH – END OF YEAR** | $5,135,564 | $2,639,170 |
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2019

NATURE OF OPERATIONS

On June 7, 2017, an Act to Strengthen Municipal Government received Royal Assent and contained changes to the Municipal Government Act, including the Edmonton Metropolitan Region Regulation (189/2017), which came into force on October 26, 2017, and served to transition the Capital Region Board (CRB) to the Edmonton Metropolitan Region Board (the “Board”).

In addition to the prescribed mandate to coordinate long range growth planning through the preparation of an integrated growth management plan for the Edmonton Metropolitan Region; the mandate of the Board was expanded to include the development of a Metropolitan Region Servicing Plan (MRSP). The Board has developed an aggressive Strategic Plan (2018-2023) that identifies a number of key strategic priorities to be undertaken alongside the prescribed mandate.

Members of the Board include: elected officials of 13 participating municipalities, representing those with populations of more than 5,000. These include six cities: Beaumont, Edmonton, Fort Saskatchewan Leduc, Spruce Grove, and St. Albert; three towns: Devon, Morinville, and Stony Plain; four counties: Leduc County, Parkland County, Strathcona County, and Sturgeon County.

1. SIGNIFICANT ACCOUNTING POLICIES

   Basis of Presentation
   The financial statements were prepared in accordance with Canadian public sector accounting standards.

   Revenues
   Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

   Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purposes specified.

   Interest income is recorded as it is earned.

   Financial Instruments
   Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2019

Cash
Cash consists of cash on deposit with financial institutions.

Tangible Capital Assets
Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets. Cost includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the asset.

The cost, less residual value, of the tangible capital assets, is amortized using the following methods at the following annual rates. The half year rule applies to the tangible capital assets in the year when they are purchased or disposed. Only assets with costs in excess of $2,500 are capitalized.

- Furniture and equipment: 20% declining balance method
- Computer equipment: 30% declining balance method
- Computer software: 30% declining balance method
- Leasehold improvements: 10 years straight line method

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Board’s ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write downs are accounted for as expenses in the statement of operations.

Contributed tangible capital assets are recorded into revenues at their fair market value on the date of donation, except in circumstances where fair value cannot be reasonably determined, which are then recognized at nominal value. Transfers of tangible capital assets from related parties are recorded at carrying value.

Contributed Services
Contributed goods and services represent goods and services which the organization would normally purchase. The contribution amount is recorded at the fair value of the goods or services received.

Prepaid Expenses
Prepaid expenses include deposits and insurance and are charged to expense over the periods expected to benefit from these expenditures.

Measurement Uncertainty
The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2019

reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in surplus in the period in which they become known. Actual results could differ from these estimates.

Deferred Revenue
Certain amounts are earned pursuant to legislation, regulation or agreement and may only be used in the conduct of certain programs or in the delivery of specific services and transactions. These amounts are recognized as revenue in the fiscal year the related expenses are incurred, services are performed or when stipulations are met.

Deferred Lease Inducement
Deferred lease inducement represents the unamortized value of an inducement received when the Board entered into a new ten-year lease arrangement for rental of the new office space which commenced on February 1, 2014. Amortization is provided on a straight line basis over the ten-year term of the related lease as a reduction in office rent.

Pensions
Pension costs included in these statements comprise of the cost of employer contributions for current service of employees during the year.

The Board participates in a multi employer pension plan, the Local Authorities Pension Plan (LAPP), and does not report on any unfunded liabilities. The expense for this pension plan is equivalent to the annual contribution of $133,598 for the year ended March 31, 2019 (2018 - $146,061).

At December 31, 2017 the Local Authorities Pension Plan report a surplus of $4,835,515,000 (2016, a deficiency of $637,357,000).

2. PRIOR PERIOD ADJUSTMENT
During the year, it was determined that Province of Alberta operating grant funding was incorrectly represented in last years financial statements. As a result, Province of Alberta operating grant funding has increased by $500,000, deferred revenue has decreased by $500,000 and annual surplus and ending accumulated surplus have increased by $500,000. The prior period has been restated.

