ENCLOSURE 2

2015/16 CAPITAL REGION BOARD ANNUAL REPORT

building momen-tum

Document: 9128061

CAPITAL REGION BOARD

2015/16 ANNUAL REPORT

MEMBERSHIP AT A GLANCE

162

elected officials

24

member municipalities

1,254,183

regional population

as of March 31, 2016

capital region board

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1.0

momen-
tum.

building the story
of a region.

Regional momentum has been building for seven years, since the advent of the Capital Region Board as a formal entity.

—

Despite an economic downturn that began in late 2015, the Edmonton Metropolitan Region remains a hub for northern Alberta:

- Representing about 40% of provincial GDP
- Population of 1.2 million people projected to almost double to 2.2 million in 30 years
- Growing from 725,000 jobs today to 1.2 million in 30 years

THAT MEANS GROWTH PLANNING IS THE *RAISON D'ETRE* OF THE CAPITAL REGION BOARD.

The foundation that has been laid by the Board's significant body of work documenting a regional identity remains its greatest achievement, albeit not yet well understood by the region's public.

That will change in 2016/17 as the Board unveils its updated regional Growth Plan, the *Edmonton Metropolitan Region Growth Plan*, itself a massive project that has yet to be appreciated for its contribution to realizing the Board's own stated purpose: Regional Action. Global Opportunity.

While the business of updating the Growth Plan dominated the Board's attention in 2015/16, other foundational activity also contributed to the feeling of momentum towards greatness that has been building in the region. Two initiatives completed this year illustrate this:

- **THE OPERATIONALIZATION OF GEOGRAPHIC INFORMATION SERVICES (CR-GIS)** – After several years of preparation, the Capital Region Geographic Information Services website was launched in June 2015. This is now the repository for key maps and regional data that strengthen the quality of planning and decision-making for growth and, ultimately, the regional quality of life. It represents a big leap in the region's ability to assess its position and plan for growth more accurately and efficiently.

- **A DECISION ABOUT ECONOMIC DEVELOPMENT** – Although a less prominent theme in the Capital Region Board mandate, economic development was identified by the Board in 2014 as a priority for study. A critical first step was a regional economic summit held in 2014 that set the stage for action. In the interim, the Board has used its regional forum and platform to explore options for creating a unified regional economic development presence. In early 2016, the Board approved the incubation of a regional economic development entity, with the proviso that it would become independent of the Capital Region Board. When established, this entity will be a key enabler of a successful globally competitive region.

Ongoing activities also exemplify a **GENERAL INCREASE IN REGIONAL COLLABORATION:**

- More joint work between member municipalities underscores the growing benefit of this regional forum. For example, inter-municipal transit discussions between St. Albert and Edmonton, and the solid waste discussions and the general state of cooperation and coordination in the sub-region of Leduc, are good examples of this trend.

- As well, for a second consecutive year, none of 12 REF applications was contested and therefore, by default, all were unanimously supported by the Board. This is further evidence of the benefit of collaboration at a regional level.

1.1

view from the top.

messages from the board chair and ceo

nolan crouse

THE BOARD CHAIR

During my fourth year as Chair in 2015/16 I have witnessed more regional thinking, more collaborative decision-making and less locally-based resistance to the Board's shared responsibility to manage growth responsibly.

This, I believe, is evidence of the quiet increasing strength of Capital Region Board; we are becoming comfortable with our role as long-term regional stewards for regional planning. These are predominantly political breakthroughs and they are not easy, nor easily quantified, but I am certain the Edmonton Metro Region is evolving significantly.

I am buoyed by the reasonable approach the Board has demonstrated in its handling of many challenging issues raised in the past

year, by the lack of any contested Regional Evaluation Framework applications and by a general sense of common purpose that permeates our discussions. This is despite the possibility of discord that is the natural consequence of amassing 24 diverse voices.

We are creating a made-in-the-region solution to the challenge of growth we face together.

The Board looks forward to the upcoming year, the last of the current municipal term and the culmination of its momentum in the Edmonton Metropolitan Region Growth Plan as well as;

- In the launch of some form of regional economic development,
- In the recognition of the Board's leadership in regional collaboration in this province,
- In the form of an expanded mandate that the Board expects to be formalized in the *Modernized Municipal Government Act*.

NOLAN CROUSE
Board Chair

malcom bruce

THE CEO

As CEO I measure momentum by the numbers, but I do feel it as well.

The complicated and lengthy process of updating the 2010 Growth Plan has brought all of the regional pinch points to the surface. But, after some 300 hours scheduled for various Edmonton Metropolitan Region Growth Plan consultations and meetings of the Task Force, we are coalescing as a regionally focused entity with a common goal – finding the best balance for achieving long term sustainable economic prosperity for our residents. This is additional time and energy given by each of the participants and speaks to the Board's commitment to this work.

When I am asked about what the Capital Region Board has done for its $24 million since 2008, I quickly put this measure into perspective.

- We have accomplished an atmosphere of regional thinking/collaboration that did not exist eight years ago;
- We have produced 24 data driven, quality, reports to enable effective regional planning and decision-making and support efficient and sustainable growth, as the region doubles to 2.2 million people;
- We have developed GIS expertise, built analytical tools and assembled a library of regional data and made it publically available to enable consistent decision-making;
- We have established a forum for affirming the need for diverse and complementary communities acting as one for the purposes of fulfilling our goal of *Regional Action. Global Opportunity*; and
- We have laid the groundwork for meaningful advocacy with other orders of government - streamlining planning, demonstrating efficiencies, and speaking with one consistent voice to simplify our requests.

The wins that could be realized with the Edmonton Metropolitan Growth Plan are inspiring. The plan has filled in gaps in policy and in implementation and monitoring. Importantly we will be able to measure progress from now on. There are now clearly aligned principles and policies, six distinct and interrelated policy areas, and a new layered planning approach to growth in a three-tier metropolitan structure that anticipates the future.

This all bodes well for the success of the region in our 30-50 year timeframe. Our next challenge will be communicating our success more potently. Happily, we'll have the facts and the momentum to do it.

MALCOLM BRUCE
Chief Executive Officer

1.2

who we are.

membership

The Capital Region Board is a non-profit corporation consisting of 24 member municipalities from within the Edmonton Metropolitan Region. Each member municipality is represented by an elected official appointed by its local council. The CRB members and their respective representatives are listed on the following page.

In addition to the elected officials, a non-voting Government of Alberta appointee also sits on the Board. The Government of Alberta has also appointed representatives to the committees of the Board to enhance communication and cooperation between the Board and Province.

CAPITAL REGION BOARD MEMBERS

(AS OF MARCH 31, 2016)

STURGEON COUNTY
Mayor Tom Flynn

Town of Legal
Mayor Carol Tremblay

Town of Morinville
Mayor Lisa Holmes

City of St. Albert
Mayor Nolan Crouse

Parkland County
Mayor Rodney Shaigec

Village of Wabamun
Mayor Charlene Smylie

Town of Stony Plain
Mayor William Choy

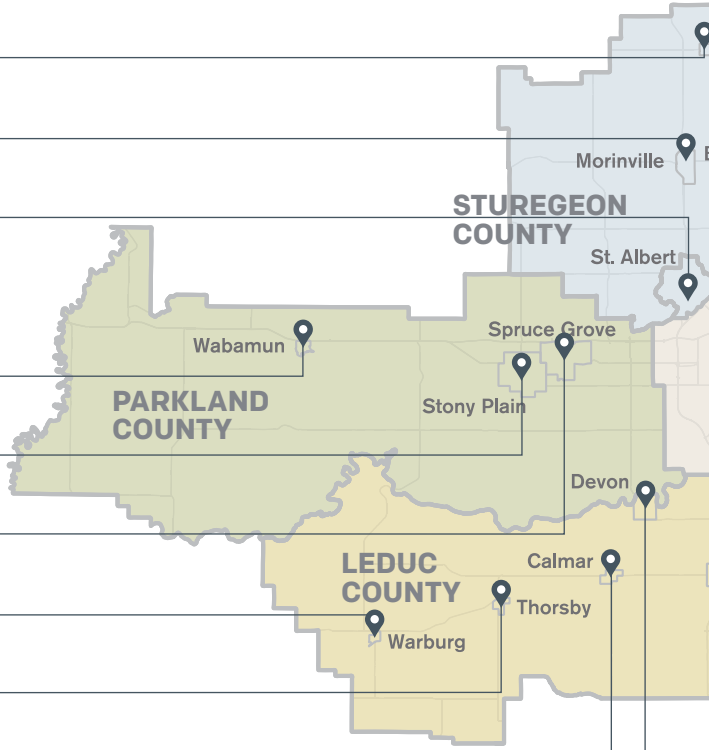
City of Spruce Grove
Mayor Stuart Houston

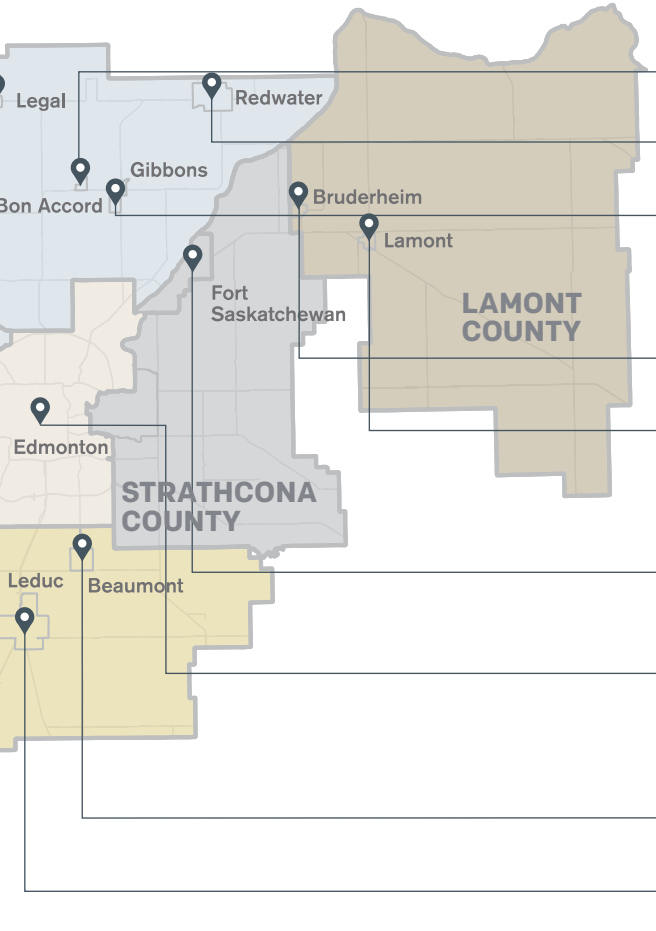
Village of Warburg
Mayor Ralph van Assen

Village of Thorsby
Mayor Barry Rasch

Town of Calmar
Mayor Wally Yachimetz

Town of Devon
Mayor Stephen Lindop





- **Town of Bon Accord**
  Mayor Randolph Boyd
- **Town of Redwater**
  Mayor Mel Smith
- **Town of Gibbons**
  Councillor Louise Bauder
- **Lamont County**
  Reeve Wayne Woldanski
- **Town of Bruderheim**
  Mayor Karl Hauch
- **Town of Lamont**
  Mayor Bill Skinner
- **Strathcona County**
  Mayor Roxanne Carr
- **City of Fort Saskatchewan**
  Mayor Gale Katchur
- **City of Edmonton**
  Mayor Don Iveson
- **Leduc County**
  Mayor John Whaley
- **Town of Beaumont**
  Mayor Camille Bérubé
- **City of Leduc**
  Mayor Greg Krischke

+ **Government of Alberta Representative**
  Mr. Bruce McDonald

1.3

why we work together.

the region

The Edmonton Metropolitan Region is a collection of diverse communities, cooperating to bolster each other's strengths, enhance connections and represent our strength to the world.

