



**CAPITAL REGION BOARD
STRATEGIC PLAN
2014 – 2018**

APPROVED OCTOBER 9, 2014

MESSAGE FROM THE CHAIR

Good leaders envision the future and find ways for their organizations to travel along new paths. The members of the Capital Region Board have provided effective leadership to the CRB initiative and continue to support the enhancement of the region and its activities.

This is not easy work and often requires a willingness to explore and consider innovative solutions. I am proud that the members of the Capital Region Board have been equal to the challenge, and have committed to the region's future by developing this strategic plan.

I thank them for their hard work and look forward to our continued progress together.

Mayor Nolan Crouse

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER (CEO)

The Capital Region Board is a bold initiative in shaping twenty-first century tools to maximize the opportunities of this new century. The Board brings together the experience and wisdom of twenty-four municipalities and builds upon their past successes to create a robust future.

This 2014 - 2018 Strategic Plan for the Capital Region Board is one of the results of this partnership. The plan is based on the best information about the environment in which the region will operate, and founded on a thorough understanding of the dreams and desires of each municipal member of the board.

We believe this document will stand the test of time, and guide the work of the administration in helping the Board achieve its vision. I look forward to working with the members of the Capital Region Board fulfill the promise of this plan.

Doug Lagore

A. INTRODUCTION

This initiating strategic plan for the Capital Region Board (CRB) has been built on clear principles. These include:

- **Fact Based:** Underlying the work is a strong commitment to ensuring that the plan content is based on the best information available regarding current practice in similar situations, and relevant social, economic and regional information about the environment in which the board will operate.
- **Collaborative Development:** The project design was also structured so that all members of the Board had similar opportunities to share their thoughts and visions for the Board, and that the report clearly identified the range of concerns and ideas that were contributed to the process.
- **Mutual Prosperity/Success:** A core belief is that the success of the Capital Region cannot be built on 'winners and losers'. Every member brings value to the Board and has its own, unique contribution to make.

The result is a plan grounded in data and enriched by many years of municipal experience. The goals, while challenging, are achievable and are believed to be the 'influential few' that will take the CRB the farthest along its desired path.

B. PROCESS:

B. 1. Strategic Framework

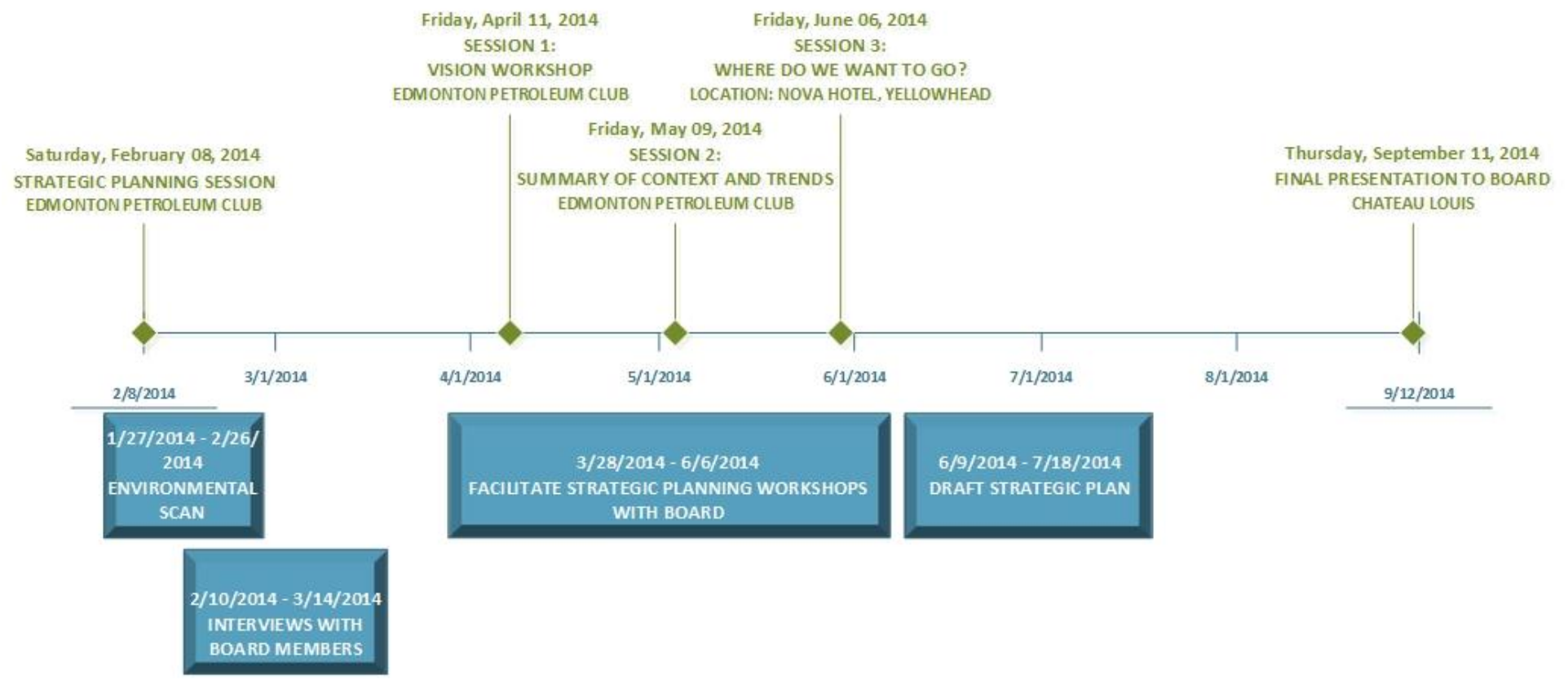
The Capital Region Board 2014 - 2018 Strategic Plan is the result of an extensive collaborative process to determine the best possible future for Board activities. This vision driven process emphasised developing a framework that:

