CITY OF LEDUC
COMMITTEE-OF-THE-WHOLE MEETING
AMENDED AGENDA

Monday, April 27, 2020, 5:00 P.M.
Council Chambers, Leduc Civic Centre
1 Alexandra Park, Leduc, Alberta

1. CALL TO ORDER

2. APPROVAL OF AGENDA

3. ADOPTION OF PREVIOUS NOTES
   3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday, April 20, 2020

4. DELEGATIONS & PRESENTATIONS

5. BUSINESS ARISING FROM PRESENTATIONS

6. CLOSED SESSION
   (LAST ITEM OF BUSINESS)
   6.1 COVID-19 Athletic Field / Facility Closure Timelines
       FOIP s. 21 and 24
       (D. Melvie / J. Kamlah / R. Sereda - 20 minutes)

7. RISE AND REPORT FROM CLOSED SESSION

8. REPORTS FROM COMMITTEE & ADMINISTRATION
   *8.1 Edmonton Metropolitan Region Board ("EMRB")
       Update for April 27, 2020
       (M. Hay - 15 minutes)

   *8.2 LRC Program Space Needs
       (J. Kamlah - 30 minutes)

   ***NOTE: Presentation now attached to amended agenda.***
9. INFORMATION ITEMS

9.1 Future Agenda Items

(15 minutes)

10. ADJOURNMENT
NOTES OF THE CITY OF LEDUC
COMMITTEE-OF-THE-WHOLE MEETING

Monday, April 20, 2020

Present: Mayor B. Young, Councillor B. Beckett, Councillor G. Finstad, Councillor B. Hamilton, Councillor L. Hansen, Councillor T. Lazowski, Councillor L. Tillack

Also Present: M. Pieters, Acting City Manager, S. Davis, City Clerk

1. CALL TO ORDER
Mayor B. Young called the meeting to order at 5 pm.

2. APPROVAL OF AGENDA
MOVED by Councillor G. Finstad
That the Committee-of-the-Whole approve the agenda with the following amendments:
11. INFORMATION ITEMS
Delete Item 11.1 - Future Agenda Items; and
Add Item 11.1 - COVID-19 Update

Motion Carried Unanimously

3. ADOPTION OF PREVIOUS NOTES
3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday, March 23, 2020
MOVED by Councillor L. Hansen
That the notes of the Committee-of-the-Whole meeting held on Monday, March 23, 2020, be approved as presented.

Motion Carried Unanimously
3.2 Approval of Notes of the Special Committee-of-the-Whole Meeting held Monday, March 30, 2020

MOVED by Councillor B. Beckett

That the notes of the Special Committee-of-the-Whole meeting held on Monday, March 30, 2020, be approved as presented.

Motion Carried Unanimously

4. DELEGATIONS & PRESENTATIONS

4.1 Boys and Girls Club of Leduc

S. Bissell, Executive Director, Leduc Boys and Girls Club made a PowerPoint presentation (Attached to Agenda) outlining the Club's plan to best serve children and youth in the City of Leduc.

Committee members thanked S. Bissell for the very well thought-out plan and presentation.

5. BUSINESS ARISING FROM PRESENTATIONS

6. CLOSED SESSION

MOVED by Councillor L. Hansen

That Committee-of-the-Whole move into Closed Session at 5:31 pm.

Motion Carried Unanimously

6.1 Organizational Review Facilitation - Update for April 20, 2020

FOIP s. 24

6.2 Intermunicipal Projects Update/Strategic Planning

FOIP s. 21 & 25

MOVED by Councillor G. Finstad

That Committee-of-the-Whole move into Open Session at 6:38 pm.

Motion Carried Unanimously

7. RISE AND REPORT FROM CLOSED SESSION

7.1 Organizational Review Facilitation - Update for April 20, 2020

FOIP s. 24
Also in attendance:
M. Hay, Director, Government Relations and Corporate Planning Strategy
C. Tobin, Director, Human Resources
C. Bole, Manager, Corporate Planning and Performance
S. Davis, City Clerk

7.2 **Intermunicipal Projects Update/Strategic Planning**

FOIP s. 21 & 25

There was no business under this title.

8. **REPORTS FROM COMMITTEE & ADMINISTRATION**

8.1 **Family Resource Network**

D. Brock, Director, Community and Social Development, made a presentation on a new opportunity for funding, which will allow the City of Leduc to provide services to children and youth in the age range of 0 - 18 years. D. Brock set out the steps necessary to implement a Family Resource Network.

D. Brock answered the Committee's questions.

8.2 **Engineering Standards**

S. Olson, A/General Manager, Infrastructure and Planning, made a PowerPoint presentation (Attached to Agenda). S. Olson advised that Engineering Standards ("Standards") are necessary and will be similar to those completed by the City of Edmonton; however, it is important to ensure that the Engineering Standards set out meet the needs of the City of Leduc. S. Olson also set out the next steps in development of the Standards.

Committee members agreed to maintain the current road width standards. S. Olson advised that the comments from Committee members will be taken into consideration when completing the final Engineering Standards.

S. Olson answered the Committee's questions.

9. **GOVERNANCE**

There were no items.

10. **COUNCIL CALENDAR UPDATES**

There were no items.
11. INFORMATION ITEMS

11.1 COVID-19 Update

M. Pieters, A/City Manager, provided Committee members with an overview of the sample Recovery Planning Organizational Structure (“Structure”) document provided. (Attached to Amended Agenda). The Structure would set the City up for recovery operations and would consist of an Oversight Committee and three Task Forces: Economic Support and Recovery Task Force, Community and Social Services Task Force and Civic Operations and Service Delivery Task Force. The intent is to have two members of Council, as well as members of Administration, forming each of the groups.

M. Pieters and R. Sereda, Director, Public Services, answered the Committee’s questions. M. Pieters advised that it will take approximately 10 - 14 days to get all facilities up and running once the pandemic restrictions are lifted.

Mayor B. Young advised that he has received complaints about the increased rates on utility bills for environmental fees and water fees. Administration advised that the water increase is a "push through" from the Commission. The "environmental fee" includes environmental initiatives but more significantly waste management and recycling. The annual revenue loss to the city would be $729,000 for the year should there be a decision to reduce user fees to 2019 rates.

M. Pieters, I. Sasyniuk, General Manager, Corporate Services, S. Olson, A/General Manager, Infrastructure and Planning, answered the Committee’s questions.

Committee members requested that an educational piece be put out that explains the reasons for the utility bill increases and advising how residents can defer payments if required.

12. ADJOURNMENT

The meeting adjourned at 7:28 pm.

________________________________________________________
B. YOUNG, Mayor

________________________________________________________
S. DAVIS, City Clerk
COMMITTEE-OF-THE-WHOLE

MEETING DATE: April 27, 2020

SUBMITTED BY: M. Hay, Director, Government Relations and Corporate Planning Strategy

PREPARED BY: B. Kelly, Regional & Intergovernmental Advisor; M. Kane, Regional & Intergovernmental Advisor

REPORT TITLE: Edmonton Metropolitan Region Board (“EMRB”) Update for April 27, 2020

EXECUTIVE SUMMARY

Administration has prepared this report with the purpose of updating Council on the initiatives relating to the Edmonton Metropolitan Region Board (EMRB) and the related work that has taken place thus far. Going forward, regular updates will be provided to Council highlighting significant milestones to keep Council informed on the progress being made through these regional efforts.

BACKGROUND

City of Leduc has varying levels of participation on EMRB initiatives, both administratively and through political representation. Intergovernmental Affairs collaborates with subject matter experts to review and analyze information with both a local and regional lens. Administration also provides advice and recommendations to help inform discussions and decisions at these regional tables. Additionally, IA provides briefings to the mayor or alternate in advance of the EMRB Board meetings to inform discussions at this table and support Leduc’s position in decisions.

In an effort to re-establish common understanding of EMRB and its current priorities and initiatives, administration offers the following review.