Together, our communities form a complete and sustainably growing region, with something to suit every ambition.

1.4

what we do.

growth planning

The Capital Region Board's mandate is to coordinate long range growth planning and decision-making amongst Edmonton Metropolitan Region municipalities. It is defined in detail in the 2008 Capital Region Board Regulation (see *Role of Government of Alberta*).

vision for growth

In 2064...

The **Edmonton Metropolitan Region** is the dominant **hub** for northern Alberta and is **globally recognized** 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**.

The Board sets the conditions for attaining this Vision through effective planning and implementation of the four strategic priority areas identified in the Regulation:

- We plan, monitor and assist in administering regional projects;
- We employ land use practices to benefit the region, respecting and supporting the diversity of individual municipalities;
- We plan and oversee regional inter-municipal transit service, including special services for persons with disabilities;
- We plan and support ways to increase the availability of affordable and market affordable housing throughout the Region;
- We deliver regional geographic information services in support of our mandate;
- We assist in coordinating work of the member municipalities; and share the knowledge and insight gathered by the Board with them;
- We coordinate work with the Provincial and Federal governments on issues and projects of mutual interest; and
- We provide the public with a comprehensive single source access to regional information.

REGIONAL EVALUATION FRAMEWORK

Since April 1, 2010, with the approval of the Capital Region Growth Plan and the establishment of the **Regional Evaluation Framework (REF),** the Board has worked on its implementation and approving municipal statutory plans through the REF process.

Under the REF, the Board reviews and approves many municipal statutory plans to ensure their consistency with The Capital Region Growth Plan, This is a responsibility charged to the Board under Section 21 of the Capital Region Board Regulation and established under Ministerial Order L:270/10.

1.5

how we work together.

structure

POWERS AND DUTIES OF THE BOARD

The Capital Region Board Regulation sets the Board's:

- membership,
- voting structure,
- powers and duties.

It directs the Board to coordinate long range planning and decision-making amongst the Edmonton Metropolitan Region for matters of regional interest. To that end, member municipalities must comply with the Growth Plan as approved.

It is important to note that the Board supports member municipalities from a regional perspective to achieve balanced and responsible growth. Elected municipal councils serve Edmonton Metropolitan Region citizens directly; decisions without regional implications continue to be made locally.

COMMITTEE STRUCTURE

Regional decision-making is done at the Board level with input from committees and task forces. The committee and task force structure ensures Board decisions are grounded and understood to be in the best interests of the Region as a whole.

Committee and task force members are elected officials appointed by the 24 member municipalities, and each operates within a Terms of Reference approved by the Board.

2015 - 16 CAPITAL REGION BOARD COMMITTEES					
COMMITTEE	Governance, Priorities and Finance	Land Use and Planning	Advocacy and Monitoring	Housing	Transit
CHAIR	Mayor Camille Bérubé	Mayor Tom Flynn	Mayor Greg Krischke	Councillor Dwight Ganske	Councillor Wes Brodhead
VICE-CHAIR	Councillor Phyllis Kobasiuk	Mayor Rod Shaigec	Mayor Don Iveson	Councillor Stew Hennig Councillor Carla Howatt	Councillor Michael Walters

CAPITAL REGION BOARD TASK FORCES	
TASK FORCE	Growth Plan Update
CHAIR	Mayor Roxanne Carr
VICE-CHAIR	Mayor Lisa Holmes

1.6

how we do our work.

what it takes

STATEMENT OF ACCOUNTABILITY

The Capital Region Board is responsible to the **member municipalities, citizens and key stakeholders of the Edmonton Metropolitan Region,** and to the Government of Alberta. This ensures that the work of the Board is focused on appropriate priorities to promote global economic competitiveness and sustainability of the Region for future generations.

The Board further ensures sound operations through a **commitment to transparency,** consistent with Alberta's Freedom of Information and Protection of Privacy Act.

1. The Board seeks broad input through consultation, either directly or through its member municipalities, on matters that affect the communities and the future of the Region.
2. The Board operates within a corporate governance model that requires:
    a. Preparation of a Business Plan, updated annually, that sets direction, establishes regional priorities, and reports on progress toward Growth Plan objectives;
    b. Adherence to fiscal management and reporting in compliance with Alberta's Financial Administration Act and Canadian generally accepted accounting standards;
    c. Preparation of an Annual Report to the Minister of Municipal Affairs, as required in the Capital Region Board Regulation;

d. Commitment to monitoring the implementation of the Growth Plan by reporting on performance measures related to the Board's operations and the Growth Plan;

e. Commitment to an "evergreening" process for updating the Growth Plan every five to 10 years;

f. Ongoing advocacy in support of regional priorities; and

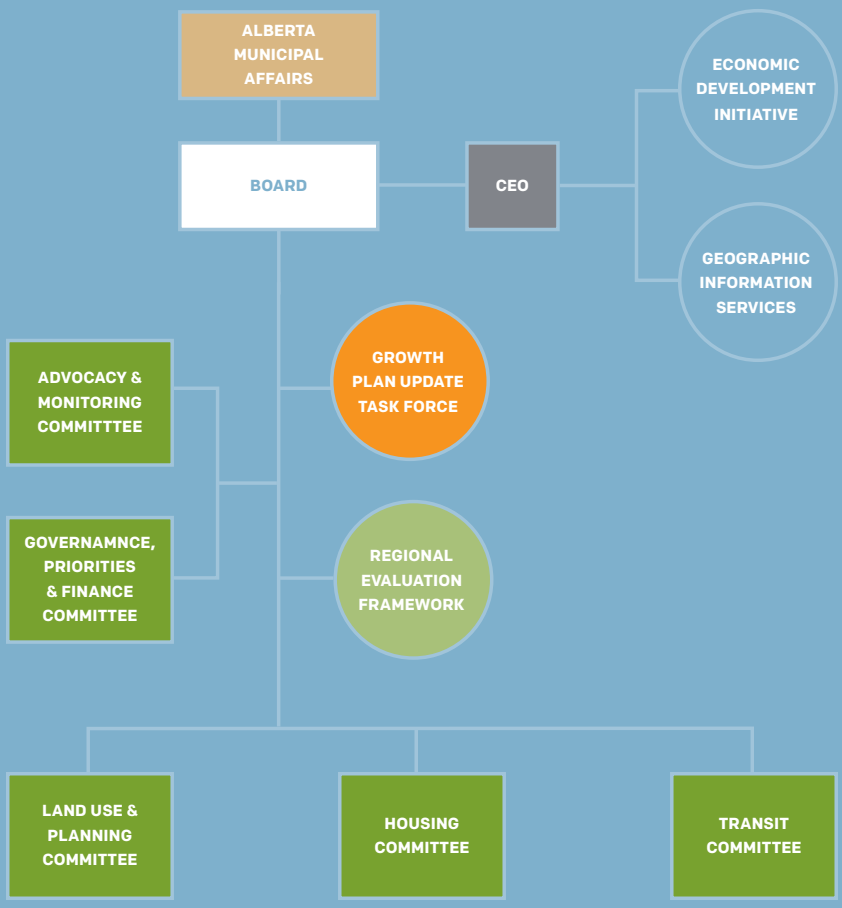
g. Communication with member municipalities, stakeholders and the public.

MANAGEMENT & ADMINISTRATION

Key to the connection between Capital Region Board and its members are the Management and Administration teams. In 2015/16, the Board was supported by a professional staff of 10 full-time positions led by Mr. Malcolm Bruce as Chief Executive Officer.

ORGANIZATION STRUCTURE

AS OF MARCH 31, 2016



ADMINISTRATION STRUCTURE

HONOURABLE DANIELLE LARIVEE
Minister of Alberta Municipal Affairs

LISA SASKIW
Administrative Assistant

AMANDA BORMAN
Executive Assistant

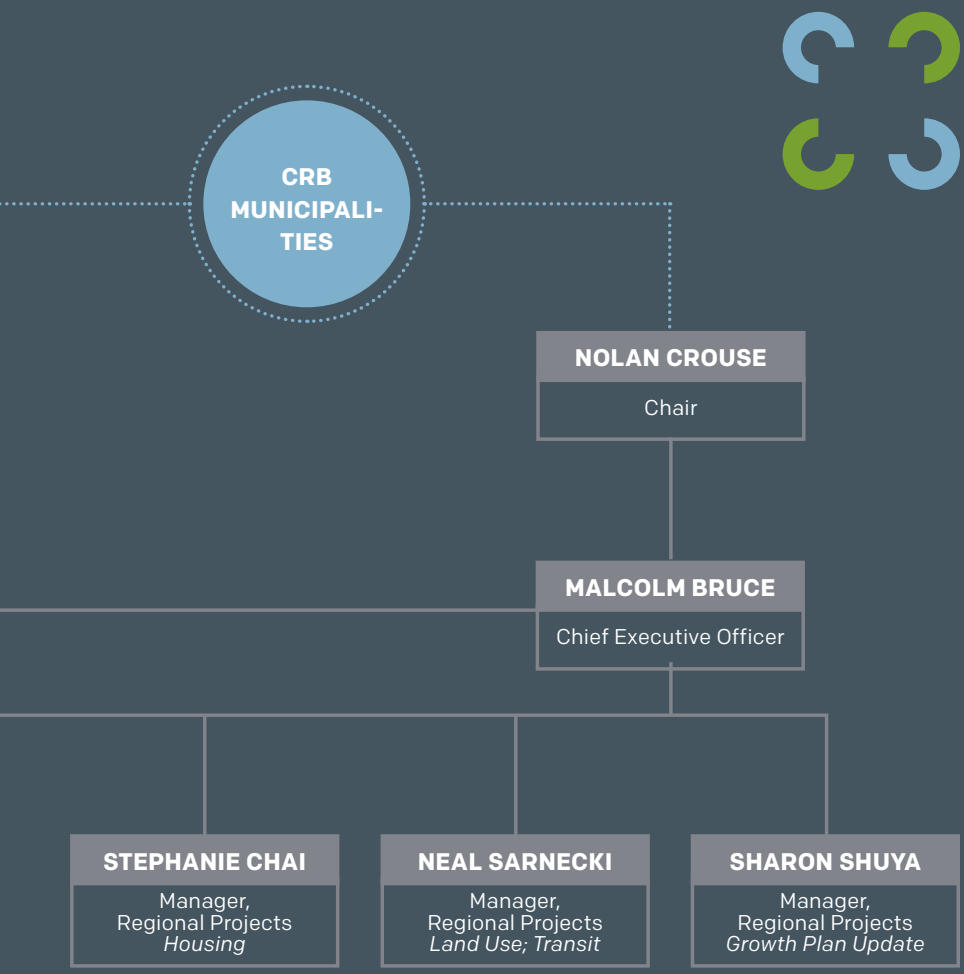
CHARLENE CHAUVETTE
Office Manager

AS OF MARCH 31, 2016

BRANDT DENHAM
GIS Coordinator

LOREEN LENNON
Communications Manager

LESLIE CHIVERS
Operations Manager


CRB MUNICIPALI-TIES
NOLAN CROUSE
Chair
MALCOLM BRUCE
Chief Executive Officer
STEPHANIE CHAI
Manager, Regional Projects
Housing
NEAL SARNECKI
Manager, Regional Projects
Land Use; Transit
SHARON SHUYA
Manager, Regional Projects
Growth Plan Update

