

**MEETING DATE:** March 26, 2018

**SUBMITTED BY:** Michelle Hay, Director of Intergovernmental Affairs and Corporate Planning

**PREPARED BY:** Michelle Hay, Director of Intergovernmental Affairs and Corporate Planning

**REPORT TITLE:** Draft Edmonton Metropolitan Region Board (EMRB) 2018-2023 Strategic Plan

## REPORT SUMMARY

The EMRB is in the process of developing a strategic plan to the guide to organization toward its 50-year vision. A draft has been circulated with an opportunity to provide feedback. This report provides an overview of administration's analysis.

## BACKGROUND

### KEY ISSUES:

The EMRB held a strategic planning session on February 8 seeking input into the first draft of a strategic plan. The attached document represents the first iteration and has been provided for review as well as with the opportunity to provide input. The board will receive this version at its April 12, 2018 meeting. The final version go to the Executive Committee in May prior to formal board approval in June.

The strategic plan positively creates consistency and alignment by including the 50-year vision of EMRB growth plan. As the City of Leduc has been undertaking a concurrent strategic planning process, it's worth noting that the EMRB has a more narrowly prescribed mandate in legislation than municipalities. As such, the framework outlined on Page 4 attempts to create distinct levels to guide planning. The degree of regulation over EMRB activities constrains its ability to set strategies to the degree that a municipality can. As such, it become clear that the strategic plan is about areas requiring concerted focus and resources. It reads like a to-do list which is more akin to an implementation plan or corporate business plan than a strategic plan. However, administrative review finds nothing objectionable in this plan.

The plan has 3 main focus areas:

1. Shared Investment for Shared Benefit;
  - The text in the "Shared Investment for Shared Benefit Model" mirrors the language in the Accord and, as such, the city may want to given additional thought to this section of the EMRB strategic plan. In contrast, the 2014 CRB Strategic Plan stated that "a shared funding model, negotiated with the Government of Alberta, recognizes foundational responsibilities of the GoA." The government has long signaled a decrease in financial support and it is expected that once the Calgary growth board reaches a similar level as the EMRB with regard to plans in place, government funds will continue to ebb away until they cease completely.
  - It's difficult to understand how 1A "Develop and implement a benefits realization model that reflects shared regional interests" could occur ahead of or without 1B, 1C and 1D—where measurement of contributions, assessment of investments and evaluation of benefits occur.
2. Responsible and Sustainable Growth; and

- With many “in progress” initiatives captured in this strategic plan, it is curious why implementing the growth plan does not appear as a strategy here but rather only the measurement of it. Is this not the main body of work to be undertaken moving forward?
  - Energy transition and climate policy is a worthwhile topic, but given the resource constraints it may not be feasible to undertake this work in the timeframe of the plan—particularly since Appendix A notes the resource requirement is major.
3. Maintaining Momentum
- This appears as a catch-all for the other in-progress work of the EMRB (energy corridors, housing, etc.) and is where it is most obvious that this plan has an implementation focus.

The Board should rightly expect budget considerations to be linked directly back to the strategic plan. Appendix A does not appear to rationalize the major initiatives well over the duration of the plan—with most if not all major projects to be completed in a 2-year timeframe. This seems improbable and will likely be constrained by financial and/or human resource capacity. Other items in Appendix A are shown as ongoing or annual which further underscores they are not really strategic in nature but rather operational.

Overall and as a reiteration, administration finds nothing objectionable in this strategic plan but rather notes its divergence from our own planning process and notes considerations that may play out in the coming years.

#### ATTACHMENTS:

Edmonton Metropolitan Region Board 2018-2023 Strategic Plan (Draft dated March 2018)

## RECOMMENDATION

This item is for information only.

Others Who Have Reviewed this Report

P. Benedetto, City Manager





# 2018-2023 Strategic Plan

DRAFT MARCH ~~2012~~, 2018  
APPROVED ON XXXX XX, 2018





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# Message from the Chair

[Add Message from Chair Abbott]



# Introduction

## Members

[Add Photos of 13 Members]

## Region

[Add Map]



## Context

This Strategic Plan identifies the strategic direction of the EMRB for 2018-2023. The strategic direction includes our vision, mission, guiding principles, strategic priorities (what we are trying to accomplish) and our strategies (how we will achieve the strategic objectives).

Our strategic framework enabling the strategic and direction includes the EMRB Regulation, the EMRB Strategic Plan and the EMRB Business Plan. The following illustrates our strategic framework:



Figure 1: EMRB Strategic Framework

Supporting the strategic framework is the Edmonton Metropolitan Regional Board Growth-~~Management~~ Plan, which provides the long-term direction to 2044, while the EMRB's Strategic Plan identifies the strategic priorities for the next five years.