3. CASH

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Externally restricted for deferred revenue</td>
<td>$3,032,558</td>
<td>$1,985,243</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>2,103,006</td>
<td>653,927</td>
</tr>
<tr>
<td></td>
<td>$5,135,564</td>
<td>$2,639,170</td>
</tr>
</tbody>
</table>
### 4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>$72,710</td>
<td>$27,411</td>
</tr>
<tr>
<td>Vacation</td>
<td>32,266</td>
<td>15,239</td>
</tr>
<tr>
<td>Wages</td>
<td>23,954</td>
<td>23,589</td>
</tr>
<tr>
<td>LAPP</td>
<td>4,560</td>
<td>5,020</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$133,490</strong></td>
<td><strong>$71,259</strong></td>
</tr>
</tbody>
</table>

### 5. DEFERRED REVENUE

**PROVINCE OF ALBERTA**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-2017 Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance, beginning of year</td>
<td>$ -</td>
<td>$2,037,223</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td>-</td>
<td>(2,037,223)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2018 Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance, beginning of year</td>
<td>1,985,243</td>
<td>-</td>
</tr>
<tr>
<td>Amounts received</td>
<td>-</td>
<td>2,250,000</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td>(1,985,243)</td>
<td>(264,757)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
<td>1,985,243</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-2019 Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts received</td>
<td>2,000,000</td>
<td>-</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td>(968,917)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,031,083</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019-2020 Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts received</td>
<td>2,000,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,000,000</td>
<td>-</td>
</tr>
</tbody>
</table>

**ECONOMIC DEVELOPMENT ENTITY**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>-</td>
<td>300,000</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td>-</td>
<td>(136,495)</td>
</tr>
<tr>
<td>Repaid to Economic Development Entity</td>
<td>-</td>
<td>(163,505)</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>3,031,083</td>
<td>1,985,243</td>
</tr>
</tbody>
</table>

**ALBERTA COMMUNITY PARTNERSHIP**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>-</td>
<td>29,058</td>
</tr>
<tr>
<td>Amounts received</td>
<td>43,000</td>
<td>-</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td>(41,525)</td>
<td>(29,058)</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>1,475</td>
<td>-</td>
</tr>
</tbody>
</table>

**GRAND TOTAL**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$3,032,558</strong></td>
<td><strong>$1,985,243</strong></td>
<td></td>
</tr>
</tbody>
</table>
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2019

Province of Alberta
The purpose of the Province of Alberta grant is to support the Board’s core operations and strategic initiative in support of the regional growth and metropolitan servicing plans, and other initiatives related to provincially mandated responsibilities.

Alberta Community Partnership
Alberta Community Partnership has agreed to make a one time conditional grant in the amount of $67,000, by the way of installments, $43,000 representing the Year One installment and $24,000 representing the Year Two installment. The grant is to assist the Board with the salary and expenses of a municipal land use planner intern.

6. DEFERRED LEASE INDUCEMENT

Pursuant to a premises lease agreement for the new office, the landlord provided the Board with a lease inducement. $104,897 was remaining at March 31, 2019. The inducement will reduce lease expense over the next five years based on the following schedule:

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Lease</th>
<th>Lease Inducement</th>
<th>Net Lease</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$277,285</td>
<td>(22,083)</td>
<td>255,202</td>
</tr>
<tr>
<td>2021</td>
<td>277,285</td>
<td>22,083</td>
<td>255,202</td>
</tr>
<tr>
<td>2022</td>
<td>277,285</td>
<td>22,083</td>
<td>255,202</td>
</tr>
<tr>
<td>2023</td>
<td>277,285</td>
<td>22,083</td>
<td>255,202</td>
</tr>
<tr>
<td>2024</td>
<td>231,071</td>
<td>16,565</td>
<td>214,506</td>
</tr>
<tr>
<td>Total</td>
<td>$1,340,211</td>
<td>(104,897)</td>
<td>1,235,314</td>
</tr>
</tbody>
</table>

7. LEASE COMMITMENT

The Board is committed to the following annual rent and occupancy expenses under lease for the premises.