ROLE OF THE GOVERNMENT OF ALBERTA

Importantly the Government of Alberta is the enabling authority for the Capital Region Board.

The Board operates under the Capital Region Board Regulation, originally effective April 15, 2008, and now consolidated as Alberta Regulation 38/2012, with amendments up to and including Alberta Regulation 39/2015. It is a **Growth Management Board**.

In 2015/16 the Board continued to operate as a **regional services commission** for the purposes of the Freedom of Information and Protection of Privacy Act, and the Alberta Capital Finance Authority Act. Following the Province's current review of the Municipal Government Act, this designation may be revised.

The **Capital Region Board Regulation** identifies the Board's 24 member municipalities and sets out its accountability, voting structure, powers and duties and establishes the CRB's mandate, that is, to develop and oversee the implementation of an integrated long-term Regional Growth Plan.

The Minister of Municipal Affairs retains the authority to create **Ministerial Orders** to direct the following:

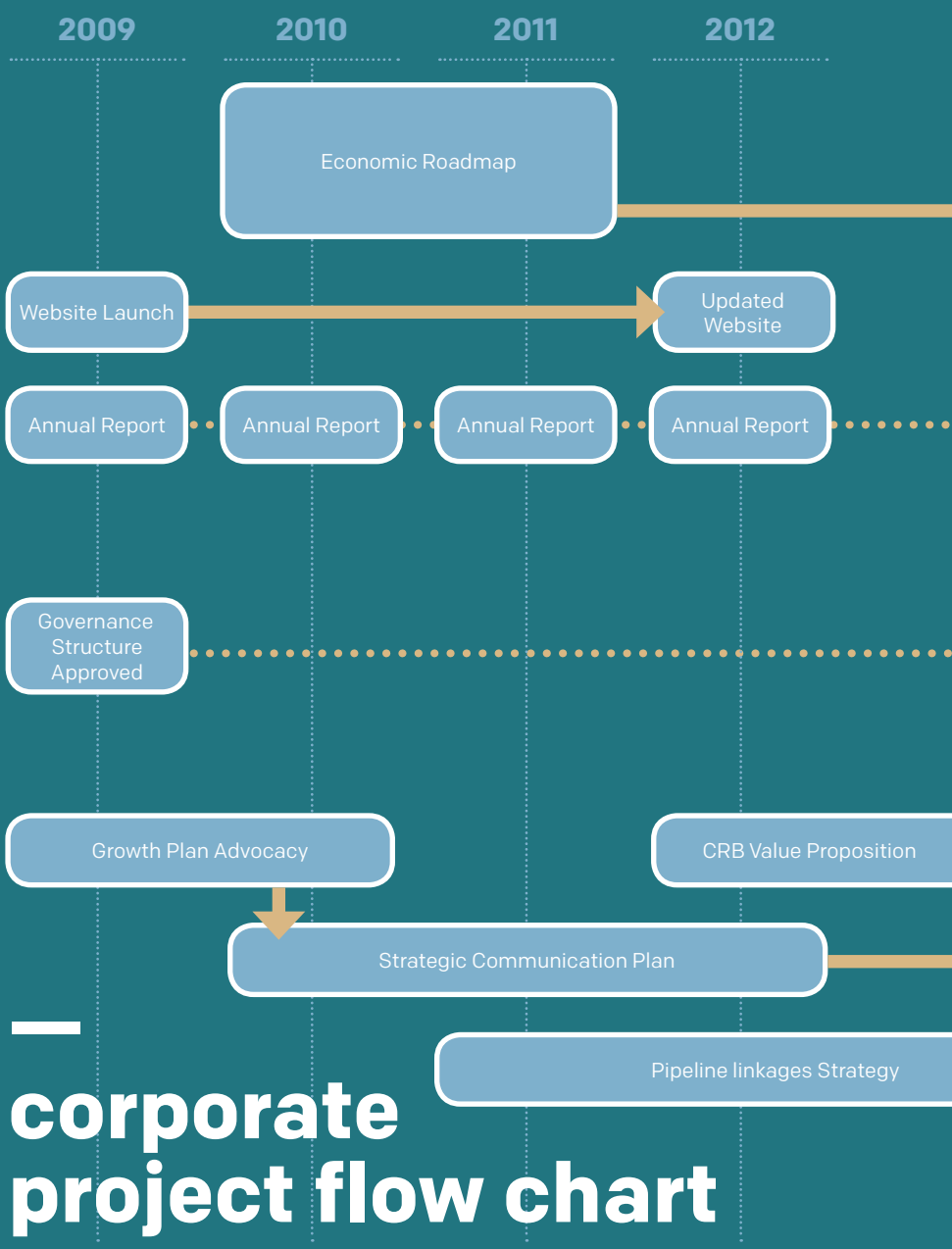
- the Board's management, duties and functions;
- transitional matters related to the Capital Region Board Regulation;
- the requisition of operating and capital funds, record keeping and reporting; and
- any other matters deemed necessary by the Minister under the Board's Regulation. This may extend to legislative amendments to enable the Board to carry out its mandate, and the facilitation of access by the Board to funds and to borrow from the Alberta Capital Finance Authority, for regional projects approved by the Board.

Since the Board's inception, the Government of Alberta has provided a **core operating grant** of $3 million for each of the Board's fiscal years. The Board has occasionally applied for and received additional grant funding in support for regional collaboration.

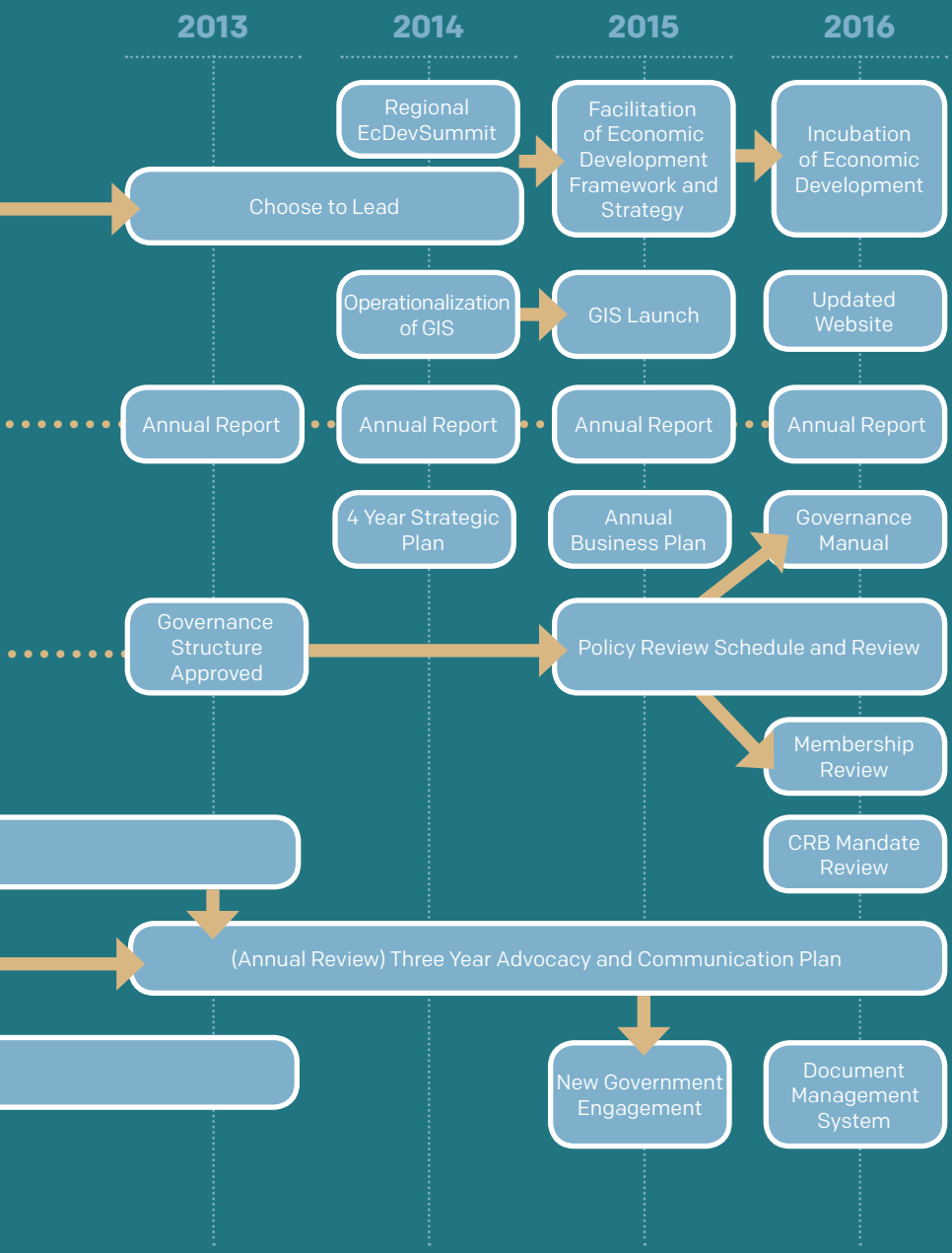
2.0

our achieve-ments.

moving toward next growth plan



corporate project flow chart


2013
2014
2015
2016
Regional EcDevSummit
Facilitation of Economic Development Framework and Strategy
Incubation of Economic Development
Choose to Lead
Operationalization of GIS
GIS Launch
Updated Website
Annual Report
Annual Report
Annual Report
Annual Report
4 Year Strategic Plan
Annual Business Plan
Governance Manual
Governance Structure Approved
Policy Review Schedule and Review
Membership Review
CRB Mandate Review
(Annual Review) Three Year Advocacy and Communication Plan
New Government Engagement
Document Management System

growth plan update task force work

By far the driving force of 2015/16 was the ramp up to the renewal of the 2010 Capital Region Growth Plan. In a thorough and sequential process, which began in 2014, the Growth Plan Update Task Force and its support team including a Regional Technical Advisory Committee worked through an analysis of the current plan's policy gaps and an assessment of future challenges facing the region to establish:

- A Vision Statement, Guiding Principles, Policy Objectives and Policies;
- Expanded existing Policy Areas and also identified New Policy Areas - adding Agriculture, Global Economic Competitiveness & Employment and emphasis on Climate Change; and
- Introduced a three-tier metropolitan region planning structure broadly defining a rural area, a metropolitan area and a metropolitan core, to inform growth policies.