- Identified four to six focus areas that would make a significant difference to the Capital Region Board in the next four years;
- Identified key activities to be accomplished in each of the focus areas, and
- Prioritized other activities, and developed a four year schedule of activity.

This project centered around creating and supporting the best possible process to allow the CRB to address its issues in a strategic way; to incorporate the relevant and related planning documents; to engage the key stakeholders in a way that gives them a meaningful voice in the deliberations; and to ensure a pathway to include the more granular CRB work plans. The end result is this four year strategic plan, generated and created by the CRB board, informed by the appropriate stakeholders, and integrated and aligned with related plans and processes.

The following chart (page 5) illustrates the process followed in developing the plan.

Capital Region Board Strategic Planning Process



September 1, 2014

B. 2. Environmental Scan

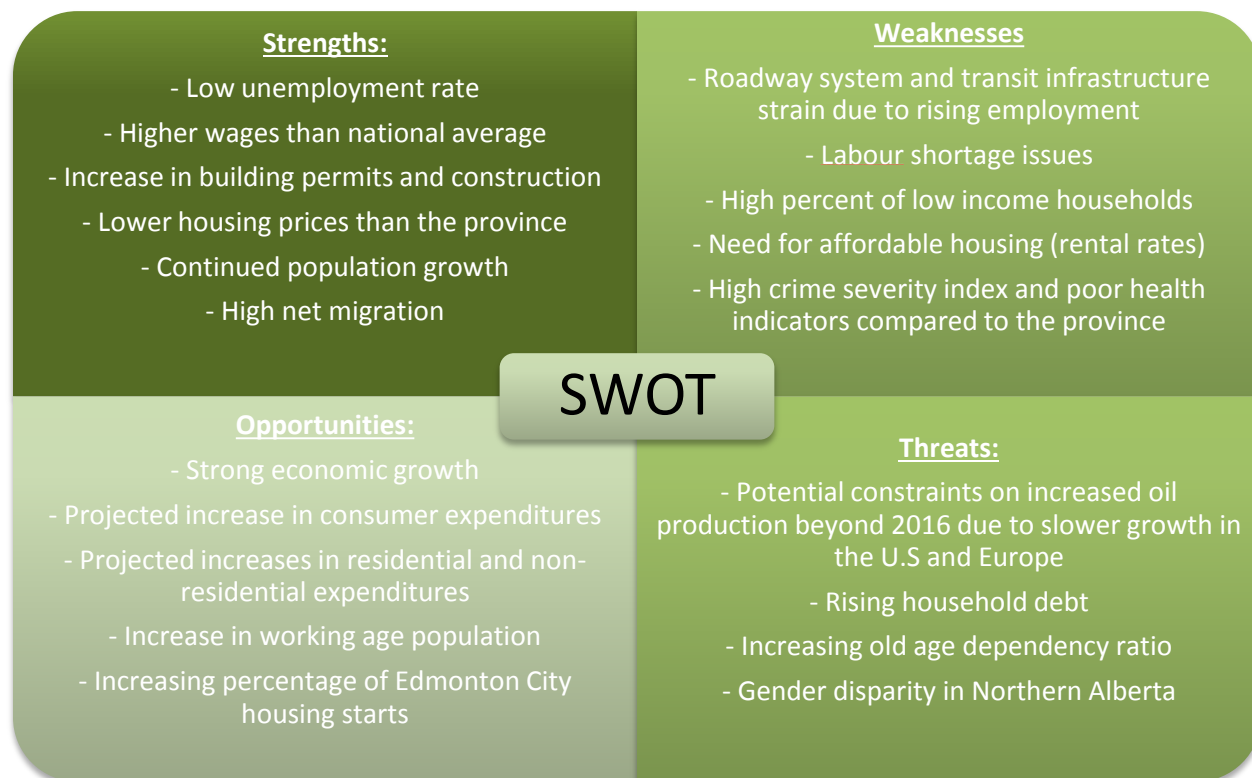
During the plan period, the capital region and the province of Alberta are expected to experience strong economic growth, and increased numbers and diversity in population. The following are a few of the details considered by the CRB when developing its plan.