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Lease</th>
<th>Lease Inducement</th>
<th>Net Lease</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$277,285</td>
<td>(22,083)</td>
<td>255,202</td>
</tr>
<tr>
<td>2021</td>
<td>277,285</td>
<td>22,083</td>
<td>255,202</td>
</tr>
<tr>
<td>2022</td>
<td>277,285</td>
<td>22,083</td>
<td>255,202</td>
</tr>
<tr>
<td>2023</td>
<td>277,285</td>
<td>22,083</td>
<td>255,202</td>
</tr>
<tr>
<td>2024 (until Jan 31)</td>
<td>231,071</td>
<td>16,565</td>
<td>214,506</td>
</tr>
<tr>
<td>Total</td>
<td>$1,340,211</td>
<td>(104,897)</td>
<td>1,235,314</td>
</tr>
</tbody>
</table>
8. TANGIBLE CAPITAL ASSETS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Office equipment</td>
<td>$9,666</td>
<td>$967</td>
<td>$8,699</td>
<td>$20,306</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>43,616</td>
<td>13,396</td>
<td>30,220</td>
<td>3,341</td>
</tr>
<tr>
<td>Computer software</td>
<td>103,602</td>
<td>63,024</td>
<td>40,578</td>
<td>58,597</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>275,812</td>
<td>117,147</td>
<td>158,665</td>
<td>128,520</td>
</tr>
<tr>
<td></td>
<td>$432,696</td>
<td>$194,534</td>
<td>$238,162</td>
<td>$210,764</td>
</tr>
</tbody>
</table>

9. RELATED PARTY TRANSACTIONS

The following is a summary of the Board’s related party transactions:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROVINCE OF ALBERTA</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants received</td>
<td>$4,000,000</td>
<td>$2,250,000</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>3,031,083</td>
<td>1,985,243</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td>2,954,160</td>
<td>2,301,980</td>
</tr>
<tr>
<td><strong>MUNICIPAL MEMBERS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions received and recognized as revenue</td>
<td>1,351,000</td>
<td>500,000</td>
</tr>
<tr>
<td><strong>BOARD MEMBERS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consulting fees</td>
<td>60,944</td>
<td>-</td>
</tr>
<tr>
<td>Honoraria</td>
<td>25,758</td>
<td>43,600</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>5,763</td>
<td>-</td>
</tr>
</tbody>
</table>

10. FINANCIAL INSTRUMENTS

The Board’s financial instruments consist of cash and cash equivalents, short term investments, accounts receivable and accounts payable and accrued liabilities. It is management’s opinion that the Board is not exposed to significant interest, credit or currency risks arising from these financial instruments.
11. BUDGET

The budget figures presented in the financial statements are based on the amended budget approved by the Board on February 14, 2019.

<table>
<thead>
<tr>
<th></th>
<th>Original</th>
<th>Adjustments</th>
<th>Amended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$3,394,000</td>
<td>$2,382,883</td>
<td>$5,776,883</td>
</tr>
<tr>
<td>Expenses</td>
<td>3,377,607</td>
<td>253,804</td>
<td>3,631,411</td>
</tr>
<tr>
<td>Annual Surplus</td>
<td>$16,393</td>
<td>2,129,079</td>
<td>2,145,472</td>
</tr>
</tbody>
</table>

12. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year’s presentation.
ACKNOWLEDGEMENTS

The Edmonton Metropolitan Region Board 2018-2019 Annual Report was produced by EMRB Administration.

EMRB Administration is thankful for the support and contributions of the Board and respective member municipalities, and is appreciative of assistance from the following organizations:

King & Company Chartered Accountants – Financial Audit; and

Broken Arrow Solutions Incorporated – Graphic Design.

PHOTO CREDITS

Photographs appear courtesy of the member municipalities of the Edmonton Metropolitan Region Board.