



Edmonton Metropolitan Region Board

Regional Action. Global Opportunity.

2018-2022 Business Plan

*Operationalizing the Mission,
Values, and Strategic Plan of the
Edmonton Metropolitan Region Board*

June 14, 2018

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1.0. EXECUTIVE SUMMARY

1.1. MISSION

1.1.1. The Edmonton Metropolitan Region Board (EMRB) Administration enables the Board to meet its fiduciary and mandated obligations.

1.2. VALUES

1.2.1. The four key values administration believes are mission critical to success are: respect, integrity, accountability, and innovation.

1.3. VISION

1.3.1. 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.

1.4. SCOPE

1.4.1. The EMRB must meet its obligations under the *Edmonton Metropolitan Region Board Regulation (189/2017)* of the Municipal Government Act (MGA), and also forge a role outside the Regulation to ensure additional value in the eyes of stakeholders. This additional value will be delivered by nurturing respectful stakeholder relationships based on a set of well-defined values and collaboration opportunities.

The Business Plan directs EMRB's administrative operations for the year in a way that is responsive to the Board's strategic priorities while honouring the need to carry out and enhance, where appropriate, the ongoing operations of the Board related to strategic planning, regional planning, regional servicing, public engagement, and internal operations. The Business Plan Model used is a four-year model renewed/reviewed annually.

1.4.2. On October 26, 2017 the Minister of Municipal Affairs approved the *Edmonton Metropolitan Region Board Regulation (189/2017)*, which includes a new membership, mandate, and voting structure. This has had an impact on the scope of work for the EMRB, which has been taken into consideration in the financial plan and Workplan.

1.4.3. For the purposes of the Alberta Freedom of Information and Protection of Privacy Act (FOIPPA) and Alberta Capital Finance Authority Act, the EMRB is deemed to be a Growth Management Board as defined in the newly updated MGA approved in 2017.

2.0. STRATEGIC PRIORITIES

2.1. 2018/19 is a transition year for the EMRB. The transition involves organizational changes resulting from a new MGA, the new Regulation, new members as a result of the 2017 municipal election, and Provincial approval of the Edmonton Metropolitan Region Growth Plan.

2.2. EMRB is on track to approving a new Strategic Plan in June 2018. These new draft strategic priorities are being used to help shape this Business Plan.

2.3 The Draft Strategic Priorities for 2018-2023 are:

1. Shared Investment for Shared Benefit;
2. Responsible and Sustainable Growth; and
3. Maintaining Momentum

2.4. The three Draft Strategic Priorities including their sub-tasks or projects are mapped out over time and depicted graphically in the Business Plan Gantt Chart (Appendix B). The Workplan continues to project out four years. A final version of the new Workplan will be defined in the 2019/20 Business Plan once the updated Board Strategic Plan is completed and approved.

2.5. This chart reflects key activities to achieve the stated Draft Strategic Plan objectives. However, the Board may choose to adjust the Strategic Priorities during the approval process of the new regional Strategic Plan. While not all activities are currently funded, it is understood these items are forecasted and will be undertaken in the future as funding is approved through the budgeting process or as funding becomes available. A complete list of unfunded projects is found on the Forward Planning List (FPL) (Appendix E). These projects are reviewed annually to ensure they stay consistent, and as part of the budgeting process to confirm ongoing relevance to the organization and prioritization against available resources.

2.6. Each Draft Strategic Priority has a series of Key Results:

Strategic Priorities	Outcome	Key Results
SHARED INVESTMENT FOR SHARED BENEFIT	The shared and equitable contributions, investments, and efforts by the EMRB result in measurable benefits for the Region as a whole.	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.
RESPONSIBLE AND SUSTAINABLE GROWTH	The EMRB develops and implements sustainable growth to enable future generations to meet their needs, including responsible planning, decision-making, and monitoring of growth in accordance with the Edmonton Metropolitan Region Growth Plan and the	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

	Edmonton Metropolitan Region Servicing Plan.	<p>symposium for education and stakeholder collaboration.</p> <p>2E: Embed an energy, climate, and economic opportunity lens on regional initiatives.</p>
MAINTAINING MOMENTUM	The EMRB successfully completes major activities and projects, and continually improves programs.	<p>3A: Maintain and enhance collaboration amongst Board members to foster healthy relationships.</p> <p>3B: Maintain and evolve the Regional Evaluation Framework (REF)</p> <p>3C: Maintain and improve the Edmonton Metropolitan Region GIS (EMRGIS).</p> <p>3D: Maintain and improve advocacy (e.g., Provincial, Federal, Public Engagement Policies, Indigenous Stakeholders, etc.).</p> <p>3E: Maintain and enhance innovation to inform decisions.</p> <p>3F: Complete annual regional transportation priorities to inform Alberta Transportation.</p> <p>3G: Update the Integrated Regional Transportation Master Plan (IRTMP).</p> <p>3H: Promote integrated transportation and transit systems.</p> <p>3I: Promote advocacy on regional energy corridors.</p> <p>3J: Promote advocacy on housing.</p>

Table 1 – Strategic Priorities’ Key Results

3.0. 2018/19 BUSINESS PLAN PRIORITIES

3.1 The impacts resulting from the new Regulation with an expanded mandate and reduced membership will impact Board work.