A key element of the new updated plan, the Edmonton Metropolitan Region Growth Plan, will be the inclusion of an integrated Implementation Plan, with key performance indicators to monitor trends and progress towards the Plan objectives and to inform future refinements to policies.

Through 2015/16 the Task Force met nine times, each for a full day. Preparations for these were made during 14 day-long meetings of the core project team (Consultants and a Regional Technical Advisory Committee), where the findings of more than 20 individual consultation sessions were reviewed.

Consultation sessions were held for internal stakeholders, including the Board, Board Committees, Cities, Towns, Villages, and Counties and CAOs and municipal staff; and a broad base of external groups including developers, regional businesses and institutions.

A cross-ministerial team was formed to facilitate clear communication and strengthen a partnership with the Province.

Input was also requested and gathered from the public via the Capital Region Board website and five regional Road Show public meetings held in April 2015, where the Growth Plan and the update process were introduced.

This significant work culminated in the first draft of the Edmonton Metropolitan Region Growth Plan in March 2016, setting up the final important consultations to produce a final draft for Board approval in October 2016.

growth planning informed by committee work

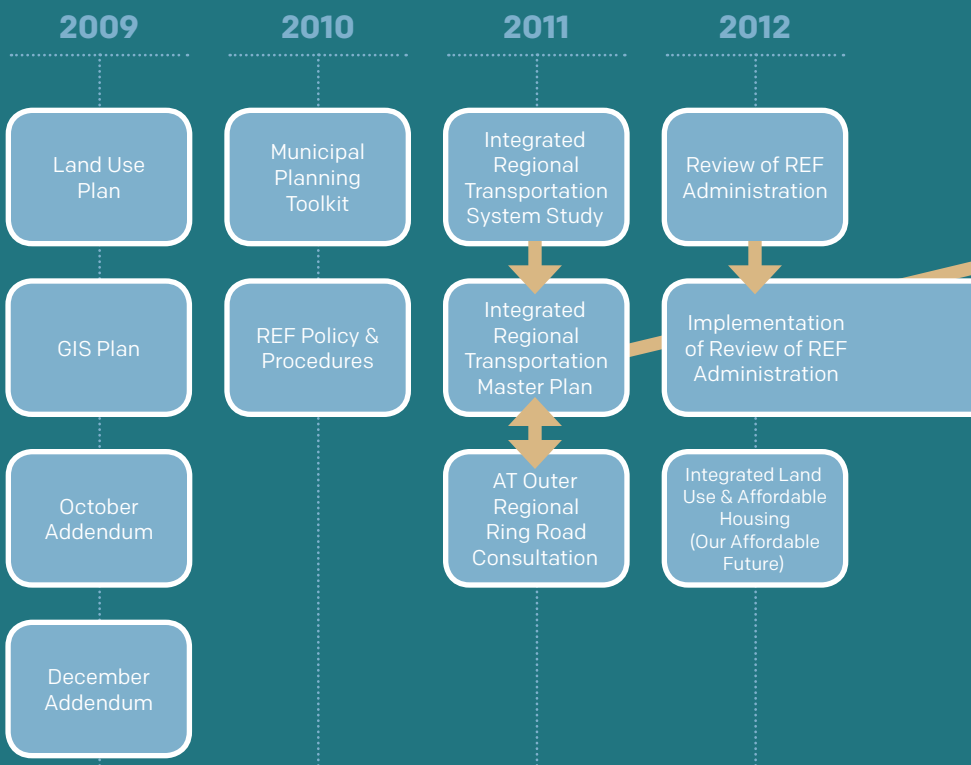
As a growth planning entity, the Capital Region Board tasks its committees with work directly related to the Growth Plan.

LAND USE & PLANNING COMMITTEE

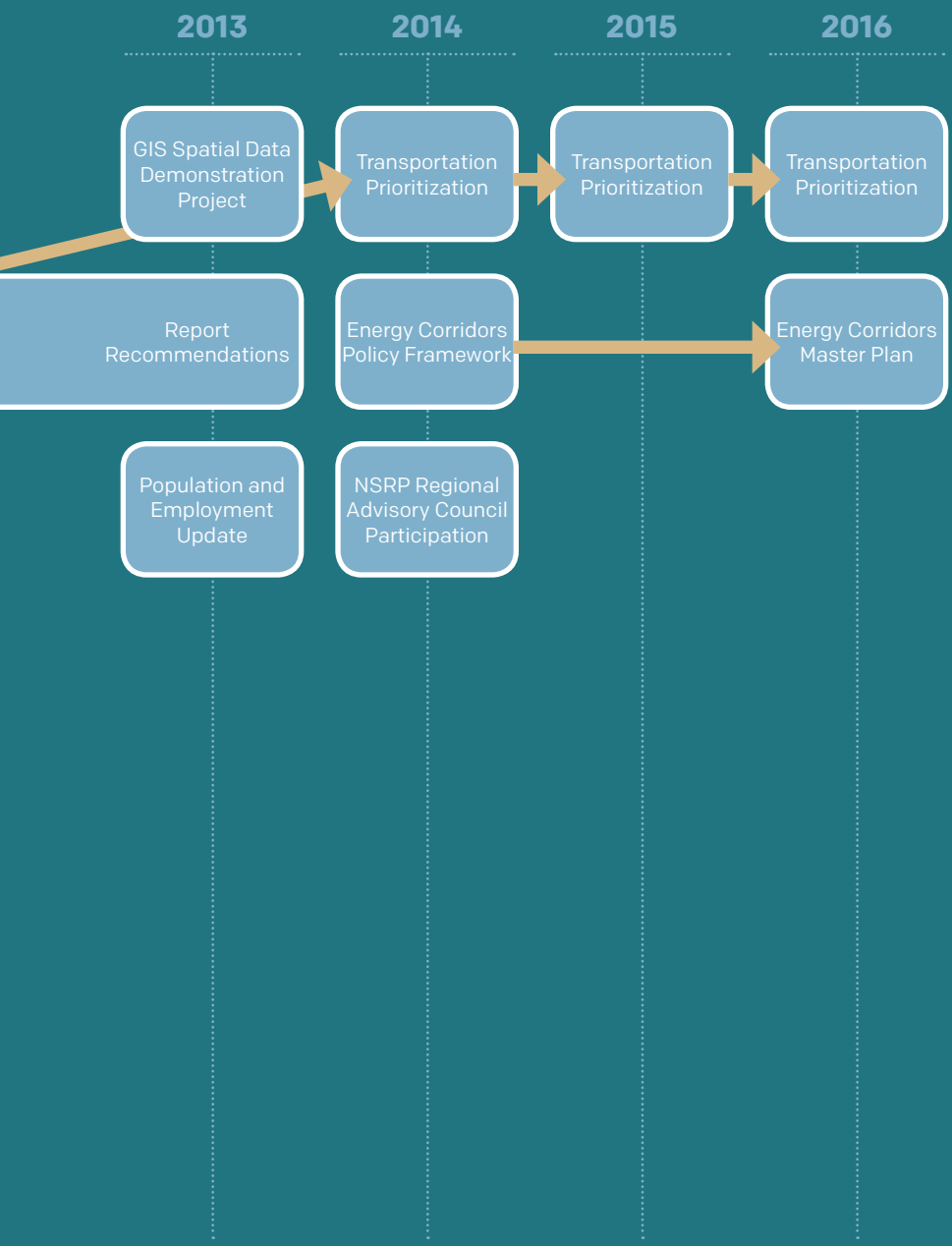
A fundamental function of the Board is coordinating land use planning. In 2015/16 Committee milestones were:

- **The Energy Corridors Master Plan –** Following a comprehensive 2014 study by the Energy Corridors Task Force, this first-ever Master Plan for establishing energy corridors presents options for action in the face of increasing constraints to move energy resources into and out of Alberta's Industrial Heartland.
- **The Regional Transportation Priorities Report –** Now established as an annual review by regional transportation experts, this report lists the top priorities for transportation projects in the region. It is submitted to Alberta Transportation annually to assist the province in its three-year capital budget planning cycle.

Alongside land use, planning for regional growth includes the critical issues of housing the next million regional residents (see *Housing Committee*, p.54) and moving them to and from their jobs (see *Transit Committee*, p.59).