About the EMRB:

Comprised of 13 member municipalities (Beaumont, Stony Plain, Parkland, City of Leduc, City of Edmonton, Devon, Sturgeon County, Morinville, Strathcona County, St. Albert, Fort Saskatchewan, Spruce Grove, and Leduc County), the EMRB is a regional growth management board, mandated by the Province to implement the region's 30-year Growth Plan and to create a regional metro servicing plan. EMRB’s Board is also chaired by a non-elected chair, Dr. Jodi Abbott.

The regulation outlines that each municipal representative has one vote. If a decision of the board is to be made by a vote, the decision must be supported by no fewer than 2/3 of the representatives from participating municipalities that have at least 2/3 of the population in the Edmonton Metropolitan Region. Additionally, if a representative is not present for a vote of the Board, or abstains from voting, the representative is deemed to have voted in the affirmative.

The work of the board is supported by CEO Karen Wichuk and the EMRB administration. EMRB’s draft 2020-21 budget is estimated at $4.9 million, offset by a committed $1.5 million operating grant from the Government of Alberta in 2020-21. Member contributions make up nearly $1.9 million of the EMRB’s annual revenue; Leduc’s contribution is approximately $50,000 per year.

The full mandate of the EMRB, as outlined in the order in council and regulation from 2017 (attached), is to:

- strive towards consensus regarding matters before the Board;
- promote the long-term sustainability of the Edmonton Metropolitan Region;
- ensure environmentally responsible land-use planning, growth management and efficient use of land;
- develop policies regarding the coordination of regional infrastructure investment and service delivery;
- promote the economic well-being and competitiveness of the Edmonton Metropolitan Region; and,
- develop policies outlining the Board shall engage the public on the Growth Plan and the servicing Plan.
To date this work has been driven by committees and task forces through the following initiatives:

**Growth Plan**
The Edmonton Metropolitan Region Growth Plan (EMRGP) was submitted and approved by the Province in 2017. The plan guides the work of the EMRB and ensure the decisions and programs are integrated to support the long-term economic prosperity and quality of life for all citizens in the region; it is the role of the EMRB to implement the growth plan. EMRB is also responsible for scheduled reviews of the plan at two years (check-in; due in 2019), five years (interim update due in 2022) and 10 years (a full review and update; due in 2027).

Agriculture, as a land use, could not be comprehensively considered given the time constraints of the growth plan; in the interests of getting the growth plan developed and approved, a commitment was made to look at agriculture separately—through the development of a Regional Agriculture Master Plan (RAMP). The impression was given that the RAMP would help inform and be integrated into future versions of the growth plan.

**Regional Agriculture Master Plan (RAMP)**

Much of the work taking place within RAMP is focused on the development of policy areas for the region. Attached are the draft policies that are being developed, which align with the corresponding map. A draft plan is expected in June 2020 and then it will be subject to stakeholder engagement over several months. Leduc does not have political representation on the RAMP task force, yet Leduc does have representation at the working group level.

**Considerations for the City of Leduc:** As the RAMP development continues, City of Leduc will continue to monitor and actively participate—where possible—the development of policy tiers and corresponding land uses and mapping. The City will also take a keen interest in the development of the Land Evaluation and Site Assessment Tool (LESA). The City of Leduc looks to ensure that agriculture preservation is commonly understood and equitably managed. Specifically that future growth areas that have infrastructure investment already made within them are not compromised.

**Metropolitan Region Servicing Plan (MRSP)**
EMRB Administration presented the MRSP to council on March 9. The completed plan was approved by the board and submitted to the Government of Alberta for approval in December 2019. At the time of this report, no response on the MRSP has been received from Municipal Affairs.

As stated in the update on March 9 to council, this iteration of the MRSP is strategy for the development of a more robust MRSP. This will come from work relating to the implementation (collaboratives) includes four areas: storm water, solid waste, fire/EMS and emergency management. To help guide this work there will be a standing committee comprised of elected officials; the membership has yet to be determined but the City of Leduc endeavors to be a part of it.

City of Leduc did not have political representation on the MRSP task force who led the development of the inaugural MRSP, yet administration participated at the working group and technical advisory levels. Leduc administration will participate in the various collaboratives moving forward.

**Integrated Regional Transportation Master Plan (IRTMP)**
The work of the IRTMP focuses on laying the groundwork for a regional network that aligns transportation systems and land use planning with the 2017 EMRB Growth Plan, through a commitment that the region will work together towards a multi-modal and integrated regional transportation system for our growing population.

Notable outcomes of the IRTMP are the development of the Evaluation Criteria and Category weighting for Regional Transportation Priorities and the subsequent annual regional transportation priorities list. The 65 Avenue interchange remains the top priority project for construction as identified by the EMRB members through the regional transportation
Committee-of-the-whole

Priorities list. The working group continues to meet monthly and are beginning the third phase of work to include the development of regional transportation scenarios, in addition to the creation of a policy framework.

The work of the IRTMP task force and working group is to update the current IRTMP to align with the 2017 EMRB Growth Plan. City of Leduc does not have political representation on the IRTMP task force, yet administration actively participates in the working group.

The task force has met three times, most recently receiving an update on the progress of the environmental scan. Post meeting updates are distributed through IRTMP information bulletins (attached to this report).

Considerations for the City of Leduc: Administration’s perspective is that the focus of IRTMP seems to be changing to one of a “shift to active modes of transportation and trip reduction.” Administration believe this is moving away from the intent, which is to prioritize investment. Administration is concerned that the focus of the IRTMP may not be in line with the intent of the growth plan and the region’s need.

Shared Investment for Shared Benefit (SISB)
EMRB is exploring SISB to create long-term shared benefit that will enhance the Region’s overall quality of life and create the conditions that will contribute to its global competitiveness, attractiveness, and sustainability as the region grows.

By leveraging the work of the Interjurisdictional Cooperation (Airport Accord), the is exploring existing models of shared investment for shared benefit and working to create a model that will work for the members of EMRB. The project is in its early stages with environmental scanning and ongoing refinements to the SISB framework and model. Future discussions will focus on types of initiatives to consider for an SISB and an initiative selection criteria mechanism.

City of Leduc has representation politically on the task force and administratively on the working group.

Next Steps
Administration will bring regular updates to Council.

Attachments

1) Order in Council 2017-355 – EMRB Regulation
2) Updates from EMRB Initiatives as of February 2020
ORDER IN COUNCIL

Approved and ordered:

Lieutenant Governor
or
Administrator

The Lieutenant Governor in Council makes the Edmonton Metropolitan Region Board Regulation set out in the attached Appendix.

FILED UNDER
THE REGULATIONS ACT
as ALBERTA REGULATION 189/2017
ON October 26, 2017

DEPUTY REGISTRAR OF REGULATIONS

For Information only

Recommended by: Minister of Municipal Affairs
Authority: Municipal Government Act
(sections 708.02)
APPENDIX
Municipal Government Act
EDMONTON METROPOLITAN REGION BOARD REGULATION

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Definitions

1 In this Regulation,
(a) “Act” means the Municipal Government Act;

(b) “Board” means the Edmonton Metropolitan Region Board continued under section 2;

(c) “Edmonton Metropolitan Region” means the lands lying within the boundaries of the participating municipalities;

(d) “Framework” means the Regional Evaluation Framework, including any amendments to the Framework, approved by the Minister under section 12;

(e) “Growth Plan” means an integrated growth management plan for the Edmonton Metropolitan Region, including any amendments to that plan, approved by the Minister under section 708.1 of the Act;

(f) “Minister” means the Minister responsible for the Act;

(g) “participating municipality” means a municipality listed in the Schedule;

(h) “representative” means a person appointed by a participating municipality under section 708.04 of the Act or designated under section 2(4) of this Regulation;

(i) “Servicing Plan” means a plan to provide services referred to in section 16 on a regional basis;

(j) “statutory plan” means

(i) a statutory plan as defined in section 616(dd) of the Act, or

(ii) an amendment to a statutory plan referred to in subclause (i).

**Part 1**

**Edmonton Metropolitan Region Board**

**Continuation of Board**

2(1) In accordance with section 708.02(1.2) of the Act, the Capital Region Board is continued under the name of the Edmonton Metropolitan Region Board.
(2) Each participating municipality may appoint a person to act in the representative’s place in the event of the representative’s temporary absence or temporary inability to act.