Critical to our strategic success is our alignment with our members (13 local municipalities), the Government of Alberta mandate and numerous stakeholders including the citizens of the Edmonton Metropolitan Region. Our focus is on results and intermediate and long-term outcomes. The results and outcomes ~~and results~~ from our strategic framework ~~will be~~ tracked and reported on through various monitoring, evaluation and performance measurement mechanisms.





## 50 Year Vision

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

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

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

## Mission

To ~~promote~~enable effective regional planning and collaboration for the responsible and sustainable growth of the Region to ensure prosperity and quality of life for all citizens of the Edmonton Metropolitan Region.





# Guiding Principles

## Collaboration: Working Together

We are committed to working together to achieve our vision.

## Innovation: Creative and Nimble

We are leaders that embrace better ways to achieve long term prosperity.

## Build Trust: Respect

We will foster healthy relationship and build trust by taking ownership of our results.

## Unified: One Voice

We are champions for the Region and work toward our shared outcomes.





## Strategic Priorities

Our strategic priorities are:

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

**Bolded** strategies below are identified as requiring major resources and efforts for the Board.





## 1.0 Shared Investment for Shared Benefit

### Outcome

The shared and equitable contributions, investments, and efforts by the EMRB result in measurable benefits for the Region as a whole.

#### *Shared Investment for Shared Benefit Strategies*

Context: Investing in the Edmonton Metropolitan Region is critical to addressing ~~the~~ current and future challenges and opportunities in the Region. We will working with Provincial and Federal Governments and ~~collaborating with~~ stakeholders like Edmonton Global to enhance regional investments and contributions that will result in benefits for the Region and Alberta. These successes may include collaborative processes ~~initiatives~~ like the Airport Accord or an integrated transit system.

**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 EMRBRegion, key stakeholders, and partners.



## 2.0 Responsible and Sustainable Growth

### Outcome

The responsible planning, decisions, and monitoring of growth in accordance with the Edmonton Metropolitan Region Growth Plan, including agriculture and natural living systems. The EMRB develops and implements sustainable growth management plans to enable future generations to meet their needs.

~~The efficient and effective planning, decisions, and monitoring by the EMRB of responsible growth of today and tomorrow while enabling future generations to meet their needs in accordance with the Edmonton Metropolitan Region Growth Plan.~~

### *Responsible and Sustainable Growth Strategies*

Context: As defined in the EMRGP, responsible growth is development that incorporates land uses and resources to enhance quality of life for current and future generations; and is accountable to the long-term financial implications including the operation, maintenance and capital costs associated with growth; and the management of resources and agricultural land base.

The resiliency of the Edmonton Metropolitan Region will be achieved through responsible growth including addressing the consideration for climate change. Responsible growth will contribute to the sustainability of the Region by ensuring sound economic, social, and environmental decisions. Understanding the value created in the Region by addressing collaborating on societal priorities such as broadband and recreation and enhancing communication tools like broadband will contribute to the prosperity and quality of life in the Region.

**2A. Develop and implement the Edmonton Metropolitan Region Servicing Plan.**

**2B. Develop and implement the Regional Agriculture Master Plan.**

2C. Establish key performance indicator targets and Monitor the implementation of the Edmonton Metropolitan Region Growth Plan.

2D. Provide leadership for a regional symposium for education and stakeholder collaboration.

2E. Develop an energy transition and climate policy, including an energy, climate, and economic opportunity lens on regional initiatives.







## 3.0 Maintaining Momentum

### Outcome

The EMRB successfully completes major activities and projects, and continually improves programs.

#### *3.0 Maintaining Momentum Strategies*

Context: Over the past 10 years, the Edmonton Metropolitan Region Board has gained momentum through collaboration, respect, and trust with the development of growth plans, ~~and~~ regional projects, and programs. The efforts and contributions toward advocacy and planning have a strong foundation and opportunity. Maintaining this momentum and ensuring sound reporting of results will contribute to improvements in the Region.

3A. Maintain and enhance collaboration amongst Board members to foster healthy relationships.

3B. Maintain and evolve the Regional Evaluation Framework (REF).

3C. Maintain and improve the Edmonton Metropolitan Region GIS (EMRGIS).

3D. Maintain and improve advocacy ~~including innovative mechanisms for decision making~~ (e.g., Provincial, Federal, Public Engagement Policies, Indigenous Stakeholders, etc.).

3E. Maintain and enhance innovation to inform decisions.

3E-3F. Complete annual regional transportation priorities to ~~advocate-inform~~to Alberta Transportation.

3F-3G. Update the Integrated Regional Transportation Master Plan (IRTMP).

3G-3H. ~~Maintain visibility and~~P-promote an integrated transit system.

3H-3I. ~~Maintain visibility for~~Promote advocacy on regional energy corridors.