3.2 Key Work that supports the Strategic Priorities are as follows:

3.2.1 Shared Investment for Shared Benefit: There is a desire from members that the region begin a discussion on shared investment for shared benefit. While implemented in various regions throughout the world, there is no uniformity to defining this outcome. Each definition is a solution unique to its region. The Board will create a made in EMRB solution that is right for the Edmonton Metropolitan Region with recommendations on how it might be implemented.

3.2.2 Responsible & Sustainable Growth

3.2.2.1. Regional Agriculture Master Plan: The Regional Agriculture Master Plan is part of the implementation of the Growth Plan. While updating the Growth Plan, the Board felt it critical to grow more responsibly and to elevate the importance of conserving agricultural lands by deciding to add a new Agriculture policy area. EMRB is now further committed to addressing the challenges facing growth of rural and urban agriculture through the development of a Regional Agriculture Master Plan and a Land Evaluation and Site Assessment (LESA) type tool within roughly two years of the approval of the Growth Plan. That date is April 2020.

3.2.2.2 Metropolitan Regional Servicing Plan: The new Regulation expands the mandate of the EMRB to include the preparation of a Metropolitan Region Servicing Plan (MRSP) that supports the implementation of the long-term vision of the Edmonton Metropolitan Region Growth Plan. The MRSP is required to be complete within two years of the new Regulation coming into force. That date is October 2019. Consideration is ongoing on whether recreation, an Intermunicipal Collaborative Framework (ICF) requirement, will be included.

3.2.2.3 Public Engagement Policy: The updated mandate also included a Public Engagement policy for use in the implementation of the Growth Plan and the Metropolitan Region Servicing Plan. While public engagement currently is well defined at the municipal level, it is less so at the Regional level. The Board will be determining what public engagement means for the EMRB. Completion date is required by October 2018.

3.2.3 Energy Corridors: The Energy Corridor Master Plan, and subsequently the Growth Plan, have provided the policy framework for energy corridors. The need was confirmed at the Regional Forum in January 2018. The results of the forum also revealed a number of potential models to create regional corridors. Phase 2 will examine these potential models and a process to plan for and placement of energy corridors.

3.2.4 Economic Development: Edmonton Global will continue to transition through the balance of 2018, and EMRB has a vested interest to ensure it is successful. EMRB will continue to shape regional economic competitiveness through the Integrated Regional Transportation Master Plan (IRTMP), the Transportation Prioritization List, and as a regional stakeholder.

3.3 Housing: We will be transitioning from a planning/policy role in housing to an advocacy role. This changing role will need be managed in cooperation with our regional partners.

3.4 Strategic Plan: Work on this document, which guides the Board and helps to direct administration, began in early 2018 and is nearing completion. The work of the Board and Board activities will be measured against the Strategic Plan KPIs once approved and then semiannually. This will enable any adjustments if needed to the strategic direction.

3.5 Broadband: This is an emerging issue for the economic competitive of the region. Initial efforts will be towards scoping the project and determine potential partnerships to deliver on the project.

3.6 EMRB Credibility and Value Add: Attention to the promotion of EMRB’s regional successes will increase likelihood of long-term sustainability as a Board, through predictable funding stream(s) that enable it. Key Performance Indicators will be a key method in achieving this outcome.