(3) A representative appointed under section 708.04 of the Act and subsection (2) must be a councillor of the participating municipality that is appointing the representative.

(4) Until a participating municipality appoints a representative under section 708.04 of the Act, the chief elected official of the participating municipality is designated as that municipality’s representative.

(5) If the representative of a participating municipality is unable to attend a meeting of the Board, the Board, on the request of the participating municipality, may provide for an alternative method of representation for the participating municipality at that meeting.

(6) Representatives appointed under section 708.04 of the Act are expected to represent the perspectives of their respective municipality during Board deliberations, but have a duty to act in the best interests of the Board when taking actions or making decisions.

Mandate of Board

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.

(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.

Chair of Board

4(1) Representatives appointed under section 708.04 of the Act or designated by section 2(4) shall elect from among them a Chair of the Board.

(2) Despite subsection (1), the Minister may by order appoint an interim Chair of the Board.

(3) If the Minister appoints an interim Chair, the term of the Chair elected under subsection (1) commences on the day after the expiry of the term of the interim Chair.

(4) The interim Chair does not have voting rights.

(5) The representatives appointed under section 708.04 of the Act or designated by section 2(4) may appoint a Chair that is not a representative appointed under section 708.04 of the Act or designated by section 2(4) in accordance with policies established by the Board.

(6) A Chair appointed under section 4(5) does not have voting rights.

Voting rights of representatives

5(1) Subject to section 708.03(2) of the Act and section 4(4) and (6) of this Regulation, each representative has one vote.

(2) If a decision of the Board is to be made by a vote, the decision must be supported by not fewer than 2/3 of the representatives from
participating municipalities that collectively have at least 2/3 of the population in the Edmonton Metropolitan Region.

(3) Subject to section 2(5), if a representative is not present for a vote of the Board, or abstains from voting, the representative is deemed to have voted in the affirmative.

Power and duties of Board

6 The Board may

(a) develop policies allowing for the participation of non-members,

(b) requisition participating municipalities for operating costs related to the operations of the Board and capital costs where authorized by the Board, and

(c) carry out any other functions and duties as the Minister directs.

Part 2
Preparation of Edmonton Metropolitan Growth Plan

Preparation of Growth Plan

7(1) The Board shall, within 3 years from the coming into force of this Regulation, prepare and submit to the Minister a proposed Edmonton Metropolitan Region Growth Plan.

(2) The Board shall review the Growth Plan every 10 years, or earlier as determined by the Board, unless otherwise ordered by the Minister under section 708.24(2) of the Act.

Objectives of Growth Plan

8 The objectives of the Growth Plan are

(a) to promote an integrated and strategic approach to planning for future growth in the Edmonton Metropolitan Region,

(b) to identify the overall development pattern and key future infrastructure investments that would

(i) best complement existing infrastructure, services and land uses in the Edmonton Metropolitan Region,
(ii) best complement the desired scale of development and community visions across the Edmonton Metropolitan Region,

(iii) best address efficient and cost effective growth and development, and

(iv) maximize benefits to the Edmonton Metropolitan Region,

(c) to coordinate decisions in the Edmonton Metropolitan Region to sustain economic growth and ensure strong communities and a healthy environment, and

(d) to promote the social, environmental and economic well-being and competitiveness of the Edmonton Metropolitan Region.

Contents of Growth Plan

9(1) Except as otherwise specified by the Minister, a proposed Growth Plan must contain a comprehensive, integrated regional land-use plan for the Edmonton Metropolitan Region that includes the following:

(a) population and employment projections;

(b) the identification of

(i) growth areas,

(ii) land supply for residential, commercial and industrial purposes,

(iii) agricultural lands,

(iv) density of development,

(v) the development and location of infrastructure, and

(vi) corridors for recreation, transportation, energy transmission, utilities and intermunicipal transit;

(c) policies regarding the planning for corridors for recreation, transportation, energy transmission, utilities and intermunicipal transit;

(d) policies regarding environmentally sensitive areas;
(e) policies regarding the coordination of infrastructure planning and development among the participating municipalities;

(f) policies that address new settlement areas;

(g) policies that address the intensification of existing settlement areas;

(h) policies regarding the conservation of agricultural lands;

(i) specific actions to be taken by the participating municipalities to implement the Growth Plan.

(2) In preparing a proposed Growth Plan, the Board may also have regard to any matter relating to the physical, social or economic development of the Edmonton Metropolitan Region.

Limitation of Plan

10 Despite anything to the contrary in this Regulation, the Growth Plan is of no effect to the extent it directs the Government of Alberta to expend funds, to commit to funding arrangements or to undertake particular actions or adopt particular policies or programs.

Part 3
Approval of Statutory Plans

Application of Part

11 This Part applies to a statutory plan only after a Regional Evaluation Framework is approved by the Minister under section 12.

Regional Evaluation Framework

12(1) The Board shall prepare and submit to the Minister a Regional Evaluation Framework containing

(a) criteria to be used to determine whether a statutory plan must be submitted for approval under section 13(1),

(b) procedures for submitting statutory plans for approval under section 13(1), and

(c) the criteria and procedures to be followed by the Board for the objective evaluation and approval of statutory plans.
plans in relation to the Growth Plan and the Servicing Plan.

(2) The Minister may, by order, approve, reject or amend a Framework.

(3) The Framework has no effect until it is approved by the Minister.

(4) If the Board fails to provide a Framework, the Minister may, by order, establish a Framework.

(5) Subject to subsections (3) and (4), if the Minister establishes or approves a Framework, the Minister shall provide a copy of it to each participating municipality.

(6) The Framework is not a regulation within the meaning of the Regulations Act.

Approval of statutory plan

13(1) Statutory plans to be adopted by a participating municipality that meet the criteria set out in the Framework must be submitted to the Board for approval.

(2) In accordance with the Framework, the Board may approve or reject a statutory plan.

(3) A statutory plan referred to in subsection (1) has no effect unless it is approved by the Board under subsection (2).

(4) Subject to an appeal or dispute resolution mechanism established under section 708.23(1) of the Act or as otherwise provided in the Framework, a participating municipality has no right to a hearing before the Board in respect of its approval or rejection of a statutory plan.

(5) Subject to section 708.23(1) of the Act, a decision of the Board under this section is final and not subject to appeal.

(6) This section applies only to statutory plans to be adopted by a participating municipality after the establishment of the Framework.
Part 4
Preparation of Edmonton Metropolitan Region Servicing Plan

Servicing Plan

14(1) The Board shall, within 2 years from the coming into force of this Regulation, prepare a Metropolitan Region Servicing Plan for the Edmonton Metropolitan Region and file a copy with the Minister.

(2) The Board shall review the Servicing Plan every 5 years.

Objectives of Servicing Plan

15 The objectives of the Servicing Plan are as follows:

(a) to identify the services required to support the goals of, and to implement, the Growth Plan;

(b) to support the optimization of shared services to enhance use of ratepayer dollars;

(c) to facilitate orderly, economical and environmentally responsible growth in the Edmonton Metropolitan Region;

(d) to coordinate planning and decisions regarding services among member municipalities to ensure the optimization of ratepayer dollars.

Contents of Servicing Plan

16 The Servicing Plan must

(a) list the servicing required to support the development outlined in the Growth Plan, which may include

(i) transportation, including regional transit,

(ii) water, waste water and storm water,

(iii) solid waste,

(iv) emergency services, and

(v) any other services, identified by the board which benefit residents in more than one of the municipalities that are parties to the Servicing Plan,
(b) for services to be provided on an intermunicipal basis, outline how each service will be

  (i) intermunicipally delivered, including which municipality will lead delivery of the service, and

  (ii) intermunicipally funded,

(c) set the timeframe for implementing services to be provided on an intermunicipal basis,

(d) contain other matters necessary to support the Growth Plan, and

(e) contain any other matter the Minister considers appropriate.

Part 5
General Matters

Regulation review
17 This Regulation shall be reviewed every 5 years.

Repeal
18 The Capital Region Board Regulation (AR 38/2012) is repealed.