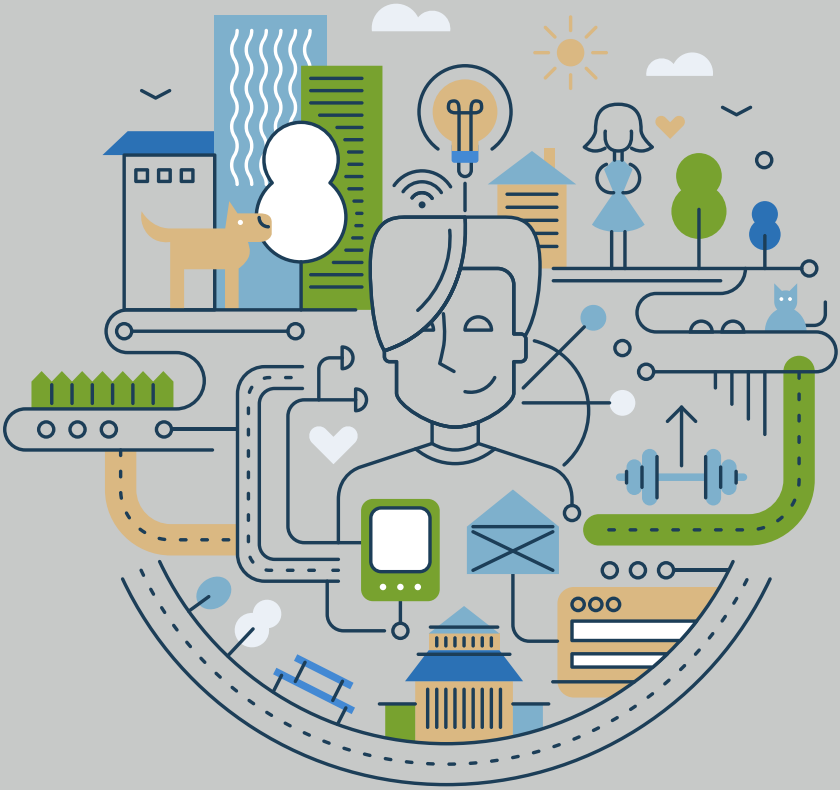
land use & planning project flow chart

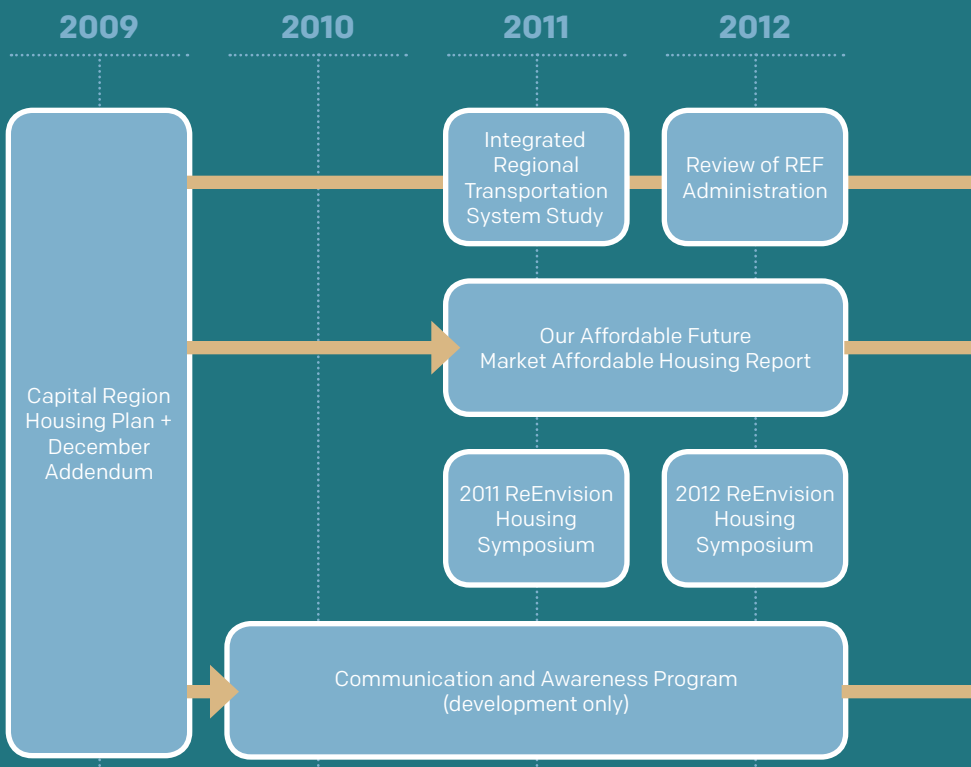

2013
2014
2015
2016
GIS Spatial Data Demonstration Project
Transportation Prioritization
Transportation Prioritization
Transportation Prioritization
Report Recommendations
Energy Corridors Policy Framework
Energy Corridors Master Plan
Population and Employment Update
NSRP Regional Advisory Council Participation

HOUSING COMMITTEE

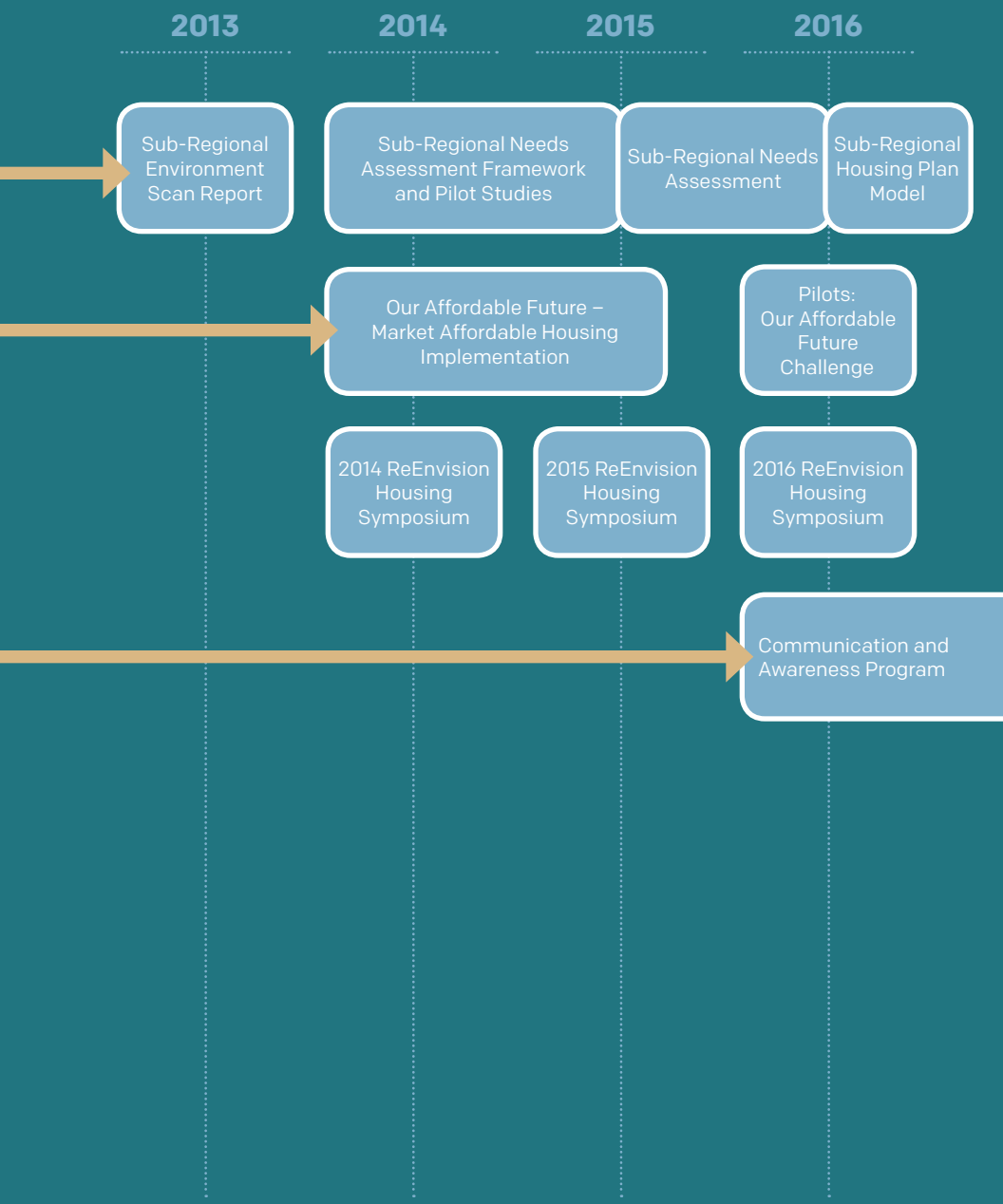
In 2015/16 the Housing Committee milestones were:

- **Sub-regional and Regional Housing Needs Assessment Reports –** In another first for the Board, the Committee completed the Region's first complete standardized assessment of housing need. Assessments were done on a sub-regional basis and then data incorporated into a Regional Analysis and Report.
- **The 2015 Housing Symposium –** With the theme "Housing for the Next Generation/The Next Generation of Housing", the successful annual housing symposium was held in Fort Saskatchewan at the Dow Centennial Centre. It again sold out, providing 200 regional stakeholders a platform for education, sharing of best practices and networking.
- **Direction on implementation of the Market Affordable Housing Report –** The Committee began the process of operationalizing recommendations from this 2012 report. Pilot project options were requested for action in 2016/17.





housing project flow chart

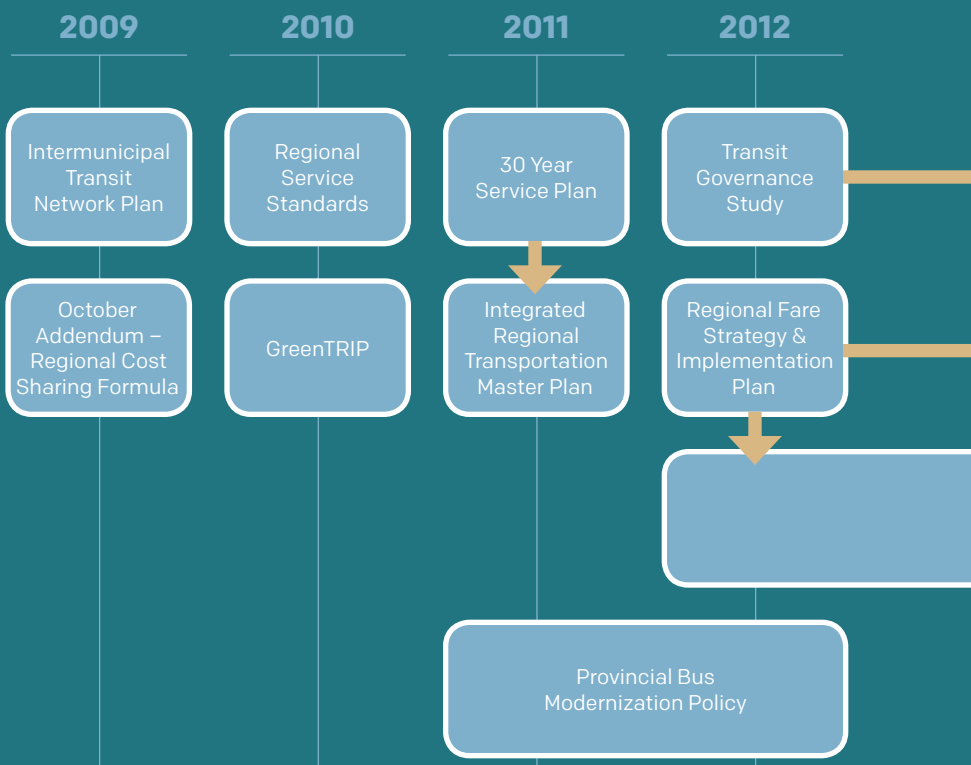

2013
2014
2015
2016
Sub-Regional Environment Scan Report
Sub-Regional Needs Assessment Framework and Pilot Studies
Sub-Regional Needs Assessment
Sub-Regional Housing Plan Model
Our Affordable Future – Market Affordable Housing Implementation
Pilots: Our Affordable Future Challenge
2014 ReEnvision Housing Symposium
2015 ReEnvision Housing Symposium
2016 ReEnvision Housing Symposium
Communication and Awareness Program

