Executive Committee

September 20, 2019, 8:00 a.m. – 9:30 a.m.

Edmonton Metropolitan Region Board Office
#1100 Bell Tower, 10104 – 103 Avenue
Capital Region Boardroom

<table>
<thead>
<tr>
<th>1. Opening</th>
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<tbody>
<tr>
<td>1.1 Quorum</td>
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<tr>
<td>Action: Confirmation</td>
</tr>
<tr>
<td>Lead: Mayor Young</td>
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<tr>
<td>1.2 Call to Order</td>
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<tr>
<td>Action: Declaration</td>
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<tr>
<td>Lead: Mayor Young</td>
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<tr>
<td>1.3 Chair's Opening Remarks</td>
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<tr>
<td>Action: Information</td>
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<td>Lead: Mayor Young</td>
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<table>
<thead>
<tr>
<th>2. Approval of Agenda</th>
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<tbody>
<tr>
<td>Action: Approval</td>
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<tr>
<td>Lead: Mayor Young</td>
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<tr>
<td><strong>Recommended Motion:</strong> That the Executive Committee approve the September 20, 2019 meeting agenda.</td>
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<tr>
<th>3. Approval of Minutes</th>
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<tbody>
<tr>
<td>Action: Approval</td>
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<tr>
<td>Lead: Mayor Young</td>
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<tr>
<td><strong>Recommended Motion:</strong> That the Executive Committee approve the May 9, 2019 and July 12, 2019 meeting minutes.</td>
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</table>
### 4. Governance

#### 4.1 Board Chair Selection Process

**Action:** Recommendation  
**Lead:** Mayor Choy

**Recommended Motion:** That the Executive Committee endorse and recommend the Board appoint a **non-elected** Board Chair.

**OR**

**Recommended Motion:** That the Executive Committee endorse and recommend the Board elect a Chair from among the **elected** representatives of the participating municipalities.

**OR**

**Recommended Motion:** That the Executive Committee endorse and recommend the Board request an interim Board Chair be appointed by the Minister of Municipal Affairs through Ministerial Order.

#### 4.2 In Camera

**Action:** Approval  
**Lead:** Mayor Young

**Recommended Motion:** That the Executive Committee move In Camera, in accordance with the provisions of Section 17, of the Freedom of Information and Protection of Privacy Act (FOIP), R.S.A. 2000, c.F-25.

#### 4.3 Board Chair Selection Process – Section 17 – Disclosure Harmful to Personal Privacy

**Action:** Recommendation  
**Lead:** Mayor Choy/CEO Wichuk

#### 4.4 CEO Performance Contribution Agreement – Section 17 – Disclosure Harmful to Personal Privacy

**Action:** Recommendation  
**Lead:** Mayor Young

**Recommended Motion:** That the Executive Committee move out of camera.
### 4.5 Board Strategic Retreat Follow Up
*Action: Information/Discussion*
*Lead: Mayor Young/CEO Wichuk*

### 5. IRTMP Initiative Update
*Action: Information*
*Lead: CEO Wichuk*

### 6. CEO Update
*Action: Information*
*Lead: CEO Wichuk*

### 7. Next Meeting
- November 14, 2019, 9:00 a.m. – Noon, EMRB Office

### 8. Adjournment
*Action: Approval*
*Lead: Mayor Young*

**Recommended Motion:** That the Executive Committee meeting of September 20, 2019 be adjourned.
Executive Committee

Thursday, May 9, 2019
9:00 a.m. – 12:00 p.m.
Edmonton Metropolitan Region Board
Capital Region Boardroom

Members:
Dr. Jodi L. Abbott, Board Chair
Mayor Bob Young, City of Leduc (Vice Chair)
Mayor Tanni Doblanko, Leduc County
Mayor Rod Shaigec, Parkland County
Mayor Barry Turner, Town of Morinville
Mayor Don Iveson, City of Edmonton

EMRB Staff & Consultants
Karen Wichuk, CEO
Sharon Shuya, Director, Regional Growth Planning
Bryan Haggarty, Director, Strategic Initiatives and Operations
Debra Irving, Senior Project Manager
Alex Bonokoski, Project Manager
Agata Lewandowski, Executive Assistant
Raquel Chauvette, Administrative Assistant

Guests:
Mayor Alanna Hnatiw, Sturgeon County
Teaka Broughm, City of Beaumont
Linda Cochrane, City of Edmonton
Gibby Davis, City of Edmonton
Jordan Evans, Leduc County
Susan Evans, Sturgeon County
Larissa Hepp, Sturgeon County
Greg Hofmann, City of Edmonton
Michelle Kane, City of Leduc
Brandy Kelly, City of Leduc
Avril McCalla, City of Leduc
Jackie Porayko, Strathcona County
Julie Vizbar, Leduc County
1. Opening

1.1 Quorum

Quorum achieved; five of five voting members present.

1.2 Call to Order

Chair Abbott calls the meeting to order at 9:00 a.m.

1.3 Chair's Opening Remarks

Chair Abbott opens with comments related to our new provincial government. Chair Abbott notes the importance of relationship building and how the new government’s platform aligns with the strategic priorities of the Edmonton Metropolitan Region Board.