SPECIFIC OUTCOMES IN PRIORITY

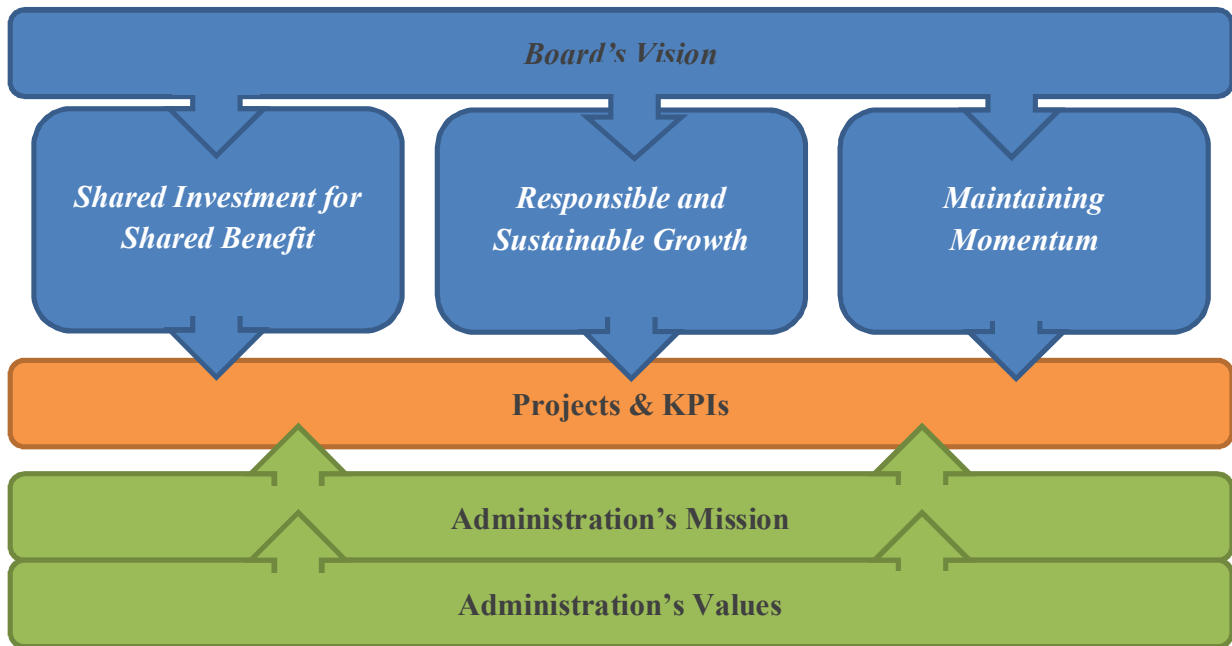
Tier 1			
	Activity	Outcome	Remarks
SP3	Governance	<ul style="list-style-type: none"> Enhanced Board Governance through extensive review of Policy G005, scheduled policy review in October 2018, and Board Governance training. 	
SP2	Regional Agriculture Master Plan	<ul style="list-style-type: none"> Commencement of the development of a Regional Agriculture Master Plan will achieve the objectives defined in the Growth Plan to be completed by April 2020 on budget. Creation of a LESA-type tool that is specific and customized to this region. Completion of the engagement and communications strategies. 	
SP2	Metropolitan Region Servicing Plan	<ul style="list-style-type: none"> Commencement of development of a Metropolitan Region Servicing Plan will fulfil the Board mandate as defined in the regulation to be complete by October 2019 on budget. Creation of conditions to include recreation if Board directs. Appropriate regional engagement – this will be critical. 	
SP3	Public Engagement Policy	<ul style="list-style-type: none"> Creation of a public engagement policy, by and for this region, approved by the Board by October 2018. 	
SP3	Advocacy	<ul style="list-style-type: none"> Enhanced Advocacy expanding the credibility and awareness of the Edmonton Metropolitan Region Board. Framework and indisputable performance measurement providing the basis of fact based information in support of this activity. 	Ongoing
SP3	Strategic Plan	<ul style="list-style-type: none"> Board approval of Strategic Plan by June 2018. 	
SP1	Share Investment for Shared Benefit	<ul style="list-style-type: none"> Definition of what Shared Investment for Shared Benefit means for this region, as a result of Board discussions. Implementation Recommendations. 	

	EMRB Risks	<ul style="list-style-type: none"> • Development of a comprehensive risk matrix for the organization to minimize that risk, by Chief Risk Officer.. • Development of Policies to minimize the risk to the Board and Board data. • Confidence in Regional Evaluation Framework process remains absolute. 	
Tier 2			
	Activity	Outcome	Remarks
SP3	IRTMP	<ul style="list-style-type: none"> • Commencement of a comprehensive review, based on the Growth Plan Update. • Development of a plan for impacts to the Transportation Prioritization List. 	
SP3	Energy Corridors – Phase 2	<ul style="list-style-type: none"> • Initiation of a one-year project that will involve meeting with government and industry stakeholders to review and analyze corridor protection models for consideration in the Region. 	
SP3	Growth Plan KPI	<ul style="list-style-type: none"> • Initiation of a one-year project to upgrade and expand on existing KPI dashboard. 	

Table 2 – Business Plan Priorities

4.0. PLANNING FRAMEWORK

4.1. EMRB's Strategic Planning Framework is a combination of the Board Vision, the Strategic Priorities, and the Administration's Values and Mission, which together ensure the successful completion and reporting of the Board's strategic priorities.



5.0. RISK

5.1. Determining and mitigating Risks to EMRB is an evolving process. It includes real world and digital risks. Steps have been taken toward a more robust and coherent risk assessment model, which will help the EMRB better manage risk into the future. The assessment criteria for mitigation strategies are outlined below at Table 3.

5.2. EMRB Criteria for Risk definition:

1. The impact reaches across EMRB
2. Poses potential reputational impact to EMRB and its authorities
3. Is an issue of public interest
4. May be Proactive (e.g. Creation of a Metropolitan Region Servicing Plan) or Reactive (e.g. New Legislation)
5. May be External (e.g. an Act of God, Ransomware) or Internal (e.g. Loss of the Office)

Risk	Probability	Financial Impact	P x FI	Mitigation
Political Change – Loss of Regulation	1%	\$3,000,000.00 plus Matching Funding/Grants	Not Applicable	<ul style="list-style-type: none"> • Return of uncommitted funds to the province and municipalities • A compliant robust document management system
Staff Offence – FOIP, Criminal Act, Conflict of Interest	5%	\$300,000.00	\$15,000.00	<ul style="list-style-type: none"> • \$10,000,000.00 annual aggregate coverage for Primary Commercial General Liability • \$1,155,000.00 Crime Coverage
Board & Staff General Coverage	5%	\$1,000,000.00	\$50,000.00	<ul style="list-style-type: none"> • \$10,000,000.00 annual aggregate coverage for Primary Commercial General Liability • \$7,500,000.00 annual aggregate coverage for Excess of Primary Commercial General Liability and Primary Professional Errors & Omissions Liability • \$5,000,000.00 per Occurrence coverage for Primary Non-Owned Automobile Liability
Major lawsuit and resulting damages awarded due to negligence	10%	\$1,000,000.00	\$100,000.00	
Acts of God	1%	\$1,500,000.00	\$15,000.00	<ul style="list-style-type: none"> • \$10,000,000.00 annual aggregate coverage for Primary Commercial General Liability • \$7,500,000.00 annual aggregate coverage for Excess of Primary Commercial General Liability and Primary Professional Errors & Omissions Liability
Total Loss of Workspace	3%	\$1,500,000.00	\$45,000	