TRANSIT COMMITTEE

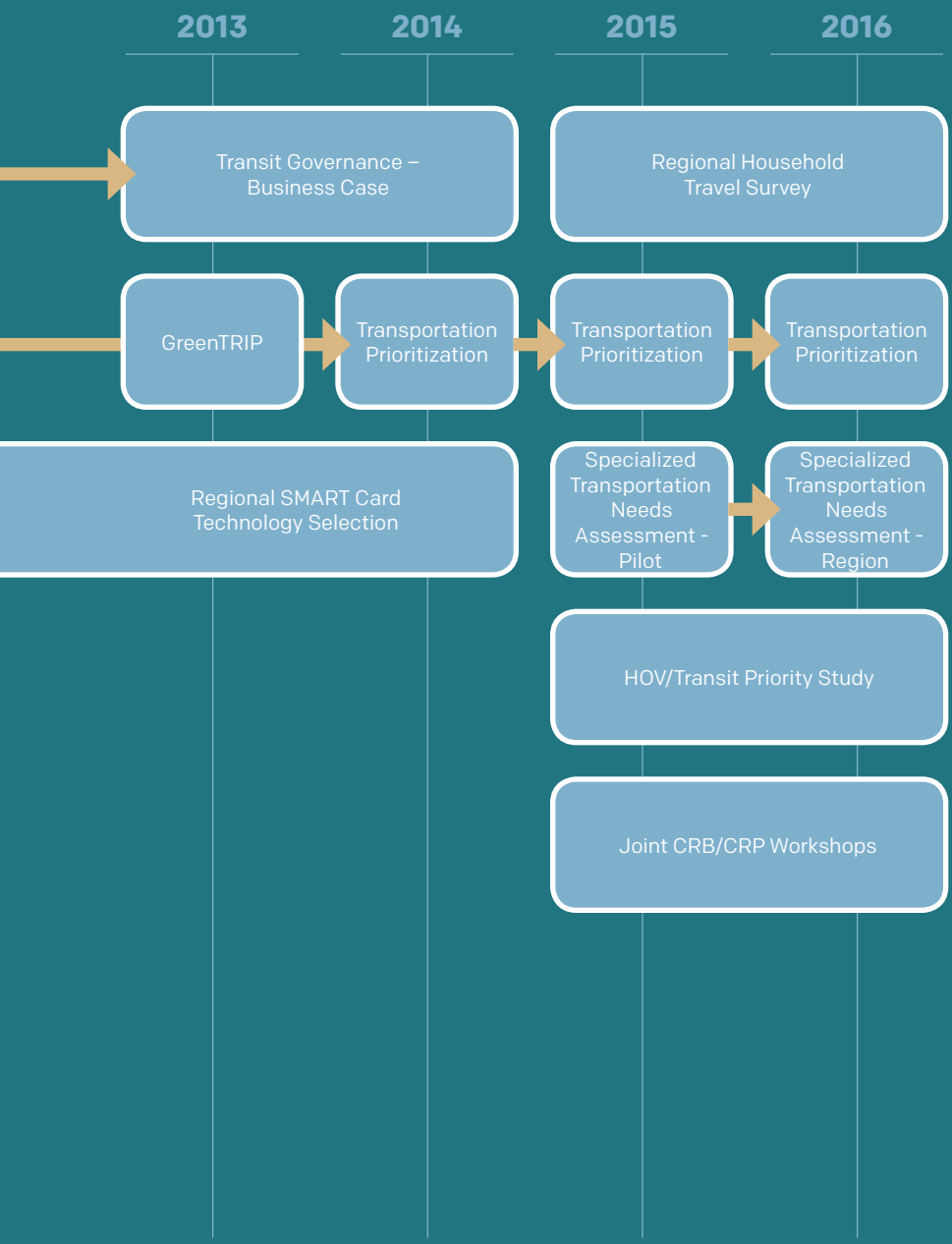
In 2015 the Transit Committee milestones were:

- **Transit Policy discussions with Province and Calgary Regional Partnership –** New inter-regional collaboration toward the development of provincial transit policy, which currently does not exist;
- Joined the City of Edmonton and the Province in the **2015 Edmonton and Region Household Travel Survey** to understand travel patterns in the region to support evidence-based future transportation planning;
- **Commencement of a High Occupancy Vehicle (HOV)/ Transit Priority study** to gather key regional planning data related to where HOV lanes and Transit Priority measures would improve regional travel; and
- **Specialized Transportation Needs Assessment Study** to determine transportation needs of seniors and the persons-with-disability in communities across the region, in partnership with Dr. Bonnie Dobbs and the Medically At-Risk Driver (M.A.R.D.) Center at the University of Alberta.

Supporting the planning work of the Growth Plan Task Force and the Land Use, Housing and Transit Committees are the Committees devoted to communications (Advocacy & Monitoring, *see p.62*) and financial governance (Governance, Priorities & Finance, *see p.63*).



transit project flow chart


2013
2014
2015
2016
Transit Governance – Business Case
Regional Household Travel Survey
GreenTRIP
Transportation Prioritization
Transportation Prioritization
Transportation Prioritization
Regional SMART Card Technology Selection
Specialized Transportation Needs Assessment - Pilot
Specialized Transportation Needs Assessment - Region
HOV/Transit Priority Study
Joint CRB/CRP Workshops

ADVOCACY & MONITORING COMMITTEE

In 2015 the Outreach and Accountability milestones of the Advocacy & Monitoring Committee were:

- A **Networking Event for regional Ministers and MLAs** following the May 5, 2015 election of new majority government, led by Premier Rachel Notley.
- The **Update of the Three-Year Advocacy and Communications Strategic Plan**, including the emphasis on planning for the launch of the Edmonton Metropolitan Region Growth Plan in October 2016.

GOVERNANCE, PRIORITIES & FINANCE COMMITTEE

In 2015 the Governance, Priorities & Finance Committee kept the Capital Region Board grounded and forward focused with these milestones:

- New policy development responding to Board requests:
  - **A Membership Review Policy**, followed by a Membership Review that resulted in two member municipalities officially requesting to withdraw from the Board. The pending decision rests with the provincial government.
  - **A Pay-to-Participate Policy**, in development, responding to the possibility of sub-regional collaborative projects requiring funding. Currently shared funding projects must include all members.
- The regular **Committee Membership Review** resulted in no change to Committee composition or leadership.
- A smooth transition to new budget year, now aligned with Government of Alberta fiscal year from April 1 to March 31.

3.0

our future

setting the conditions for continuing prosperity

AS WE APPROACH THE COMPLETION OF THE EDMONTON METROPOLITAN REGION GROWTH PLAN IN 2016, WE ARE EXCITED ABOUT WHAT'S AHEAD.

Today we account for 40% of Alberta's GDP.

We are 1.2 million people. With 725,000 jobs.

And we know that in 30 years:

We'll double in population to 2.2 million people. And 1.2 million jobs.

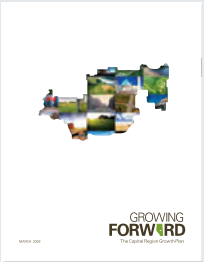
—

We will be more diverse and, with some focused intention, we will be economically efficient and compact in our use of space, globally competitive and healthy. We will be net food exporters and leaders in energy diversification and environmental stewardship.

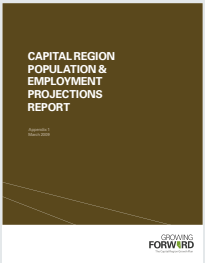
In short, *proud to be the best we can be*.

—

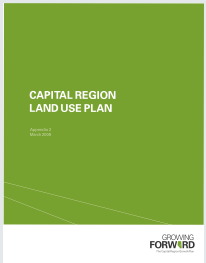
GROWTH PLAN DOCUMENT COLLECTION
2009 – 2011



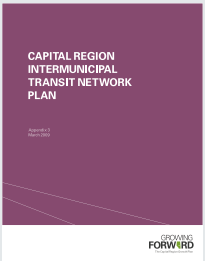
GROWING FORWARD: THE CAPITAL REGION GROWTH PLAN



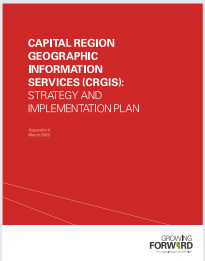
APPENDIX 1: POPULATION AND EMPLOYMENT PROJECTIONS REPORT



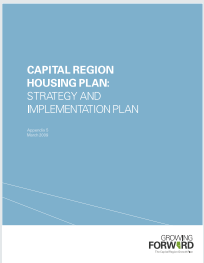
APPENDIX 2: LAND USE PLAN



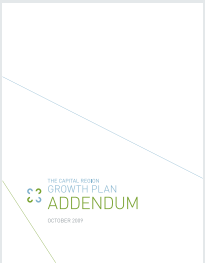
APPENDIX 3: INTERMUNICIPAL TRANSIT NETWORK



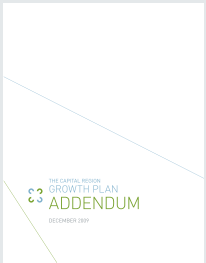
APPENDIX 4: GEOGRAPHIC INFORMATION SERVICES



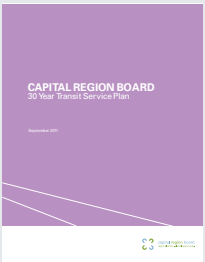
APPENDIX 5: HOUSING PLAN



GROWTH PLAN ADDENDUM: OCTOBER 2009

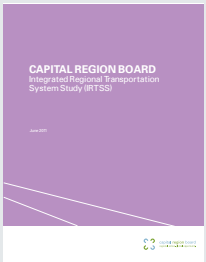


GROWTH PLAN ADDENDUM: DECEMBER 2009



30 YEAR TRANSIT SERVICE PLAN

INTEGRATED REGIONAL TRANSPORTATION MASTER PLAN



INTEGRATED REGIONAL TRANSPORTATION SYSTEM STUDY

EDMONTON METROPOLITAN REGION UPDATED GROWTH PLAN

coming
fall 2016

4.0

financial review.

Our finances are sound; please see the Audit Finding letter from our auditors on the following pages. The complete audited financial statements are available on our website.

www.capitalregionboard.ab.ca

AUDIT FINDINGS LETTER

Dear Board Members:

The purpose of this communication is to summarize certain matters arising from the audit that we believe would be of interest to the Board. Additionally, during the course of our audit we identified matters that may be of interest to management.

This communication should be read in conjunction with the financial statements and our report thereon, and it is intended solely for the use of the Board and should not be distributed to external parties without our prior consent. Hawkings Epp Dumont LLP accepts no responsibility to a third party who uses this communication.