Coming into force
19 This Regulation comes into force on the coming into force of section 133(a) of the Modernized Municipal Government Act.

Schedule
Participating Municipalities

(a) City of Edmonton;
(b) Town of Beaumont;
(c) Town of Devon;
(d) City of Fort Saskatchewan;
(e) City of Leduc;
(f) Leduc County;
(g) Town of Morinville;
(h) Parkland County;
(i) City of St. Albert;
(j) City of Spruce Grove;
(k) Town of Stony Plain;
(l) Strathcona County;
(m) Sturgeon County.
PROGRESS TO DATE

• The SISB Task Force (TF) participated in a series of workshops to discuss expectations and outcomes for the SISB project and to develop a Strategic Guidance document defining the guiding principles, strategic intent, and considerations for the initiative.

• EMRB has contracted Deloitte to provide technical advice and project management support for the development of an SISB framework and model for the Edmonton Metropolitan Region.

• The Task Force elected Mayor Rod Frank to serve as Chair, and Mayor Cathy Heron to serve as Vice Chair.

• The first SISB TF meeting was held on Oct 4, 2019. Members endorsed the Strategic Guidance document and discussed the current state of their respective municipalities.

• At the Task Force’s third meeting, Feb 20, members reviewed the Airport Accord model, and summarized research on differences and commonalities of municipalities in the Region. The TF worked on potential initiatives, what success of the SISB model might look like, and what types of initiatives could provide quick wins and which could provide long-term, transformational change for the Region.

• An SISB Working Group (WG) composed of senior municipal administrators has been established to advance the development of an SISB model for the Region.

WHAT’S COMING UP

MARCH 2020

- WG will review preliminary results of the environmental scan of SISB models in other regions, and will provide recommendations to enable a more detailed investigation of the most relevant models to EMRB.

- The TF will continue to define the requirements of the SISB framework and model. Future discussions will focus on types of initiatives to consider for an SISB and an initiative selection criteria mechanism.

LEARN MORE

To learn more about Shared Investment for Shared Benefit initiative, please visit emrb.ca/sisb

UPCOMING ACTIVITIES

• WG will review preliminary results of the environmental scan of SISB models in other regions, and will provide recommendations to enable a more detailed investigation of the most relevant models to EMRB.

• The TF will continue to define the requirements of the SISB framework and model. Future discussions will focus on types of initiatives to consider for an SISB and an initiative selection criteria mechanism.

HOW WE’RE GOING TO GET THERE

- The SISB Task Force (TF) participated in a series of workshops to discuss expectations and outcomes for the SISB project and to develop a Strategic Guidance document defining the guiding principles, strategic intent, and considerations for the initiative.

- EMRB has contracted Deloitte to provide technical advice and project management support for the development of an SISB framework and model for the Edmonton Metropolitan Region.

- The Task Force elected Mayor Rod Frank to serve as Chair, and Mayor Cathy Heron to serve as Vice Chair.

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- An SISB Working Group (WG) composed of senior municipal administrators has been established to advance the development of an SISB model for the Region.
WHAT IS SHARED INVESTMENT FOR SHARED BENEFIT?

Shared Investment for Shared Benefit (SISB) models are decision-making tools to identify initiatives that require a shared approach among partners, and quantify the required investment and benefits for those partners.

SISB can mean much more than putting dollars into infrastructure; for example, sharing data or expertise are also regionally beneficial.

WHY ARE WE CREATING AN SISB FOR THE REGION?

As a Region, we know we’re stronger when we work together. The Edmonton Metropolitan Region Growth Plan identified a need to prioritize and collaborate on regional investments to support shared growth.

The creation of an SISB model recognizes that as one Region we’re greater than the sum of our parts, and that our common challenges can be solved by shared investments and solutions.

WHAT WILL SISB DO FOR THE REGION?

Developing an SISB model will create a truly regional framework reflecting the unique capabilities and shared strengths of regional municipalities. SISB will help the Region identify opportunities and share limited resources for programs, services or infrastructure that will benefit the whole Region, that would otherwise be beyond the reach of one municipality alone.

SISB will offer a transformational approach to regional cooperation with potential to create measurable cost savings, process efficiencies, leverage economies of scale, and provide value to regional citizens.

STRATEGIC INTENT OF THE SISB INITIATIVE

“To invest in and leverage the collective strengths, capacity, and resources of the Region’s municipalities, and other stakeholders, to eliminate inefficiency, ensure timeliness of action, and deliver infrastructure, programs and services that would otherwise be beyond a municipality’s ability to accomplish individually.

SISB will create long-term shared benefit that will enhance the Region’s overall quality of life and create the conditions that will contribute to its global competitiveness, attractiveness, and sustainability as we grow.”

ABOUT
FEBRUARY 2020
SHARED INVESTMENT
FOR SHARED BENEFIT

SISB TASK FORCE MEMBERS

Mayor Rod Frank - Strathcona County
Mayor Cathy Heron - City of St. Albert
Mayor John Stewart - City of Beaumont
Mayor Ray Ralph - Town of Devon
Mayor Don Iveson - City of Edmonton
Mayor Gale Katchur - City of Fort Saskatchewan
Mayor Bob Young - City of Leduc
Mayor Tanni Doblanko - Leduc County
Mayor Barry Turner - Town of Morinville
Mayor Rod Shaigec - Parkland County
Mayor Stuart Houston - City of Spruce Grove
Mayor William Choy - Town of Stony Plain
Mayor Alanna Hnatiw - Sturgeon County

OUR REGIONAL CONTEXT

Member municipalities
Regional citizens
Provincial GDP
13
1.3M
30%
SECOND FASTEST GROWING REGION IN CANADA

STRATEGIC INTENT OF THE SISB INITIATIVE

“...”

Edmonton Metropolitan Region Board
embr.ca/sisb
@yegmetro

Our vision is that the Edmonton Metropolitan Region is the dominant hub for northern Alberta and is recognized globally for its economic diversity and excellent quality of life.
PROGRESS TO DATE

• The 3rd Task Force (TF) meeting was held on January 10. Members were updated on progress of the Environmental Scan, now in the final stages with a draft report underway.

• HDR Consulting presented best practices and case studies in regional transportation planning relevant to the IRTMP. HDR Consulting also presented an overview of emerging technologies and trends in transportation.

• TF members discussed the implications of trends in transportation, and how lessons from the case studies applied to the region.

• In advance of scenario development, the TF participated in a joint workshop with the Working Group to generate ideas about transportation in the region, now and in the future. Participants discussed non-traditional solutions to shared challenges, how we might encourage a mode shift in our region, and how the region could increase economic prosperity through integrated transportation.

UPCOMING ACTIVITIES

• Working Group continues to meet monthly. They are beginning the 3rd phase of this project, developing regional transportation scenarios. WG will also be working on creating a policy framework in parallel.

• EMRB Administration and IRTMP consultant team continue to update the Regional Transportation Network and the Regional Travel Model, as well as the IRTMP Engagement Plan.

• Next Task Force meeting will include a presentation of the Environmental Scan and updates on work on future scenarios.

You can find Task Force meeting minutes, reports and more information about this project at emrb.ca/irtmp

HOW WE’RE GOING TO GET THERE

2019

2020

2021

2021

FEB 2020
Environmental Scan

JUNE 2020
Interim Regional Transportation Priorities Report

DEC 2020
Updated Integrated Regional Transportation Plan

APR 2021
Regional Transportation Priorities Evaluation Process

JUNE 2021
Regional Transportation Priorities Report

Plan Without Boundaries
WHAT IS THE IRTMP?
The Integrated Regional Transportation Master Plan (IRTMP) is a future-ready plan for efficient regional mobility.

It lays the groundwork for a regional network that aligns transportation planning with the 2017 EMRB Growth Plan. This bold regional plan recognizes the link between effective movement of people and goods, and regional prosperity. The plan also realizes the need to move away from our reliance on single-occupancy vehicles to other forms of transportation, and emphasizes efficient land-use and environmental awareness in planning. It commits the Region to work together towards an integrated regional transportation system for our growing population.