Table 3 – Risk/Mitigation Matrix

5.3 Items to be developed:

5.3.1 Reporting Mechanism to ensure Executive and Board awareness as issues arise.

5.3.2 IT verification mechanism to ensure backup/replication of data is occurring on a regular schedule.

6.0. 2018/19 PROGRAMS AND OPERATIONS

6.1. Appendix C (2018-2022 Business Plan Funded Projects) outlines the details of the program for the current fiscal year. Projects are derived from logical outcomes of work from prior activities within the various EMRB functional areas, and some emerge directly from the Edmonton Metropolitan Region Growth Plan. All are aligned to ensure coherence and where applicable address projects mandated in the newly approved Regulation.

7.0. FINANCIAL PLAN

7.1 An adjusted budget for 2018/19 was approved by the Board on April 12, 2018 reflecting an additional \$2.38 million in revenue and a \$1.35 million membership contribution. These funds allow the organization to accelerate the start times of projects as well as add additional projects such as Shared Investment for Shared Benefit. The budget is presented in thousands of Canadian dollars, and consists of a Statement of Operations and a Capital Acquisition Budget.

7.2. STATEMENT OF OPERATIONS

7.2.1. The planned adjusted Statement of Operations for 2018/19 is as follows:

2018-2021 Adjusted Budget	
Revenue	2018/19 Budget Adjusted
GOA Operating Grant	\$ 2,000,000.00
GOA Planning Intern Grant	\$ 43,000.00
13 Member Contribution	\$ 1,351,000.00
Non-committed funds	\$ 2,382,883.00
Carry over	\$ -
Total Revenue	\$ 5,776,883.00
Expenditures	
Board & Committee	
Board & Committee Collaboration Events	\$ 30,000.00
Honorarium	\$ 25,400.00
Meetings	\$ 17,500.00
Additional Meeting Support	\$ 32,500.00
Travel	\$ 12,000.00
Chair Retainer	\$ 80,000.00
Total Board & Committees	\$ 197,400.00
Salaries and benefits*	\$ 1,826,706.55
Office lease	\$ 300,000.00
Professional fees - Legal/Advisory	\$ 55,000.00
Travel/ Professional Development	\$ 30,000.00
Information technology	\$ 25,000.00
DMS/Records Management	\$ 20,000.00
Office Communications	\$ 38,000.00
Office Supplies	\$ 30,000.00
Operational	\$ -
Insurance	\$ 8,000.00
Meetings - Non Board/Committee	\$ 20,000.00
GIS	\$ 20,000.00
Bank Charges and interest	\$ 2,000.00
Other expenses	\$ 8,000.00
Total Administration	\$ 2,382,706.55
Regional Mandate	
Compliance	\$ 56,000.00
Education	\$ 50,000.00
Communications	\$ 70,000.00
GP Implementation	\$ 335,000.00
Regional Projects**	\$ 354,000.00
REF	\$ 100,000.00
Total Regional Projects	\$ 965,000.00
Funding adjustments***	
Metropolitan Region Servicing Plan (addition of	\$ 100,000.00
Public Engagement Policy	\$ -
KPI Dashboard Development	\$ 175,000.00
Communications	\$ -
Transportation Prioritization Review	\$ -
IRTMP Update	\$ -
Regional Ag Master Plan	\$ 140,000.00
Recreation/Open Spaces Master Plan	\$ -
Shared Investment for Shared Benefit	\$ 500,000.00
Broadband - phase 2	\$ 100,000.00
Transportation Systems Working Groups	\$ 50,000.00
Energy - phase 2	\$ 300,000.00
Board Stabilization Reserve	\$ 300,000.00
Regional Symposium	\$ -
Housing Needs Assessment	\$ -
Total Regional Projects	\$ 1,565,000.00
Capital and Other	
Planning Intern	\$ 64,000.00
Office Furniture/Equipment	\$ 50,000.00
Total Capital and Other	\$ 114,000.00
Total Expenditures	\$ 5,224,106.55
Unallocated Funds	
Surplus (Deficit)	\$ 552,776.45
Accumulate surplus beginning of year	
Accumulate surplus end of year	

* Additional FTEs are located in salaries and benefits and become part

** Difference due to removing Housing Symposium for 2018/19

*** Projects funded in 2018/19 but can be multi-year

Table 4 – Statement of Operations

7.3. SHARED INVESTMENT FOR SHARED BENEFIT

7.3.1 Shared Investment for Shared Benefit is a concept embedded in numerous successful regions around the world. The shape and form of its definition vary greatly. It will be incumbent upon the Board to work toward a solution that is unique and successful for this region.

7.3.2 As background and a basis for devising its own solution for the Edmonton Metropolitan Region, the Board has authorized the hiring of one FTE Project Manager to develop a framework/plan with implementation recommendations.

7.4. REGIONAL AGRICULTURE MASTER PLAN

7.4.1. The Edmonton Metropolitan Region Board Growth Plan – *Re-Imagine. Plan. Build.* was approved by the Government of Alberta (GOA) on October 26, 2017. This growth management plan provides direction for “how the region will manage and optimize growth” in the next 30 years.