AUDIT FINDINGS

It is important for the Board to understand the responsibilities that rest with Capital Region Board and its management and those that belong to the auditor in relation to the financial statement audit.

Our audit of Capital Region Board's financial statements was performed in accordance with Canadian Auditing Standards. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial

statements present fairly, in all material respects, the financial position, results of operations and fund balances, and cash flows of Capital Region Board in accordance with Canadian public sector accounting standards.

Accordingly, we planned and performed our audit to provide reasonable, but not absolute, assurance of detecting fraud and errors that have a material effect on the financial statements taken as a whole, including illegal acts whose consequences have a material effect on the financial statements.

The audit included consideration of internal control relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control.

Canadian Auditing Standards do not require the auditor to design procedures for the purpose of identifying supplementary matters to communicate to the Board. Accordingly, our audit would not necessarily identify all such matters that may be of interest to the Board and management and it is inappropriate to conclude that no such matters exist.

MANAGEMENT RESPONSIBILITIES

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

AUDIT APPROACH

In gathering our audit evidence, we utilized a substantive approach to the audit of Capital Region Board. This approach allowed us to issue an audit opinion on the financial statements in the most cost-effective manner, while still obtaining the assurance necessary to support our audit opinion. In performing our audit, our work focused on, but was not limited to, areas that we believed had a higher risk of being materially misstated. A substantive approach is more appropriate when an entity processes a relatively low volume of transactions and may not have strong internal controls due to limited segregation of duties. In obtaining the required audit evidence to support our report, we did not place reliance on any internal controls that may exist at Capital Region Board.

MATERIALITY

Materiality in an audit is used as a guide for planning the nature and extent of audit procedures and for assessing the sufficiency of audit evidence gathered. It is also used in evaluating the misstatements found and determining the appropriate audit opinion to express.

A misstatement, or the aggregate of all misstatements in financial statements, is considered to be material if, in the light of surrounding circumstances, it is probable that the decision of a person who is relying on the financial statements, and who has a reasonable knowledge of business and economic activities (the user), would be changed or influenced by such misstatement or the aggregate of all misstatements. The materiality decision ultimately is based on the auditors' professional judgment.

The auditor's determination of materiality is a matter of professional judgment, and is affected by the auditor's perception of the financial information needs of users of the financial statements. In planning our audit, we have concluded that a materiality level of 2% of expenses is appropriate. However, we anticipate that management will record any adjustments that we propose that are of a non-trivial nature.

SIGNIFICANT FINDINGS FROM THE AUDIT

Our objective is to communicate appropriately to the Board and management deficiencies in internal control that we have identified during the audit and that, in our professional judgment, are of sufficient importance to merit being reported to the Board.

The audit findings contained in this letter did not have a material effect on Capital Region Board's financial statements, and as such, our audit report is without reservation with respect to these matters.

Significant Deficiencies in Internal Control

Our audit procedures did not reveal any significant deficiencies in internal control.

Significant Qualitative Aspects of Accounting Practices

Management is responsible for determining the significant accounting policies. The choice of different accounting policy alternatives can have a significant effect on the financial position and results of operations of Capital Region Board. The application of those policies often involves significant estimates and judgments by management.

We are of the opinion that the significant accounting policies, estimates and judgments made by management, and the related financial disclosures, do not materially misstate the financial statements taken as a whole.

During the year, Management developed new and updated existing policies designed to enhance financial management control. We wanted to compliment Management and emphasize the importance of these policies.

Uncorrected Misstatements

There were no uncorrected misstatements aggregated by our Firm, for the year ended March 31, 2016.

Significant Difficulties Encountered During the Audit

We encountered no significant difficulties during our audit that should be brought to the attention of the Board.

OTHER MATTERS

Comparative figures The comparative statement of operations, changes in net financial assets, and cash flows for the year ended March 31, 2015 were not readily available. As a result, comparative figures are for the three-month period ended March 31, 2015, the last set of audited financial statements.

Management Representations

Management's representations are integral to the audit evidence we will gather. Prior to the release of our report, we will require management's representations in writing to support the content of our report.

AUDITOR INDEPENDENCE

We have been engaged to audit the financial statements of Capital Region Board for the year ended March 31, 2016.

We believe it is important to communicate, at least annually, with you regarding all relationships between the Capital Region Board and our Firm that, in our professional judgment, may reasonably be thought to bear on our independence.

In determining which relationships to report, these standards require us to consider relevant rules and related interpretations prescribed by the Institute of Chartered Accountants of Alberta and applicable legislation, covering such matters as:

a. holding a financial interest, either directly or indirectly, in a client;

b. holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client;

c. personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client;

d. economic dependence on a client; and

e. provision of services in addition to the audit engagement.

We have prepared the following comments to facilitate our discussion with you regarding independence matters.

We are not aware of any relationships between Capital Region Board and ourselves that, in our professional judgment, may reasonably be thought to bear on our independence that have occurred from April 1, 2015 to June 09, 2016.

During the period April 1, 2015 to June 09, 2016, we billed fees for audit services of $8,000 for the three-month period ended March 31, 2015.

Our quoted fees for the year ended March 31, 2016 are $12,000.

We wish to thank Charlene Chauvette, Office Manager for her assistance during our audit work. We appreciate the opportunity to provide audit services to Capital Region Board and we extend our best wishes for a successful fiscal 2017.

Yours very truly,

HAWKINGS EPP DUMONT LLP

Michael H. Epp, CA, CMA
Partner

MHE/dh

cc: Malcolm Bruce, Chief Executive Officer;
Charlene Chauvette, Office Manager

4.1 financial statements.

for the year ended March 31, 2016

HAWKINGS EPP DUMONT LLP
CHARTERED ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT

To the Members of Capital Region Board

We have audited the accompanying financial statements of the Capital Region Board, which comprise the statement of financial position as at March 31, 2016 and the statements of operations, changes in net financial assets, and cash flows for the year ended March 31, 2016, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Capital Region Board as at March 31, 2016, the results of its operations, change in its net financial assets and its cash flows for the year ended March 31, 2016 in accordance with Canadian public sector accounting standards.

Hawkings Epp Dumont LLP

Edmonton, Alberta
June 09, 2016

Hawkings Epp Dumont LLP
Chartered Accountants

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capital region board
regional action. global opportunity

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

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

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

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

The external auditors, Hawkings Epp Dumont LLP, conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of Capital Region Board and meet when required.

On behalf of Capital Region Board:

Malcolm Bruce, MSM

Chief Executive Officer

Edmonton, Alberta

June 09, 2016

1100 Bell Tower 10104 - 103 Avenue, Edmonton AB T5J 0H8 | Phone (780) 638-6000 Fax (780) 638-6009 www.capitalregionboard.ab.ca

CAPITAL REGION BOARD

STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2016

	2016	2015
Financial assets		
Cash and cash equivalents (Note 3)	$ 1,156,398	$ 585,531
Short term investments (Note 4)	1,500,000	2,000,000
Grants receivable	37,000	-
Goods and Services Tax receivable	34,395	27,507
	2,727,793	2,613,038
Liabilities		
Accounts payable and accrued liabilities	130,160	181,097
Deferred revenue (Note 5)	2,359,871	2,207,417
Deferred lease inducement (Note 6)	171,148	193,231
	2,661,179	2,581,745
Net financial assets	66,614	31,293
Non-financial assets		
Tangible capital assets (Note 7)	217,631	252,952
Accumulated surplus (Note 8)	$ 284,245	$ 284,245

ON BEHALF OF THE BOARD:

Chair

Vice Chair

CAPITAL REGION BOARD

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

FOR THE YEAR ENDED MARCH 31, 2016

	2016 Budget (12 months) (Note 14)	2016 Actual (12 months)	2015 Actual (3 months)
Revenues			
Grants (Note 5)			
Province of Alberta:			
Operations	$ 4,445,832	$ 2,873,552	$ 443,916
Alberta Community Partnership	-	493,390	443,006
Economic Development Initiative	-	50,000	-
Member Municipalities:			
Alberta Community Partnership	315,000	147,604	-
Symposium	-	38,389	-
Interest and other income	-	24,641	1,041
Total Revenues	4,760,832	3,627,576	887,963
Expenses			
Board and committee expenses:			
Honoraria	139,000	113,079	26,400
Meetings	66,000	79,789	18,208
Travel	37,900	23,649	4,976
Chair retainer	24,000	24,000	6,000
	266,900	240,517	55,584
Administrative expenses:			
Consulting fees	2,019,449	1,529,305	367,591
Salaries and benefits	1,619,000	1,429,293	334,727
Office lease and operating costs	290,000	241,799	58,137
Administration	45,000	48,824	8,565
Travel	80,000	39,902	8,075
Amortization of tangible capital assets	-	35,321	9,133
Communications	49,000	20,811	5,734
Professional fees	60,000	19,763	33,417
Information technology	25,000	16,073	3,666
Insurance	8,000	4,001	4,259
Meetings	30,000	1,967	1,075
	4,225,449	3,387,059	832,379
Program expenses:			
Total Expenses	4,492,349	3,627,576	887,963
Surplus	$ 268,483	-	-
Accumulated surplus, beginning of year		284,245	284,245
Accumulated surplus, end of year		$ 284,245	$ 284,245

CAPITAL REGION BOARD

STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

FOR THE YEAR ENDED MARCH 31, 2016

	2016 (12 months)	2015 (3 months)
Surplus	$ -	$ -
Amortization of tangible capital assets	35,321	9,133
	35,321	9,133
Increase in net financial assets	35,321	9,133
Net financial assets, beginning of year	31,293	22,160
Net financial assets, end of year	$ 66,614	$ 31,293

CAPITAL REGION BOARD

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MARCH 31, 2016

	2016 (12 months)	2015 (3 months)
Operating Activities		
Surplus	$ -	$ -
Items not involving cash:		
Amortization of tangible capital assets	35,321	9,133
Change in non-cash working capital balances from operations:		
Short term investments	500,000	-
Grants receivable	(37,000)	-
Goods and Services Tax receivable	(6,888)	68,566
Accounts payable and accrued liabilities	(50,937)	46,017
Deferred revenue	152,454	(11,922)
Unamortized deferred lease inducement	(22,083)	(5,521)
	570,867	106,273
Change in Cash and Cash Equivalents During the Year	570,867	106,273
Cash and Cash Equivalents, Beginning of Year	585,531	479,258
Cash and Cash Equivalents, End of Year	$ 1,156,398	$ 585,531

CAPITAL REGION BOARD

NOTES TO FINANCIAL STATEMENTS

MARCH 31, 2016

1. NATURE OF OPERATIONS

Capital Regional Board (the "Board") was established by the Capital Region Board Regulation 49/2008 (the "Regulation") under the *Municipal Government Act* of the Province of Alberta on April 15, 2008. On December 11, 2013, the Regulation was updated (38/2012). The updated Regulation is in effect until November 30, 2018. The Board is an other government entity and is exempt from income taxes.