The IRTMP helps coordinate transportation planning to ensure our Region is connected as a community and to markets. IRTMP will enable the Region to come together with a single voice to advocate for policies, prioritization, and investment from higher levels of government.

WHY DO WE NEED AN UPDATED IRTMP?
The updated IRTMP will ensure that by 2044 the Region has the necessary transportation infrastructure and mobility options to move 2.2 million people, accommodate 475,000 new jobs, and connect our economy to Canada and beyond.

MESSAGE FROM THE VICE CHAIR
“I’m excited about the potential for innovation and bold new approaches in thinking about transportation as a region. Through the IRTMP, we can collaborate with our regional partners to build a transportation network that is efficient and integrated to better serve our citizens and businesses.”

MAYOR JOHN STEWART, CITY OF BEAUMONT

OUR REGIONAL CONTEXT
Researchers estimate that autonomous vehicles will make up 25% to 90% of all vehicle traffic by 2051.

10 intermunicipal bus routes, covering 155 kilometres

25.9 minute average commute time, one minute faster than the national average

Our vision is that the Edmonton Metropolitan Region is the dominant hub for northern Alberta and is recognized globally for its economic diversity and excellent quality of life.
PROGRESS TO DATE

• The 2nd Task Force (TF) meeting was held November 28, 2019. TF was updated on the progress of the Environmental Scan, which is on track for completion in early 2020.

• HDR Consulting Group reviewed important connections from the EMRB Growth Plan to the development of the IRTMP including employment and population growth, as well as commuting data.

• TF participated in a discussion of risks and opportunities of the development & implementation of the IRTMP, and identified success factors for the project and developed strategies for addressing identified risks.

• Chair Katchur has recommended that Working Group (WG) members participate at the TF meeting table, as their expertise is critical to success.

UPCOMING ACTIVITIES

• WG continues to meet monthly. They are preparing for scenario development, which sets population and employment forecasts to be used for modelling exercises.

• EMRB and IRTMP consultant team continue to update the Regional Transportation Network and the Regional Travel Model, as well as the IRTMP Engagement Plan.

• Upcoming Task Force meeting will be a workshop format at which work on scenarios will be presented and discussed for input.

• Risks and opportunities identified in the TF and WG meetings will be included in a register to ensure topics are addressed later in the initiative.

HOW WE’RE GOING TO GET THERE

You can find Task Force meeting minutes, reports and more information about this project at emrb.ca/irtmp
WHAT IS THE IRTMP?
The Integrated Regional Transportation Master Plan (IRTMP) is a future-ready plan for effective regional mobility. It will lay the groundwork for a regional network that aligns transportation planning with Re-imagine. Plan. Build, the 2017 EMRB Growth Plan. This bold regional plan recognizes the link between efficient movement of people and goods and regional prosperity. The plan also realizes the need to move beyond a reliance on single-occupancy vehicles to other forms of transit, and emphasizes efficient land-use and environmental awareness in planning. It commits that the Region will work together towards an integrated regional transportation system for our regional future.

The IRTMP will help coordinate transportation planning and allow the Region to come together with a single voice to advocate for policies, prioritization, and investment from higher levels of government to ensure our Region is connected as a community and to markets.

WHY DO WE NEED AN UPDATED IRTMP?
The updated IRTMP will ensure that by 2044 the Region has the necessary transportation infrastructure and mobility options to move 2.2 million people, accommodate 475,000 new jobs, and connect our economy to Canada and beyond.

MESSAGE FROM THE CHAIR
“Transportation infrastructure is the backbone of this Region; connecting communities, businesses and industry across 9,400 sq. km. Through the IRTMP, we’re planning without boundaries for a transportation system that will guarantee our Region is connected, competitive, and positioned for growth.”

MAYOR GALE KATCHUR, CITY OF FORT SASKATCHEWAN

ABOUT
DECEMBER 2019
INTEGRATED REGIONAL TRANSPORTATION MASTER PLAN

DELIVERING VALUE TO THE REGION
Regional collaboration on the IRTMP will reduce duplication in planning, realize efficiencies in land use and cost-savings in transportation infrastructure. IRTMP will allow municipalities to go further with tax-payer dollars while getting regional citizens and goods from A to B safely and efficiently.

OUR REGIONAL CONTEXT

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>minute average commute time, one minute faster than the national average</td>
<td>25.9</td>
</tr>
<tr>
<td>of commuters travel by car, 10% higher than national average</td>
<td>83%</td>
</tr>
<tr>
<td>intermunicipal bus routes, covering 155 kilometres</td>
<td>10</td>
</tr>
</tbody>
</table>
PROGRESS TO DATE

- EMRB has contracted HDR, Urban Strategies, and Watt Consulting Group to provide technical and project management expertise to the renewal of the IRTMP over the course of the project.

- On Thursday, October 24, 2019, the EMRB hosted the inaugural Task Force meeting for the IRTMP initiative.

- The Task Force elected Mayor Gale Katchur to serve as Chair of the Task Force, and Mayor John Stewart to serve as Vice Chair.

- The IRTMP Task Force has endorsed the Terms of Reference for the IRTMP Working Group. The first Working Group meeting was held Friday, September 27, 2019.

UPCOMING ACTIVITIES

- EMRB will proceed with Working Group meetings (for a schedule of meetings to date, please see calendar, above.)

- The IRTMP consultant team is preparing the Environmental Scan to assess the transportation system and examine the implications of evolving technology and growth pressures on the regional transportation system.

- EMRB Administration and the IRTMP consultant team will advance work on updating the Regional Transportation Network and the Regional Travel Model.

- EMRB Administration will continue to refine communications and engagement plans to support the IRTMP work.

You can find Task Force meeting minutes, reports and more information about this project at emrb.ca/irtmp

HOW WE’RE GOING TO GET THERE

- EMRB will proceed with Working Group meetings (for a schedule of meetings to date, please see calendar, above.)

- The IRTMP consultant team is preparing the Environmental Scan to assess the transportation system and examine the implications of evolving technology and growth pressures on the regional transportation system.

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You can find Task Force meeting minutes, reports and more information about this project at emrb.ca/irtmp
WHAT IS THE IRTMP?
The Integrated Regional Transportation Master Plan (IRTMP) is a future-ready plan for effective regional mobility. It lays the groundwork for creating a regional network that aligns transportation systems and land use planning with the overall 2017 EMRB Growth Plan. This bold regional plan recognizes the link between efficient movement of people and goods and regional prosperity. It commits that the Region will work together towards a multi-modal and integrated regional transportation system for our growing population.

The IRTMP helps municipalities integrate transportation systems, coordinate transportation planning documents and come together with a single voice to advocate for policies, prioritization, and investment from higher levels of government to ensure our Region is connected as a community and to markets.

WHY DO WE NEED AN UPDATED IRTMP?
The members of the IRTMP Working Group and Task Force are collaborating to update the current IRTMP to align with the 2017 EMRB Growth Plan. This will ensure that by 2044 the Region has the necessary transportation infrastructure and mobility options to move 2.2 million people, accommodate 475,000 new jobs and connect our economy to Canada and beyond.

IRTMP TASK FORCE MEMBERS
Mayor Gale Katchur City of Fort Saskatchewan
Mayor John Stewart VC City of Beaumont
Councillor Nicole Boutestein Town of Morinville
Councillor Tim Cartmell City of Edmonton
Mayor Alanna Hnatiw Sturgeon County
Councillor Justin Laurie Town of Stony Plain
Councillor Bill Tonita Strathcona County
Michael Botros Alberta Transportation

MESSAGE FROM THE CHAIR
“Transportation infrastructure is the backbone of this Region; connecting communities, businesses and industry across 9,400 sq. km. Through the IRTMP, we’re planning without boundaries for a transportation system that will guarantee our Region is connected, competitive, and positioned for growth.”

MAYOR GALE KATCHUR, CITY OF FORT SASKATCHEWAN

DELIVERING VALUE TO THE REGION
Through municipal collaboration, IRTMP will reduce duplication in planning, realize efficiencies in overall land use, and cost-savings in transportation infrastructure. IRTMP will allow municipalities to go further with tax-payer dollars while getting regional citizens from A to B safely and efficiently.