7.4.2 With the approval of the Growth Plan, GOA has provided support for the vision, principles, objectives and policies as being critical for the sustainability of the region. This includes recognition of the vital role the agricultural sector plays in economic diversification and prosperity, food security, and the social, cultural, and historical significance in the Region.

7.4.3 The Edmonton Metropolitan Region is surrounded by some of the province’s best quality agricultural lands, along with what is typically referred to as the corridor region; these lands are often referred to as Alberta’s prime agricultural lands. The conversion of prime agricultural lands to non-agricultural uses is a significant issue for this Region and poses a fundamental challenge to sustaining and growing a thriving agricultural sector.

7.4.4 The commitment to compact, contiguous growth, and protecting the environment set out in the Growth Plan is estimated to conserve 250 quarter sections of prime agricultural lands and some \$5 billion savings in infrastructure efficiency through land savings over 30 years.

7.4.5 The Regional Agriculture Master Plan includes the development of customized regional land evaluation and site assessment tool within two years of the approval of the Growth Plan with a scheduled completion date set for April 2020.

7.5. METROPOLITAN REGION SERVICING PLAN

7.5.1 The new Regulation expands the mandate of the EMRB to include the preparation of a Metropolitan Region Servicing Plan (MRSP) that supports the vision and implementation of the Edmonton Metropolitan Region Growth Plan. The MRSP is required to be completed within two years of the new Regulation coming into force (October 26, 2019).

7.5.2 A Project Charter and Task Force Terms of Reference has been approved by the Board and the Task Force has held its first meeting to kick off the regional environmental scan on April 26, 2018. The MRSP will ultimately go to the Board for approval in 2019.

7.6. PUBLIC ENGAGEMENT

7.6.1 The Board will work on development of a regional Public Engagement policy. While most member municipalities have a public engagement policy, there is a gap in a regional engagement perspective. In developing its own regional policy, the Board will review the various and

appropriate principles and frameworks that exist for public engagement, including the International Associate for Public Participation (IAP2).

7.7. ADVOCACY

7.7.1. In 2018/19 the Board will continue advocacy efforts with a focus on a strategic engagement with the Government of Alberta in preparation for future Provincial Budgets, and to advance Board priorities as they relate to key Ministries. These include, but are not limited to, the content and deliverables of the Edmonton Metropolitan Region Growth Plan, the Energy Corridors Master Plan, Regional Agriculture Master Plan, and the Metropolitan Region Servicing Plan.

7.7.2. Administration will continue to support the strategic engagement plan with ongoing communications initiatives including the monthly *reCAP* newsletter and CEO Update to CAOs; meetings with Cabinet, Deputy Ministers and key regional stakeholders; and outreach events, particularly in support of the work of the implementation of the Edmonton Metropolitan Region Growth Plan and the expanded Board Mandate.

7.7.3. A new brand was developed in conjunction with the change in name as per the updated and approved regulation.

7.7.4. Ongoing Board work will likely provide additional opportunities to further advocacy.

7.8. GOVERNANCE

7.8.1 The Board undertakes various projects associated with Board Governance in accordance with Board Policies. Policy G001 states that the Board is to undergo a comprehensive policy review beginning in October 2018.

7.8.2 In 2018, the Governance Manual and policies were updated to ensure conformity to the newly approved MGA, Regulation, and Growth Plan.

7.8.3 Main projects over the 2018/19 planning year are:

1. Extensive review of Policy G005
2. Review of all remaining policies starting in October 2018
3. Board Governance Training

7.9. STRATEGIC PLANNING

7.9.1 The development of a Strategic Plan is an important senior leadership activity to set direction and goals for the organization and to develop a plan to achieve the goals. It serves as a means to prioritize effort and resources, and is influenced by the external environment.

7.9.2. The Strategic Plan is also an important communications tool both inside and outside of the organization to message what is important, and where the Board adds value and has impact. The development of a Strategic Plan early in the tenure of the new Board will be important to establishing the culture, strategic direction, and priorities of the Edmonton Metropolitan Region Board.

7.9.3. The Draft Strategic Plan will be going to the Board for approval in the June 2018.

7.10. GEOGRAPHIC INFORMATION SERVICES (GIS)

7.10.1. The Edmonton Metropolitan Region Geographic Information Services (EMRGIS) website was successfully launched in June 2015. The website delivers on the mission and vision of the EMRGIS Plan developed as part of the original Capital Region Growth Plan. The EMRGIS website offers an innovative and collaborative sharing platform where regional maps and data can be accessed by anyone through the simple use of a web browser. The site also offers open data access to key regional datasets.

7.10.2. More key regional maps and applications were added to the site through 2017 and more will be developed and added in 2018. All data from the Edmonton Metropolitan Region Growth Plan was made available for download through the open data section of the EMRGIS site in addition to interactive web-map versions of each map in the plan.

7.10.3. The EMRGIS is also being used for continued support to ongoing projects such as the refinement of Edmonton Metropolitan Region Growth Plan maps, the Energy Corridors Master Plan, the Agriculture Master Plan, and the Metropolitan Region Servicing Plan. The EMRGIS online Key Performance Indicator (KPI) Dashboard tracks new KPIs for the Edmonton Metropolitan Region Growth Plan, which will be reported annually to the Board.