3I-3J. Complete the regional housing plan to develop and monitor priorities in regional housing.

3K. Maintain and update the regional and sub-regional housing needs assessments.



## Appendix A: Resource Plan

The implementation of the Strategic Plan requires the allocation of resources by the EMRB. The following tables provide an initial indication of current and new resource requirements and the expected timing for various strategies.

Some strategies reflect current and on-going program activities requiring minor and moderate internal and external support. Other strategies reflect new multi-year intensive efforts and resources requiring moderate and major internal and external support.

1.0 Shared Investment for Shared Benefit Strategies	Resource Requirement	Expected Timing
1A. <b>Develop and implement a benefits realization model that reflects shared regional interests.</b>	Major	2 Years
1B. Measure the contributions and additional investments by the member municipalities.	Minor	Annually
1C. Identify and assess investments by public and private partners for the shared benefit of the <u>R</u> region.	Minor	Annually
1D. Identify and assess the benefits realized by the contributions generally and other investments in the <u>R</u> region as a whole.	Minor	Annually
1E. Provide reporting on the shared investments and shared benefits to the <u>EMRB</u> <u>Region</u> , key stakeholders and partners.	Minor	Annually

2.0 Sustainable Growth Strategies	Resource Requirement	Expected Timing
2A. <b>Develop and implement the Edmonton Metropolitan Region Servicing Plan.</b>	Major	2 Years
2B. <b>Develop and implement the Regional Agriculture Master Plan.</b>	Major	2 Years
2C. <u>Establish key performance indicator targets and m</u> Monitor the implementation of the Edmonton Metropolitan Region Growth Plan.	Moderate	Annually
2D. <u>Provide leadership for a regional symposium for education and stakeholder collaboration.</u>	Moderate	2 Years
2E. <u>Develop an energy transition and climate policy, including an energy, climate, and economic opportunity lens on regional initiatives.</u>	<u>Major</u>	<u>2 Years</u>



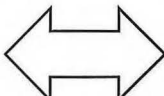
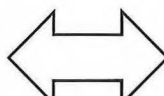
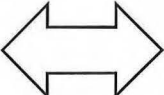
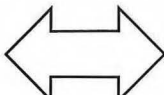
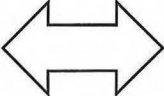
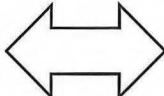
3.0 Maintaining Momentum Strategies	Resource Requirement	Expected Timing
3A. Maintain and enhance collaboration amongst Board members to foster healthy relationships.	Minor	Ongoing
3B. Maintain <u>and evolve</u> the Regional Evaluation Framework (REF).	Moderate	Ongoing
3C. Maintain and improve the Edmonton Metropolitan Region GIS (EMRGIS).	Moderate	Ongoing
3D. Maintain and improve advocacy <del>including innovative mechanisms for decision-making</del> (e.g., Provincial, Federal, Public Engagement Policies, First Nations, etc.).	Minor	Ongoing
3E. <u>Maintain and enhance innovation to inform decisions.</u>	<u>Minor</u>	<u>Ongoing</u>
<del>3E-3F.</del> Complete annual regional transportation priorities to <u>inform advocate to</u> Alberta Transportation.	Minor	Ongoing
<del>3F-3G.</del> Update Integrated Regional Transportation Master Plan (IRTMP).	Moderate	1 Year
<del>3G-3H.</del> <del>Maintain visibility and p</del> Promote an integrated transit system.	Minor	Ongoing
<del>3H-3I.</del> <del>Maintain visibility for a</del> Promote advocacy on regional energy corridors.	Minor	1 Year
<del>3I-3J.</del> Complete the regional housing plan to develop and monitor priorities in regional housing.	Moderate	1 Year
<u>3K. Maintain and update the regional and sub-regional housing needs assessments.</u>	<u>Moderate</u>	<u>½ Year</u>

\* Indicates programs and/or projects currently approved in whole or in part in the budget.

## Appendix B: Performance Measurement

The key performance measurement mechanism for the Strategic Plan priorities will be annual reporting of Key Performance Indicators (KPIs) to assess progress and results for the Strategic Plan.

The following table is a guide to report on the Strategic Plan.

Strategic Direction	Previous Status	Current Status	Remarks
Shared Investment for Shared Benefit			E.g. A framework for a regional approach is approved and implemented.
<u>Responsible and Sustainable Growth</u>			E.g. The MRSP is approved and submitted to the GoA by October 2019. E.g. The RAMP is Board endorsed, GoA approved, and implemented in conjunction with the EMRGP.
Maintaining Momentum			E.g. GoA agreement on a process for planning and placement of regional/provincial energy corridors.

Colours – **Green** significant progress; **Yellow** a work in progress; **Red** either yet to be initiated or just started.

Arrows – Up progressing according to plan; Sideways no progress started.