OUR REGIONAL CONTEXT

1.2
million regional residents
spread over 12,000 square kilometres and 24 municipalities

8.2
million passengers
through the Edmonton International Airport in 2018
making it the 5th busiest airport in Canada

10
intermunicipal bus routes, covering 155 kilometres

Our vision is that the Edmonton Metropolitan Region is the dominant hub for northern Alberta and is recognized globally for its economic diversity and excellent quality of life.
EDMONTON METROPOLITAN REGION BOARD (EMRB): ONGOING DEVELOPMENTS

**OCTOBER 2019:**
Parkland County submitted two (2) member motions to the EMRB Board for consideration.

**Motion #1:** That the Edmonton Metropolitan Regional Board (EMRB) conduct a strategic review of the EMRB activities related to their mandate and impact on municipal operations.

This motion was amended to the following three motions, which were all CARRIED at the Oct. 2019 EMRB Board meeting.

B2019-50: That the Edmonton Metropolitan Region Board conduct a strategic review of activities as part of its 2019 Strategic Planning Process with an increased emphasis on good governance, process improvements, impact on municipal operations, and red-tape reduction, to ensure continues alignment with regional and Provincial outcomes.

B20149-51: And that the EMRB reaffirm their commitment to the mandate, the work of the board and to advancing the Region’s prosperity.

B2019-52: That the Edmonton Metropolitan Regional Board (EMRB) conduct a strategic review of the EMRB activities related to their mandate and impact on municipal operations, as amended.

**Motion #2:** That the Edmonton Metropolitan Regional Board (EMRB) suspend all new EMRB work until the strategic review is completed and all detailed activities, defined outcomes, and resource allocations are determined.

This motion was WITHDRAWN by Parkland County at the Oct. 2019 EMRB Board meeting.

**What Has Happened Since?**
Seemingly in response to Parkland’s motions at the Oct. 2019 Board meeting, EMRB developed a work plan to address the issues raised including hosting four (4) closed sessions to discuss governance and strategic planning/priorities.

**NOVEMBER 2019:**

**Nov. 1:** the membership of the Rural Municipalities Association passed a motion recommending that Growth Management Boards be dissolved.

**Nov. 8:** EMRB Board development and Strategic Planning session (Board members only/ closed session):
Follow up #1

**Nov. 22:** EMRB Board development and Strategic Planning session (Board members only and CAOs/ closed session): Follow up #1

**Nov. 26:** At the direction of the EMRB Board, Chair Jodi Abbott sends letter to the Minister of Municipal Affairs reaffirming the Board’s position and the work being done to address the motions from the Oct 2019 EMRB Board meeting.
DECEMBER 2019:

Dec. 12: At the regular EMRB Board meeting, Board Chair Jodi Abbott provides an update on the substantial work the Board has undertaken, and the progress made towards Board Governance and furthering the development of the Strategic Plan.

Dec. 20: Mayors from counties of Leduc, Parkland, Strathcona and Sturgeon submit a letter to Minister of Municipal Affairs asking (in relation to the EMRB):

a. Remove the double majority veto and ensure the interests of all members of the EMRB are equally considered and represented.

b. Remove the requirements of the Regional Evaluation Framework (REF).

c. Modify the EMRB regulation to ensure the focus is only on land use planning. Limit any future work as optional only or pay-to-play.

d. Provide an avenue for appeal through an independent appeal process.

JANUARY 2020:

Jan. 20: Minister of Municipal Affairs provides response to county mayors Shagiec, Doblanko, Hnatiw and Frank advising them to work through these issues with their colleagues at the EMRB table.

Jan. 31: EMRB Board Governance and Strategic Planning sessions (closed session): Follow up #3

FEBRUARY 2020:

Feb. 13: EMRB Board meeting, where the following notice of motions were brought forward.

Scope of Projects (from Leduc County)

Recommended Motion: That the Edmonton Metropolitan Region Board limit the scope of future projects to relate directly to the monitoring and implementation of the Edmonton Metropolitan Region Growth Plan (EMRGP) and the Edmonton Metropolitan Region Servicing Plan (MRSP).

Voting structure (from Parkland County)

Recommended Motion: That the Edmonton Metropolitan Regional Board (EMRB) request that the Government of Alberta amend the Edmonton Metropolitan Region Board Regulation to change the EMRB’s voting structure to eliminate the population component and move to a simple one vote per municipality model, with a requirement for a supermajority, or 75%, on all matters having a financial impact that would trigger a requisition from member municipalities, and adopting the requirements for ⅔ majority for all other matters.

Automatic Voting Due to Absence (from Parkland County)

Recommended Motion: That the EMRB request that the Government of Alberta delete section 5(3) of the Edmonton Metropolitan Regional Board regulation, reading: “Subject to section 2(5), if a representative is not present for a vote of the Board, or abstains from voting, the representative is deemed to have voted in the affirmative.”

Meeting Minutes (from Parkland County)

Recommended Motion: That the Edmonton Metropolitan Regional Board (EMRB) keep detailed minutes that accurately reflect the discussion and record any direction provided to EMRB Administration at all meetings including, but not limited to, Board Meetings, Committee meetings,
and workshops. Further, these minutes be circulated for information and confirmation, and that these minutes form part of the formal records for any such gatherings.

**Regional Evaluation Framework (REF) (from Sturgeon County)**

*Recommended Motion:* That the Regional Evaluation Framework (REF) Working Group’s mandate be adjusted to prepare specific REF amendment recommendation for the Board’s consideration by the June 2020 meeting, which consider business, industry, landowner, and rural and urban municipal inputs, and which reflect strategic objectives on growth support, job creation and overall regional economic competitiveness.

**Appeal Mechanism 1 (from Strathcona County)**

*Recommended Motion:* That the Edmonton Metropolitan Region Board (EMRB) adopt a procedure bylaw that establishes an appeal mechanism for the purpose of resolving disputes arising from actions taken or decisions made by the growth management board, and send the bylaw to the Minister of Municipal Affairs for approval.

**Appeal Mechanism 2 (from Strathcona County)**

*Recommended Motion:* That the EMRB put forward a formal request to the Minister of Municipal Affairs to amend the Municipal Government Act to enlarge the jurisdiction of the Municipal Government Board to include hearing appeals from decisions of growth management boards.

**MARCH 2020:**

- **Mar. 6:** EMRB Board development and Strategic Planning session (closed session): Follow up #4
- **Mar. 12:** Special EMRB Board meeting to discuss notice of motions from February 2020 EMRB Board meeting (part 1); topics included: Voting structure and Appeal process

**APRIL 2020:**

Due to municipal and EMRB response to COVID-19, regular EMRB Board meeting rescheduled to May 14.

**MAY 2020:**

- **Upcoming May 1:** Special EMRB Board meeting to discuss notice of motions from February 2020 EMRB Board meeting (part 2); topics to include REF and Mandate/Scope; see agenda here
- **Upcoming May 14:** EMRB Board meeting

**JUNE 2020:**

- **Upcoming June 11:** EMRB Board meeting (anticipate addressing the notices of motion from February 2020)
Edmonton Metropolitan Region Board
November 26, 2019

Honourable Kaycee Madu
Minister of Municipal Affairs
Office of the Minister
132 Legislature Building
10800 – 97 Avenue
Edmonton, Alberta T5K 2B6

Dear Minister Madu,

Minister, the EMRB has appreciated your time and support since you have been elected. Alberta is facing challenging times and we know there are difficult decisions to be made but look forward to working with you on ensuring the future of Alberta is one of prosperity.

Recently, at the Rural Municipalities of Alberta (RMA) there was a motion presented that recommended the Regional Growth Boards be dissolved. Our Board wants to ensure you are aware of our Board’s position.

The Edmonton Metropolitan Board convened a Board Meeting on November 22, 2019. At the meeting, the Board unanimously approved a motion directing me to inform you of a resolution that passed at our October 10, 2019 Board meeting, and to include A Message from the Members of the EMRB which prefaced the 2018-2019 EMRB Annual Report.

The resolution passed at our October 10, 2019 Board Meeting is the following:

“And that the EMRB reaffirm their commitment to the mandate, the work of the Board, and to advancing the Region’s prosperity”.