Dr. Jodi L. Abbott, Chair
Edmonton Metropolitan Region Board

Malcolm Bruce, CEO
Edmonton Metropolitan Region Board

Date:

Date:

APPENDICES:

Appendix A: Organizational Structure
Appendix B: 2018-2022 Business Plan Gantt Chart
Appendix C: 2018-2022 Business Plan Funded Projects
Appendix D: 2018-2022 Business Plan Unfunded Projects
Appendix E: Forward Planning List

APPENDIX A: ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURES FOR 2018/19 COMMITTEE STRUCTURE

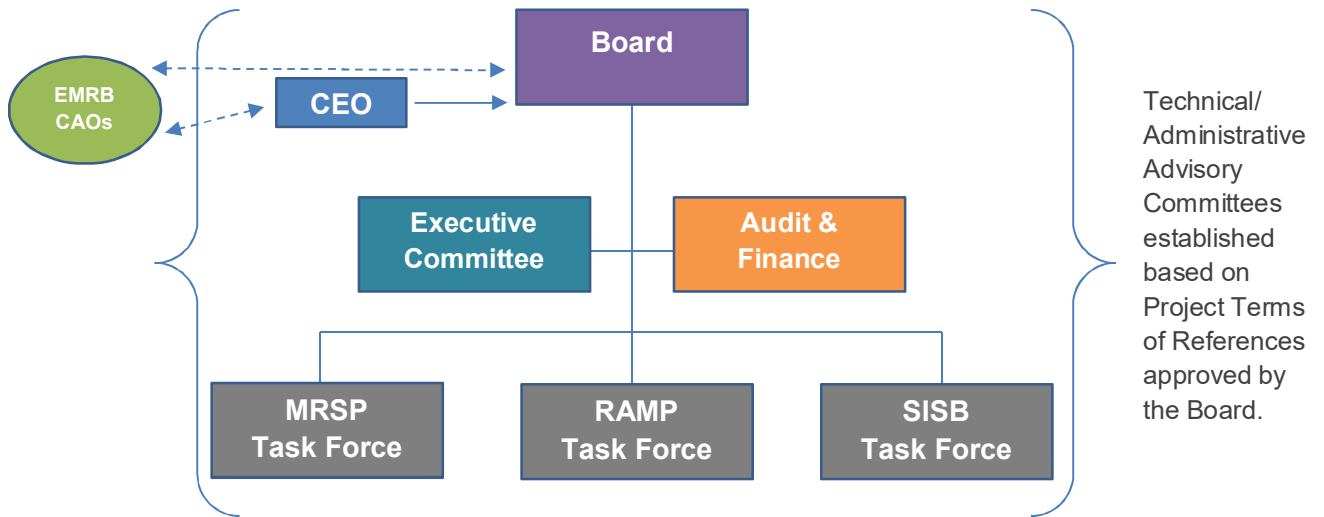


Figure 2 – Edmonton Metropolitan Region Board Governance Structure

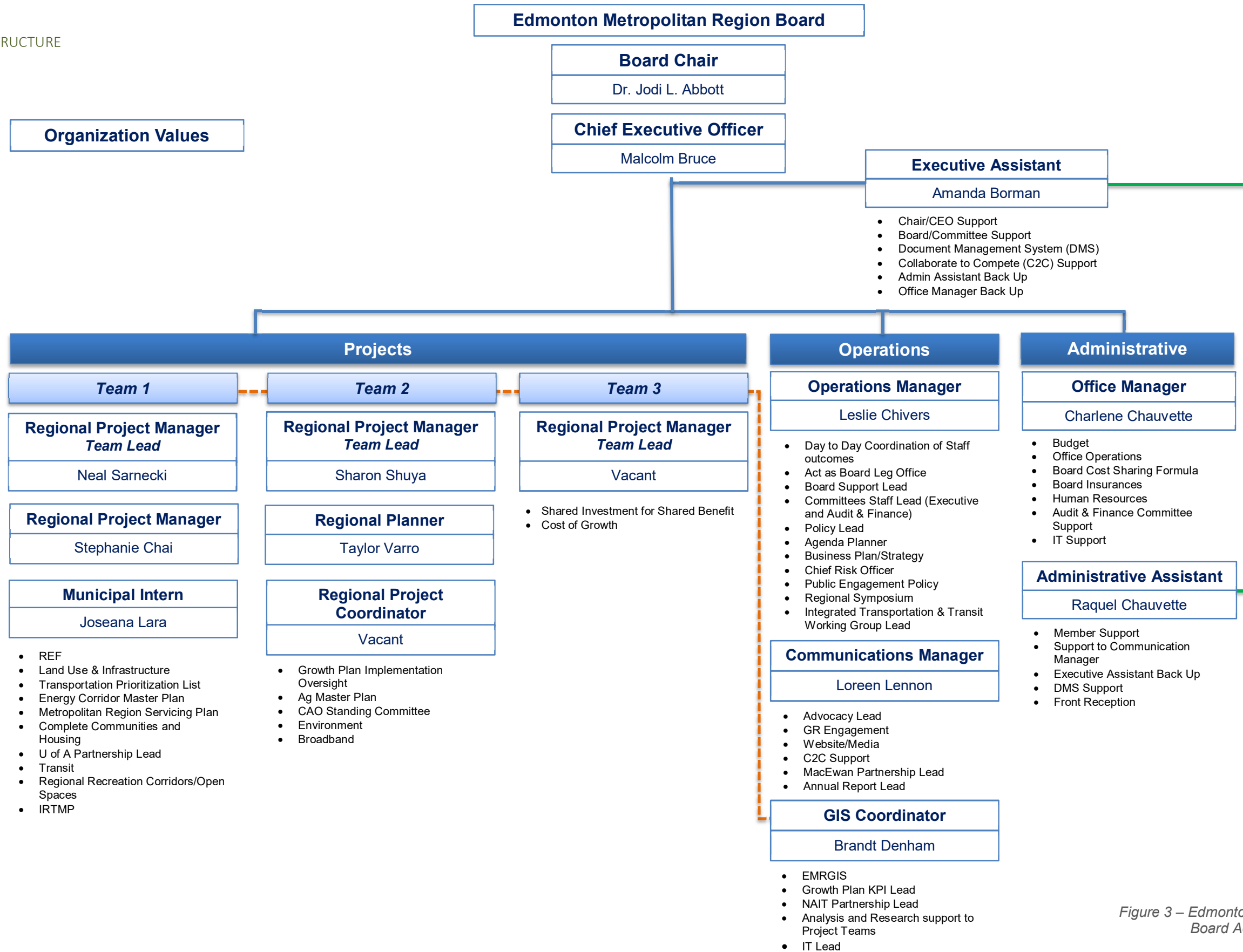


Figure 3 – Edmonton Metropolitan Region Board Administration Structure

APPENDIX B: 2018-2022 BUSINESS PLAN GANTT CHART

Edmonton Metropolitan Regional Board Strategic Plan - IMPLEMENTATION GANTT CHART, 2018-2022																					
Strategic Priorities and Key Results		2018				2019				2020				2021				2022			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Key Influencers/Activities																					
		Business Plan Review	Annual Report		Business Plan Review		Annual Report		Business Plan Review		Annual Report		Business Plan Review		Annual Report		Business Plan Review		Annual Report		
		Board Orientation: Jan 19				Strategy 2018 - GPU Azimuth 2023 in effect	Check														
			CEO Recruitment			Provincial Election	Federal Election									Municipal Election					
Strategic Priority 1: Shared Investment for Shared Benefit																					
	Shared Investment for Shared Benefit																				
	Integrated Transportation Systems Working Group (ongoing quarterly meeting) (TBC)																				
	2018-2023 Strategic Plan																				
Strategic Priority 2: Responsible and Sustainable Growth																					
	Edmonton Metropolitan Region Servicing Plan																				
	Regional Agriculture Master Plan and Land Evaluation and Site Assessment Tool																				
	Growth Plan Update KPIs																				
	Broadband																				
	Integrated Regional Recreation Corridors/Open Space Master Plan																				
	Growth Plan 2 Year Update																				
Strategic Priority 3: Maintaining Momentum																					
	Public Engagement Policy																				
	Transportation Prioritization Annual Update																				
	Transportation Masterplan Update (IRTMP)																				

Edmonton Metropolitan Regional Board Strategic Plan - IMPLEMENTATION GANTT CHART, 2018-2022