For the period of 2014 – 2018:

- Alberta will continue to outperform the national average in terms of % real GDP growth.
- The Alberta population will be younger than its national counterpart: % under 14 (Alberta); 18.8% (Canada) 16.75%
- Household incomes are higher: Average household income (Alberta) \$100,810; (Canada) \$79,102
- The Aboriginal population is larger than the national average: (Alberta) 7.39%; (Canada) 4.26%
- Many costs are higher than average: % Edmonton CMA population paying 30% or more towards shelter costs is higher than Alberta, particularly renters.

A summary of the external and internal issues and opportunities facing the Capital Region are summarized in the following chart (page 7).

Regional Issues and Opportunities



B. 3. Interview Process

An extensive interview program was conducted to get feedback on the essential elements of Vision, Strategic Assessment and Strategic Priorities for the CRB. Personal, on-site interviews were scheduled with the Capital Region Board Members, the CEO and Senior Management Team of the CRB, and the CAO of each municipality.

Major themes emerged in the early stages of the interview process to inform the Vision for the organization. These themes were tested and evolved throughout the interviews, as well as in the subsequent choice and drafting of the Strategic Priorities.

C. DEVELOPMENT OF CRB VISION

The Vision for an organization is not simply a Vision Statement. Rather, a Vision describes a realistic, credible, attractive and **inspiring future** for the organization. Often it is described in categories that are relevant to the organization leadership. Governance, Funding, and Functions are examples of categories relevant to the CRB.

The Vision for the Capital Region Board (CRB) will evolve over time, as the Board builds trust and alignment of its members around its foundational responsibilities and interests.

Key elements of the Vision for the CRB Organization are summarized below. They are stated as conditions that exist for the organization in the long-term future (2065).

C. 1. Capital Region Board Governance

The Capital Region Board (CRB) practices good governance, and builds trusting relationships, engagement and openness.

Within its defined mandate, CRB focuses on long-term, high level decisions that affect the region.

CRB is a cohesive legislated body, future-focused on building a competitive, sustainable region and improving the quality of life of its residents.

CRB invests in creating value for all its members.

CRB invests carefully and strategically in the development of trust between members; it fosters a dynamic culture; it identifies elements that are foundational at CRB and establishes a framework and strategy that take it forward successfully.

The CRB decision-making process and voting structure may be refined as the culture of CRB evolves.

CRB advocates in support of its decision and policies; it is able to leverage and influence provincial decisions because it is aligned with provincial direction and priorities.

C. 2. CRB Funding

CRB has the resources necessary to carry out its functions.

A shared funding model, negotiated with the Government of Alberta, recognizes foundational responsibilities of the GOA.

GOA funding is largely operational; Municipal investments are more project-specific.