The Board approved message excerpted from the Annual Report highlights the ability of the EMRB to “…increase the competitiveness of the Region, identify additional opportunities for collaboration, leverage economies of scale and provide measurable benefits across the Region.”

The message also reaffirms the Board’s commitment to enhance the economic prosperity of the Region and “…to ensure we are creating the conditions, and providing the supports necessary, for…a thriving business and industrial community, and livable municipalities.”

Further, in support of our shared commitment to reducing red tape and administrative burden, the Board is actively exploring opportunities to ensure the most “…effective and efficient management of public resources.”

The EMRB 2018-2019 Annual Report, also enclosed for your reference, provides a comprehensive overview of the Board’s six strategic initiatives currently underway:

.../2
-2-

- Metropolitan Region Servicing Plan;
- Shared Investment for Shared Benefit;
- Regional Agriculture Master Plan;
- Integrated Regional Transportation Master Plan;
- Regional Broadband Strategy; and
- Region Energy Corridors Advocacy Strategy.

The Board appreciates your support in honouring our mandate and our commitment to the Region.

Sincerely,

[Signature]

Dr. Jodi L. Abbott, Chair

Encl:  A Message from the Members of the Edmonton Metropolitan Region Board
       EMRB 2018-2019 Annual Report

cc:  Mayor William Choy, Town of Stony Plain
     Mayor Tanni Doblanco, Leduc County (this font is bigger)
     Mayor Rod Frank, Strathcona County
     Mayor Cathy Heron, City of St. Albert
     Mayor Alanna Hnatiw, Sturgeon County
     Mayor Stuart Houston, City of Spruce Grove
     Mayor Don Iveson, City of Edmonton
     Mayor Gale Katchur, City of Fort Saskatchewan
     Mayor Ray Ralph, Town of Devon
     Mayor Rod Shaigec, Parkland County
     Mayor John Stewart, City of Beaumont
     Mayor Barry Turner, Town of Morinville
     Mayor Bob Young, City of Leduc
     Paul Wynnyk, Deputy Minister, Municipal Affairs
     Dale Beesley, Assistant Deputy Minister, Municipal Affairs
     Karen Wichuk, Chief Executive Officer, EMRB
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 make 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.
December 20, 2019

Honourable Minister Kaycee Madu
Minister of Municipal Affairs
132 Legislature Building
10800 - 97 Avenue
Edmonton, AB   T5K 2B6

Dear Honourable Minister:

Subject: Request for decision

On behalf of the undersigned Mayors we would like to thank you for supporting continued dialogue, partnerships and the ability to create mutually-beneficial solutions. We participate in a variety of inter-municipal agreements and cost-sharing partnerships with our neighboring municipalities, and look for collaborative, coordinated solutions at regional and sub-regional levels that deliver more efficient and effective services, economic growth and enhanced quality of life for all residents.

We support your government’s agenda – and we are ready to work with you on your goals to create the competitive and reputational conditions that will attract jobs and investment to Alberta.

We have two requests to bring to your attention. Each of the requests are regionally and provincially important as they pertain to the creation of positive collaborative structures (please refer to the attachment for details on each subject):

**Our request regarding industrial taxation is to:**
a. Establish a working group that includes GoA (Finance, Energy, Municipal Affairs, Environment and Parks), industry and counties, which focuses on both competitiveness and sustainability.
b. Set a timeline for recommendations that maintains the 2021 implementation timeframe.
c. Look at upstream, midstream and downstream industrial projects based on their individual economics and consider municipalities’ investments, risks, infrastructure costs and implications on budgets and long-term sustainability.
d. Move deliberately, but cautiously as this is a very complex challenge that requires a holistic approach.

**Our request on the EMRB is to:**
a. Remove the double majority veto and ensure the interests of all members of the EMRB are equally considered and represented.
b. Remove the requirements of the Regional Evaluation Framework (REF).
c. Modify the EMRB regulation to ensure the focus is only on land use planning. Limit any future work as optional only or pay-to-play.
d. Provide an avenue for appeal through an independent appeal process.

We are available to meet with you at your convenience to discuss this matter further.

Regards,

Rod Shaigec, Mayor
Parkland County

Tanni Doblanko, Mayor
Leduc County

Alanna Hnatiw, Mayor
Sturgeon County

Rod Frank, Mayor
Strathcona County
Dear Mayor Shaigec, Mayor Doblanko, Mayor Hnatiw and Mayor Frank:

Thank you for meeting with me in December to share your thoughts on the Edmonton Metropolitan Region Board (EMRB), as well as on industrial property taxation, and for your follow-up letter of December 20, 2019 providing further information on those items.

I have taken some time to review the history of the EMRB and its predecessor the Capital Region Board, and in particular the participation of your four municipalities within the board(s). Based on my review, I do not have sufficient evidence or basis to act in a manner that undermines the work of the EMRB at this time.

I am also aware that the EMRB is already working on initiatives to address governance of the board through a new governance charter, to streamline and clarify the application of the Regional Evaluation Framework, and to update and enhance the board’s Strategic Plan.

In light of all of this, I believe that the best way forward in the Edmonton region is for the members of the EMRB to make every effort to resolve the concerns that you have identified in a way that furthers the best interests of the region. While you can be assured that I will continue to monitor the issues that you have raised, I think it is important that you first share your concerns about governance, the Regional Evaluation Framework, the board’s mandate and activities, and the need for an appeal process with your colleagues at the EMRB table.
Through open and honest discussion, and a commitment to creative problem solving, I believe that the members of the ERMB can address each of these matters in a creative and constructive way. I will continue to monitor progress on these fronts.

With regard to industrial taxation, you may be aware that my ministry, along with Alberta Energy, is undertaking an assessment model review over the next few months. Industrial assessment, including machinery and equipment, is included as a key component of this review. The engagement will include municipal and industrial associations, as well as key representatives from other government ministries. Both the Rural Municipalities of Alberta and the Alberta Urban Municipalities Association have been invited to participate. It is anticipated that this process may necessitate more focused discussion around particular issues, such as machinery and equipment. Municipal associations may wish to involve individual members with a particular interest or expertise in these more specific discussions.

Thank you again for sharing your thoughts on these matters with me.

Yours very truly,

Kaycee Madu
Minister

cc: Dr. Jodi Abbott, Chair, EMRB
Paul Wynnyk, Deputy Minister
Dale Beesley, Provincial Representative to the EMRB
Karen Wichuk, Chief Executive Officer, EMRB
EXECUTIVE SUMMARY

The City has been very successful in offering programming to ensure residents have access to health, wellness, recreational and educational opportunities on the days, and at times, that are conducive to their needs and expectations. These programs are offered in the same amenities sought after by community groups which has resulted in facility access pressures, particularly during evenings and weekends, the “prime time” for both City and Community Stakeholder programming. There are several mitigation strategies currently underway to help manage these pressures such as:

- updating our facility allocation practices,
- pursuing joint use agreements to facilitate City and user group access to school amenities,
- converting a portion of the LRC restaurant into a program space, and
- the program space facility expansion currently slated for 2022 in response to the Boys & Girls Club’s request for additional programming space.

Reducing the inventory of program rooms and/or cancelling the planned program space expansions will have a tremendous impact on City programming as we will not be able to meet customer demand, be less equipped to support community wellness in a growing city and will not achieve currently budgeted revenues.

BACKGROUND

To coincide with the update to the City of Leduc’s Facilities Master Plan, a program space review was conducted in 2018. This review evaluated the current and future needs for recreation programs and services. Primarily at the LRC, the City offers programs and services that specifically target promoting overall community health and wellness, providing social and educational opportunities and encouraging lifelong physical literacy for our residents, often where it is not feasible for private sector or not-for-profit organizations to do so. In addition to these primary service areas, programming also serves a critical role in adding value to LRC membership options. As a result, revenue is generated both by the programs and services themselves but also via memberships and day admissions to the facilities hosting these opportunities.