Strategic Priorities and Key Results	2018				2019				2020				2021				2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Key Influencers/Activities																				
	Business Plan Review	Annual Report			Business Plan Review		Annual Report			Business Plan Review	Annual Report			Business Plan Review	Annual Report			Business Plan Review	Annual Report	
	Board Orientation: Jan 19					Strategy 2019 - GPU Azimuth 2023 in effect Check														
			CEO Replacement			Provincial Election	Federal Election								Municipal Election					
Strategic Priority 3: Maintaining Momentum																				
Energy Corridors Phase 2																				
Energy Corridor Advocacy																				
Regional Symposium																				
Provincial Transportation Funding Initiatives (Transit)	As opportunities arise																			
Website Review																				
General Advocacy + Communications																				
Edmonton Metropolitan Region Growth Plan Communications Plan																				
Growth Plan Implementation Tool Kit and Education Sessions																				
Comprehensive Policy Review																				
Housing Advocacy																				
Regional Roadshow																				
Advocacy Retreat																				
REF																				

Edmonton Metropolitan Regional Board Strategic Plan - IMPLEMENTATION GANTT CHART, 2018-2022																					
Strategic Priorities and Key Results		2018				2019				2020				2021				2022			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Key Influencers/Activities																					
		Business Plan Review		Annual Report		Business Plan Review		Annual Report		Business Plan Review		Annual Report		Business Plan Review		Annual Report		Business Plan Review		Annual Report	
		Board Orientation: Jan 19						Strategy 2019 - GPU Azimuth 2023 in effect Check													
				CEO Replacement				Provincial Election	Federal Election									Municipal Election			
Forward Planning List Items																					
	EMRB Brand Review																				
	Specialized Transit - Cost Benefit Analysis																				
	Public Transit Advocacy (TBC)																				
	Regional Congestion Management Strategy (Formerly HOV) - Phase 2																				
	Regional Infrastructure Master Plan																				
Legend	Forward Planning List Items currently unfunded (List B)																				
	Estimated or actual costs of approved projects that are funded or pending B list project funding for 2015/16. Out years will be approved annually as part of the Business Plan/Budget cycle																				