The “in-kind” investment of CRB members and the capacity restrictions of members are recognized.

C. 3. Capital Region Board Functions

As its primary function, CRB prepares a high level, comprehensive and long-term regional plan that is flexible, nimble and proactive.

CRB addresses regionally significant issues that are relevant to creating and maintaining a competitive and sustainable region.

Member municipalities embrace the spirit of the CRB Vision; the Vision influences municipal policies and plans.

CRB acts to influence senior government policy and improves alignment in support of the CRB regional vision and goals.

C. 4. Growth Planning and Economic Development

All growth within the region is guided by sound forecasting and planning methodologies that are adjusted on a regular basis.

The Capital Region Board growth plan focuses energy on creating a global economic powerhouse with a high quality of life attractive to international companies and talent.

The regional growth plan helps align CRB outcomes with senior government plans, as well as with sub-regional collaboration activities.

CRB participates in an economic development and marketing framework which is regional, collaborative and effective in positioning the capital region as a powerhouse for business attraction, retention and growth.

C. 5. Regional Diversity and Collaboration

CRB embraces diverse communities in the region, recognizing that people matter, relationships matter, healthy communities matter and that diversity both balances and strengthens our regional model.

CRB fosters and promotes sub-regional collaboration in areas of regional interest.

D. STRATEGIC PRIORITIES

After considering input from the stakeholder groups, and reviewing the best available information on the challenges ahead, the Capital Region Board identified four key Strategic Priorities for the 2014 – 2018 Strategic Plan. The Strategic Priorities and a brief description of each are illustrated below.

For each Strategic Priority, Council members developed specific outcome statements called Key Results which set the stage for the development of tactics and action plans to follow.

D.1. STRATEGIC PRIORITY #1: REGIONAL VISION

The Board develops a strong, long-term vision for the whole region based on the desires and dreams of the region's municipalities and citizens.

Key Results

KR 1.1: Regional stakeholders and citizens are engaged, and they develop a long term vision for the whole region.

KR 1.2: The Board adopts its long term Regional Vision.

D. 2. STRATEGIC PRIORITY #2: COLLABORATIVE CULTURE

The Board's activity promotes a collaborative culture among members. CRB focuses its efforts on high level issues that impact the region.

Key Results

KR 2.1: The Board understands the distinctive characteristics and needs of rural and urban members.

KR 2.2: CRB improves collaboration and governance practices through education, best practice research, educational speakers and workshops.

KR 2.3: CRB members agree on priority high level issues for the region and are validated on a regular basis.

KR 2.4: CRB actively pursues partnerships and collaboration with specific regional stakeholder organizations.

D. 3. STRATEGIC PRIORITY #3: REGIONAL GROWTH PLAN

The Board develops and implements a high level, long term growth plan for the region, which is approved by the Government of Alberta.

Key Results

KR 3.1: A high level growth plan is prepared and adopted by the CRB.

KR 3.2: The Government of Alberta reviews and approves the Regional Growth Plan.

KR 3.3: A process for approving and incorporating the Capital Region Growth Plan into Government of Alberta policy environments is developed, negotiated with Government of Alberta and approved by Capital Region Board.

KR 3.4: Municipal members ensure that municipal and sub-regional plans conform to the Regional Growth Plan.

KR 3.5: Outcomes of the Regional Growth Plan are measured, monitored and reported.

D. 4. STRATEGIC PRIORITY #4: GLOBAL COMPETITIVENESS

The Board understands the global situation and positioning of the region and the strategic opportunities to compete globally.

Key Results

KR 4.1: The CRB explores the regional economic development landscape and identifies opportunities for CRB to add value.

KR 4.2: The economic landscape is mapped and understood, and regional stakeholders are educated on our regional strategic advantages.

KR 4.3: Through this research on the economy, trust and collaboration increases and mutually agreed new roles evolve.

KR 4.4: Development approval processes across the region are improved and streamlined.

KR 4.5: A uniform regional site selector tool is developed.

E. IMPLEMENTATION

The CRB administration will oversee the development and implementation of tactical plans to accomplish the Key Results identified by the Capital Region Board members. This will involve the identification of lead roles, specific actions, timing and performance measurements.

The Administration will report regularly to the board on progress made towards accomplishing the Plan objectives and accommodate any adjustments necessary.