Members of the Board include elected officials of 24 participating municipalities representing 5 cities (Edmonton, St. Albert, Fort Saskatchewan, Spruce Grove and Leduc), 11 towns (Beaumont, Bon Accord, Bruderheim, Calmar, Devon, Gibbons, Lamont, Legal, Morinville, Redwater and Stony Plain), 3 villages (Thorsby, Wabamun and Warburg), and 5 counties (Strathcona, Lamont, Sturgeon, Parkland and Leduc) in the Capital Region.

The Board was established by the Province to prepare a proposed Capital Region Growth Plan (the "Plan"), advise and make recommendations to the Minister of Municipal Affairs (the "Minister") regarding the preparation and implementation of the Plan, facilitate the resolution of issues arising from the preparation and implementation of the Plan, implement policies for the sharing of costs among the participating municipalities for regional projects of the Capital Region and carry out any other functions and duties as the Minister directs. Key elements of the Plan include development of a regional land use plan, a regional intermunicipal transit network plan, a plan to coordinate geographic information services, and a plan regarding non-market and market affordable housing requirements for the Capital Region.

In June 2009, the Minister requested that the Board complete additional work on the Growth Plan including land use, a cost allocation formula for the municipal portion of regional transit projects, Geographic Information Services (GIS), and the general location of housing. This work was completed in two separate Addenda to the Growth Plan in October and December 2009. The Province of Alberta approved the Growth Plan in March 2010. Since that time, the Capital Region Board has been working to accomplish the projects set out in the updated 2015-2019 business plan.

Effective January 1, 2015 the Capital Region Board was approved by Alberta Municipal Affairs to change its financial year-end from December 31 to March 31. In order to transition to this new financial year-end, the three month period January 1, 2015 to March 31, 2015 was treated as a financial year.

CAPITAL REGION BOARD

NOTES TO FINANCIAL STATEMENTS (CONT'D)

MARCH 31, 2016

2. ACCOUNTING POLICIES

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards for other government entities established by the Canadian Public Sector Accounting Board. The financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and within the framework of the accounting policies summarized below:

(a) Revenues

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

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

Interest income is recorded as it is earned.

(b) Cash and Cash Equivalents

Cash and cash equivalents consist of cash on deposit and term deposits with original maturities of three months or less at the date of acquisition and are recorded at cost.

(c) Tangible Capital Assets

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

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

Furniture and equipment	Declining balance	20%
Computer	Declining balance	30%
Leasehold improvements	Straight-line	10 years

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

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

(d) Contributed Goods and Services

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

(CONT'D)

CAPITAL REGION BOARD

NOTES TO FINANCIAL STATEMENTS (CONT'D)

MARCH 31, 2016

2. ACCOUNTING POLICIES (CONT'D)

(e) Prepaid Expenses

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

(f) Measurement Uncertainty

The preparation of financial statements in conformity with Canadian public sector accounting standards, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include the useful life of tangible capital assets, rates for amortization, and impairment of assets.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from these estimates.

(g) Deferred Revenue

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

(h) Deferred Lease Inducement

Deferred lease inducement represents the unamortized value of an inducement received when the Board entered into a new ten year lease arrangement for rental of the new office space which commenced on February 1, 2014. Amortization is provided on a straight-line basis over the 10 year term of the related lease as a reduction in office rent.

3. CASH AND CASH EQUIVALENTS

	2016	2015
Operating account	$ 1,156,398	$ 585,531
	$ 1,156,398	$ 585,531

4. SHORT TERM INVESTMENTS

	2016	2015
Guaranteed Investment Certificates	$ 1,500,000	$ 2,000,000
	$ 1,500,000	$ 2,000,000

Guaranteed investment certificates bearing interest of 1.00% and maturing on October 26, 2016.

CAPITAL REGION BOARD

NOTES TO FINANCIAL STATEMENTS (CONT'D)

MARCH 31, 2016

5. DEFERRED REVENUE

	Deferred revenue beginning of year	Amounts received/ receivable	Revenue recognized	Deferred revenue end of year
Province of Alberta:				
2014-2015 Operations	$ 1,860,077	$ -	$ 1,860,077	$ -
2015-2016 Operations	-	3,000,000	1,013,475	1,986,525
	1,860,077	3,000,000	2,873,552	1,986,525
Economic Development Initiative	-	50,000	50,000	-
Alberta Community Partnership	339,573	352,000	493,390	198,183
	2,199,650	3,402,000	3,416,942	2,184,708
Member Municipalities:				
Alberta Community Partnership	7,767	315,000	147,604	175,163
	$ 2,207,417	$ 3,717,000	$ 3,564,546	$ 2,359,871

Operations:

The balance carried forward of $1,860,077 was fully recognized as revenue in 2016.

During fiscal 2016, $3,000,000 was received from the province. Of this amount, $1,013,475 was recognized as revenue for the March 31, 2016 year end. An updated 2015/2016 conditional operating grant agreement between the Province of Alberta and the Board was signed on October 2, 2015. The Agreement provides a conditional contribution in the amount of $3,000,000. The contribution, including any income earned thereon, is to be used to fund the Board's operations and to allow it to carry out its mandated responsibilities for the period from April 1, 2015 to March 31, 2016, unless an extension is agreed to by the Minister.

Economic Development Initiative:

During the year, the Board received and recognized a $50,000 Economic Development Initiative grant. The purpose of the grant is to develop a regional economic development strategy.

Alberta Community Partnership:

During the year, the Alberta Municipal Affairs provided two conditional grants to the Board for a total amount of $352,000. The first grant totaled $315,000. Purpose of this grant is to support the Board's strategic initiatives focused on regional transit, economic development, and housing. An additional $315,000 required to implement these initiatives, was cost shared among 24 Capital Region Board member municipalities as a matching grant.

The second grant of $37,000 was recorded as grant receivable at year end. The purpose of the grant is to support the Board with facilitation of its mandate. Of this amount, $33,257 was recognized as revenue for the March 31, 2016 year end.

CAPITAL REGION BOARD

NOTES TO FINANCIAL STATEMENTS (CONT'D)

MARCH 31, 2016

6. DEFERRED LEASE INDUCEMENT

Pursuant to a premises lease agreement for the new office, the landlord provided the Board with a total inducement of $220,835 to be used for leasehold improvements. The inducement has been deferred and is being applied as a reduction of rent expense over the term of the lease as follows:

2017	$ 22,083
2018	22,083
2019	22,083
2020	22,083
2021	22,083
2022	22,083
2023	22,083
2024	16,567
Total deferred lease inducement	$ 171,148

7. TANGIBLE CAPITAL ASSETS

	Furniture and Equipment	Computer	Leasehold Improvements	2016
Cost				
Opening balance	$ 66,517	$ 98,034	$ 220,835	$ 385,386
Closing balance	66,517	98,034	220,835	385,386
Accumulated amortization				
Opening balance	27,215	79,157	26,063	132,435
Amortization	7,573	5,664	22,084	35,321
Closing balance	34,788	84,821	48,147	167,756
Net book value	$ 31,729	$ 13,213	$ 172,688	$ 217,631

	Furniture and Equipment	Computer	Leasehold Improvements	2015
Cost				
Opening balance	$ 66,517	$ 98,034	$ 220,835	$ 385,386
Closing balance	66,517	98,034	220,835	385,386
Accumulated amortization				
Opening balance	25,133	77,626	20,543	123,302
Amortization	2,082	1,531	5,520	9,133
Closing balance	27,215	79,157	26,063	132,435
Net book value	$ 39,302	$ 18,877	$ 194,772	$ 252,952

8. ACCUMULATED SURPLUS

	2016	2015
Unrestricted surplus	$ 66,614	$ 31,293
Equity in tangible capital assets	217,631	252,952
	$ 284,245	$ 284,245

CAPITAL REGION BOARD

NOTES TO FINANCIAL STATEMENTS (CONT'D)

MARCH 31, 2016

9. FINANCIAL INSTRUMENTS

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

Unless otherwise noted, the carrying values of the financial instruments approximate their fair values.

10. LOCAL AUTHORITIES PENSION PLAN

Effective January 1, 2015, Employees of the Board started to participate in the *Local Authorities Pension Plan* ("LAPP"), which is one of the plans covered by the *Alberta Public Sector Pension Plans Act*. The LAPP is financed by employer and employee contributions and by investment earnings of the LAPP Fund.

Contributions for current service are recorded as expenses in the year in which they become due.

The Board is required to make current service contributions to the LAPP consisting of 11.39% of pensionable earnings up to the year's maximum pensionable earnings under the Canada Pension Plan ("CPP") and 15.84% on pensionable earnings above this amount. Employees of the Board are required to make current service contributions of 10.39% of pensionable salary up to the year's maximum pensionable salary and 14.84% on pensionable salary above this amount.

Total current service contributions made by the Board to the LAPP in 2016 were $147,648 (2015 - $30,799). Total current service contributions made by the employees of the Board to the LAPP in 2016 were $136,814 (2015 - $28,533).

At December 31, 2015, the LAPP disclosed an actuarial deficiency of $0.90 billion (2014 - $2.45 billion).

11. CAPITAL MANAGEMENT

The Board's objectives when managing capital are to safeguard the Board's ability to continue as a going concern, so that it can continue to provide service to its member municipalities.

12. RELATED PARTY TRANSACTIONS

Capital Region Board has the following transactions with Province of Alberta:

	2016 (12 months)	2015 (3 months)
Grants received from Province of Alberta (Note 5)	$ 3,402,000	$ 875,000

13. COMMITMENTS

The Board entered into a new ten year lease agreement which commenced on February 1, 2014. Under the terms of the lease agreement, the Board is responsible for the following annual payments:

	Annual Lease	Lease Inducement	Net Lease
2017	$ 263,015	$ (22,083)	$ 240,932
2018	263,015	(22,083)	240,932
2019	263,015	(22,083)	240,932
2020	263,015	(22,083)	240,932
Thereafter	1,008,228	(82,816)	925,412
	$ 2,060,288	$ (171,148)	$ 1,889,140

The above lease payments include a proportionate share of operating expenses.

14. BUDGET

Budget figures are presented for information purposes only and are unaudited.

15. COMPARATIVE FIGURES

The comparative statement of operations, changes in net financial assets, and cash flows for the year ended March 31, 2015 were not readily available. As a result, comparative figures are for the three month period ended March 31, 2015, the last set of audited financial statements.

ACKNOWLEDGEMENTS

PRODUCTION CONTRIBUTORS

The 2015/16 Capital Region Board Annual Report was written by the Capital Region Board administration. The report was also produced with the assistance of the following organizations:

- Hawkings Epp Dumont LLP Chartered Accountants
- REMARK Design Inc.
- NexGen Grafix

ILLUSTRATIONS

This year's annual report includes select illustrations by Ilya Boyko.

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