Table 5 – 2018-2022 Business Plan Gantt Chart

APPENDIX C: 2018-2022 BUSINESS PLAN FUNDED PROJECTS

Funded Priority "A" Projects

April 1, 2018 to March 31, 2019

Project	Description	Start Date	Note
Strategic Priority 1: Shared Investment for Shared Benefit			
Shared Investment for Shared Benefit	This two-year project will work at a Board level to determine a formula or agreement for the region that will define Shared Investment for Shared Benefit.	2018/19	
Integrated Transportation Systems Working Group	A working group that meets as required to monitor, support, and advocate for transportation related activities in the Region.		TOR currently going through approval process.
2018-2023 Strategic Plan	Develop a strategic vision for the Region based on desires and dreams of the Region's municipalities and citizens.		Board approval target: June 2018.
Strategic Priority 2: Responsible and Sustainable Growth			
Edmonton Metropolitan Region Servicing Plan	The new Regulation expands the mandate of the EMRB to include the preparation of a Metropolitan Region Servicing Plan (MRSP) that supports the implementation of the long-term vision of the Edmonton Metropolitan Region Growth Plan.	2018/19	First Task Force meeting occurred.
Regional Agriculture Master Plan and Land Evaluation & Site Assessment Tool	A two-year project that will deliver – Regional Agriculture Profile; Regional Ag Master Plan, a land evaluation and site assessment tool and implementation plan, and updates to the Growth Plan – policies, Map, KPIs and implementation plan.	2018/19	
Growth Plan Update KPI	Development of methodologies for indicators not yet reported on (ex. wetlands, land supply, agriculture). Improvements to visualization and interactivity of dashboard. Dataset formatting for open data, and the establishment of targets where appropriate.	2018/19	
Broadband	One-year project to review recommendations made in the environmental scan and determine the best way to implement a regional strategy.	2018/19	
Integrated Regional Recreation Corridors/Open Spaces Master Plan	Two-year project that takes an inventory of recreation corridors and open spaces to identify gaps, missing links and underserved areas of the Region.	2019/2020	
Growth Plan Update	Review of the current Growth Plan after completion of the regional Agriculture Master Plan and the Metropolitan Region Servicing Plan.	2020/21	

Project	Description	Start Date	Note
Strategic Priority 3: Maintaining Momentum			
Public Engagement Policy	A one-year project that will examine regional municipal public engagement policies and other regional public engagement policies for the purposes of creating a regional public engagement policy.	2018/19	A draft environmental scan is complete and a draft policy will be going to the Board for review.
Transportation Prioritization Annual Update	Annual program that ranks Regional Transportation and Transit Projects.	Annual	
Transportation Masterplan Update (IRTMP) Update	Two-year project to update the Integrated Regional Transportation Master Plan.	2019/20	
Energy Corridors Phase 2	One-year project that will involve meeting with government and industry stakeholders to review and analyze corridor protection models for consideration in the Region.	2018/19	
Energy Corridors Advocacy		2018/19	
Regional Symposium	This event expands on the success of the housing symposium to explore regional topics.	2019	
Provincial Transportation Funding Initiatives	Funding for regional transportation projects as funding becomes available.	As opportunities arise	
Website Review	Regular review of the website.	2019/20	
Risk & Stabilization Reserve	An uncommitted reserve account established for the purpose of providing funding to Board initiatives that are not allocated for in the normal budget cycle.	2018/19	
General Advocacy and Communications		Ongoing	
Comprehensive Policy Review	Policy G001 – Policies demands that a full policy review be conducted once every four years 12 months after a municipal election.	2018/19	
Housing Advocacy			
Regional Roadshow	Regular touchpoints with membership municipalities.	Ongoing	
Advocacy Retreat	Workshop to help focus the Board's advocacy efforts.		
REF		Ongoing	

Table 6 – 2018-2022 Business Plan Funded Projects

APPENDIX D: 2018-2022 BUSINESS PLAN UNFUNDED PROJECTS FOR 2018/19

Project	Description	Start Date	Note
EMRB Brand Review	A five year comprehensive Brand Review	2021/22	
Specialized Transit - Cost Benefit Analysis	Following completion of the needs assessments throughout the Region, this study will provide the Board with an understanding of the costs and benefits of providing specialized transit to meet the needs of the Region.	2021/22	Ongoing implementation of Intermunicipal Transit Plan as per Board Mandate.
Public Transit Advocacy (TBC)			
Regional Congestion Management Strategy (formerly HOV) Phase 2	Following on the results of the 2016 HOV Study, review the next step in moving forward with HOV in the Region, including selecting a corridor for a pilot study.	2020	Ongoing implementation of Intermunicipal Transit Plan as per Board Mandate.
Regional Infrastructure Masterplan		2021/22	

Table 7 – 2018-2022 Business Plan Unfunded Projects

APPENDIX E: FORWARD PLANNING LIST FOR 2018-2022

Item	Total Cost	Unfunded	Last Safe Purchase Date (if applicable)	Expected Start Date	Owner
EMRB Brand Review		Unfunded		2021/22	
Specialized Transit Cost Benefit Analysis	\$50,000	Unfunded		2021/22	Board
Public Transit Advocacy (TBC)					
Regional Congestion Management Strategy (formerly HOV) Phase 2	\$100,000	Unfunded		2020	TBD
Energy Corridors Phase 3 - (Advocacy)				2020	
Regional Infrastructure Masterplan	\$200,000	Unfunded		2021/22	TBD

Table 8 – 2018-2022 Forward Planning List