<table>
<thead>
<tr>
<th>Programs and Services Offered by the City</th>
<th># of Offerings</th>
<th>Annual Hours</th>
<th>Annual Revenue</th>
<th># of Ppl Served</th>
<th>Other Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Programs/Services</td>
<td>1,150</td>
<td>n/a</td>
<td>$585,000</td>
<td>55,325</td>
<td></td>
</tr>
<tr>
<td>Includes pre-registered recreation, fitness and aquatic programs and services such as personal training</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Drop-In Programs</td>
<td>2,100</td>
<td>28,000</td>
<td>n/a</td>
<td>60,000+</td>
<td>Just under $2M annual revenue for membership/admission</td>
</tr>
<tr>
<td>Includes fitness, aquatic and court sports drop-in opportunities available with membership/admission</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Facility Partner Initiative</td>
<td>n/a</td>
<td>120</td>
<td>n/a</td>
<td>1,800</td>
<td>Participating organizations include Football, Baseball, Figure Skating, LJAC, Lacrosse, LMHA, Ringette, Track, Tritons Swim Club, Leduc Curling Club, etc.</td>
</tr>
<tr>
<td>Complimentary meeting room use offered to major facility stakeholders</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Complimentary Track Use</td>
<td>650</td>
<td>n/a</td>
<td>n/a</td>
<td>9,500</td>
<td>Track usage now exceeds 1M visitors each year.</td>
</tr>
<tr>
<td>Access to facility user groups for pre/post booking warm ups and training</td>
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</tbody>
</table>

The track has become a catch all solution to City program space constraints and allowed facility user groups to optimize their facility rentals by facilitating team warm ups and dryland training outside of their booked facility and rental times.
The ability for the City to offer quality programming is directly related to the availability and the types of spaces accessible to program planners. When the LRC was first opened, a targeted effort was made to fill the facility with events and community bookings while building upon the City’s recreation, aquatic and fitness program offerings that were previously limited by the amenities available in the Black Gold Centre.

As a result, demand for meeting and classroom-style spaces has dramatically increased. The Oil Kings Boardroom, Kosmos Kitchen, MNP and Rotary program rooms are all in high demand. In addition to community events and programs, corporate training and private bookings, these spaces are frequently used for aquatic and fitness certification courses, first aid and child care programming as well as expanded youth and adult specialty programming such as cooking, painting, photography and crafts. A common concern is the consistent availability of these spaces. Because large events and user groups often require meeting space, it is difficult for programmers to offer multi-week programs in these spaces. In addition, many of these programs require spaces that are in close proximity to other amenities such as aquatic or fitness certification course that include a hands-on component within the fitness centre and pool.

Our facility stakeholders share a similar need to host dryland program and meeting bookings in the same location and tandem with their regular activities. Leduc Track and Football book the Kinsmen for their meeting needs and the Curling Club, Ringette and Swim Club meet at the LRC. The Leduc Public Library currently provides free access to a number of groups and there has been some discussion regarding adding free access to the Lede Rooms. Increased access to the Lede Rooms may not see many organizations moving to this location as the current arrangement is conducive to their membership’s needs and is at no cost to them. Reinstating Civic Centre Attendant coverage to facilitate Lede Room bookings will be at a minimum cost of $50 per evening and weekend shift.

Program Space development was ranked second among all indoor facility amenity priorities based upon criteria and weightings assigned through input received from the general public, groups and the guidance of Leduc City Council and the Parks, Recreation and Culture Board as part of the 2018 Recreation & Culture Facility Needs Assessment. In addition, after careful analysis this priority was reinforced as part of the 2019 Long-term Facilities Master Plan.

NEXT STEPS

Any proposed access changes to program spaces currently utilized by community groups, individual residents and the City for its own program opportunities will need to carefully consider overall community need, access for all user groups programs and services as well as the financial implications of reduced rentals and program revenues.

ATTACHMENTS

None.
Program Space Needs

City of Leduc Programs

- Popular program opportunities offered to residents
  - Health, wellness and fitness programs
  - Swim lessons, first aid, life skills and educational courses
  - Learn how to ... programs & drop-in opportunities, skill development
  - Children’s recreation programs, day camps, child minding services

- Generates revenue and adds value to LRC membership program and daily admissions via drop-in programs

- Programs are offered in the same spaces / same time as other facility stakeholder and user groups offerings

Facility access pressures during weekday evening & weekend Prime Times
Program Space Needs

Program Space

• Suitable for multipurpose use
  • Meetings, classroom, private bookings, low-to-high activity levels in conjunction with bookings in other amenities
  • Ease of transition between bookings, easy to maintain and facilitate access
  • Collector of bookings not appropriate for sport-specific amenities

• Pressures on these spaces due to
  • Increased programming, community use and private bookings
  • Increased field house utilization
  • Growth of City program offerings to public and corporate needs
  • Repurposing of multipurpose program spaces in LRC and other City facilities
Program Space Needs

Program Space

- Managing the demand on these rooms by
  - Moving programs and activities to the Track – now experiencing challenges
  - Updating our facility allocation practices
  - Joint use agreements for access to school amenities
  - Converting a portion of a lease space

Further reducing the inventory and/or access to program spaces will have a tremendous impact on City programming and community access for resident and user group bookings.
## Program Space Proposal – Rotary Room

### Change from existing noted in red font

<table>
<thead>
<tr>
<th></th>
<th>BGC</th>
<th>City Programs, User Group &amp; Private Bookings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Availability</strong></td>
<td>Sept – June M-F 3-6:30pm + 1 day 3-10pm</td>
<td>Sept – June M-F 8am-3pm Sat &amp; Sun 8am-9pm</td>
</tr>
<tr>
<td></td>
<td>July &amp; August M-F 8am-5pm</td>
<td>July &amp; August M-F 5-10pm Sat &amp; Sun 8am-9pm</td>
</tr>
<tr>
<td><strong>Current Use, Users &amp; Revenue</strong></td>
<td>1284 hrs BGC use 101 after school &amp; 88 summer program members Included w/ lease</td>
<td>17 City programs 490 private and user group bookings 1970 hrs of use, est 2-3,000 attendance $19,000 rental revenue</td>
</tr>
<tr>
<td><strong>Proposed Availability</strong></td>
<td><strong>Year round BGC use</strong></td>
<td><strong>Upon request &amp; booked through BGC</strong></td>
</tr>
<tr>
<td><strong>Proposed Use, Users &amp; Revenue</strong></td>
<td><strong>3,640 hrs exclusive BGC use</strong> 101 after school &amp; 88 summer program members Included w/ lease?</td>
<td><strong>Set up conducive to internal meetings, no City programs, no private bookings $0 revenue</strong></td>
</tr>
</tbody>
</table>
## Program Space Needs

### Program Space Proposal – Kosmos Kitchen 3 days, 3-6pm

<table>
<thead>
<tr>
<th></th>
<th>BGC</th>
<th>City Programs, User Group &amp; Private Bookings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Availability</strong></td>
<td>upon request based on availability</td>
<td>Year round M-F 8am–10pm SAT &amp; SUN 8am – 9pm</td>
</tr>
<tr>
<td><strong>Current Use, Users &amp; Revenue</strong></td>
<td>no current BGC bookings</td>
<td>123 City recreation &amp; cooking programs 332 private and user group bookings 2040 hrs of use, est 4-5,000 attendance $51,000 rental revenue</td>
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<tr>
<td><strong>Proposed Availability</strong></td>
<td>Sept – June 3 weekdays @ 3 hrs</td>
<td>Similar availability with program schedule changes &amp; room assignments</td>
</tr>
<tr>
<td><strong>Proposed Use, Users &amp; Revenue</strong></td>
<td>396 hrs BGC use 101 after school &amp; 88 summer program members, additional members not known</td>
<td>110 City recreation &amp; cooking programs 275 private and user group bookings 1800 hrs of use, est 3-4,000 attendance $43,000 rental revenue</td>
</tr>
</tbody>
</table>
Other Considerations

• Majority of private and user group bookings are in tandem with other amenity bookings
  – Incentivizing using other locations will not drive bookings to other facilities
• Overall community space needs
• City’s investment in sport, recreation, arts and wellness opportunities and organizations – direct and indirect delivery