2. Approval of Agenda

Chair Abbott suggests Item 5.5 – Annual Regional Transportation Priorities Report and Evaluation Criteria comes before Item 5.3 – Integrated Regional Transportation Master Plan Project Charter on the agenda.

Mayor Shaigec requests to add an Item 6.2 – Truth and Reconciliation Commission.

Motion: That the Executive Committee approve the May 9, 2019 meeting agenda as amended.

Moved by: Mayor Shaigec
Accepted by: Chair
Decision: Carried unanimously

3. Approval of Minutes

Motion: That the Executive Committee approve the March 14, 2019 meeting minutes.

Moved by: Mayor Young
Accepted by: Chair
Decision: Carried unanimously

4. Governance

4.1 Board Retreat

Chair Abbott introduces the Board Retreat discussion, confirming that at the last Board Meeting of April 11, 2019, the City of St. Albert and Sturgeon County offered to co-host the September 4, 2019 Board Retreat.

Chair Abbott asks for recommendations of items for the Board Retreat from the Executive Committee to bring to the Board.
4.2 2018-2019 Annual Report Content

CEO Wichuk provides background on the 2018-2019 Annual Report Content, advising of the progress so far. CEO Wichuk informs members of the new additions, and Administration will be reaching out with a template to profile each member municipality.

5. Strategy

5.1 Growth Plan KPIs Status Update

Ms. Shuya provides history on the KPI Performance and shares the progress being made to the Growth Plan KPIs. Ms. Shuya provides next steps for the evolution of KPIs and seeks feedback from the Executive Committee members.

5.2 Regional Broadband Project Charter (Phase 1)

Ms. Shuya provides background on Broadband, referring to a PowerPoint presentation. Ms. Shuya informs members there will be no Task Force for Broadband at this time; however, the recommendation is the use of a consultant.

Chair Abbott concludes by sharing next steps, including providing the broadest definition of Broadband as movement and change continues to happen. Chair Abbott states the scope of the Project Charter needs to include support for smaller town’s Indigenous Communities, and appropriate organizations such as post-secondary institutions.

**Motion:** That the Executive Committee endorse and recommend the Regional Broadband Project Charter (Phase 1), as amended, to the Edmonton Metropolitan Region Board for approval.
**Moved by:** Mayor Doblanko
**Accepted by:** Chair
**Decision:** Carried unanimously

5.5 Annual Regional Transportation Priorities Report and Evaluation Criteria

Ms. Shuya provides background information to the members of the Executive Committee. Ms. Shuya indicates the progress made on the Integrated Regional Transportation Master Plan, sharing the recommended interim strategy going forward.

Chair Abbott concludes by walking through the requested changes and noting that the criteria is to be reviewed and revised in the interim and will continue to evolve and be finalized at the conclusion of the IRTMP.

**Motion:** That the Executive Committee endorse and recommend the Annual Transportation Priorities Report and Evaluation Criteria – Interim Process, as amended, to the Edmonton Metropolitan Region Board for approval.
**Moved by:** Mayor Iveson
5.3 Integrated Regional Transportation Master Plan Project Charter

Ms. Shuya provides background on the Integrated Regional Transportation Master Plan Project Charter.

Discussion occurred regarding timing of the proposed evaluation criteria and methodology update, with the Executive Committee recommending an interim update occur early in the IRTMP project and the resulting Evaluation Process be used to generate the 2020 Regional Transportation Priorities Report. The Project Charter is amended to reflect these changes.

**Motion:** That the Executive Committee endorse and recommend the Integrated Regional Transportation Master Plan Project Charter, as amended, to the Edmonton Metropolitan Region Board for approval.

**Moved by:** Mayor Turner
**Accepted by:** Chair
**Decision:** Carried unanimously

5.4 Integrated Regional Transportation Master Plan Task Force Terms of Reference

Ms. Shuya provides an update on the Integrated Regional Transportation Master Plan Task Force Terms of Reference.

**Motion:** That the Executive Committee endorse and recommend the Integrated Regional Transportation Master Plan Task Force Terms of Reference to the Edmonton Metropolitan Region Board for approval.

**Moved by:** Mayor Turner
**Accepted by:** Chair
**Decision:** Carried unanimously

6. Stakeholder Engagement & Communications

6.1 Engagement Strategy

CEO Wichuk informs members of the name change of this agenda item to reflect the broader scope of work being done. CEO Wichuk indicates progress continues to be made with regard to tactics, messaging and engagements.

6.2 Truth and Reconciliation Commission

Mayor Shaigec introduces the Truth and Reconciliation Commission item, touching on what may be done as a Region.

Mayor Iveson introduces an opportunity to have regional representation at the Treaty 6 Recognition Day in August 2019.
Chair Abbott concludes that the Truth and Reconciliation Commission will be explored further, and that being able to hear and understand is positive for everyone.

7. CEO Update

CEO Wichuk states it has been a busy month since our last Board Meeting. CEO Wichuk highlights the auditors were at EMRB for a week during the beginning of April and there have been ongoing meetings to discuss any questions and advises that the Audit will be presented to the Audit & Finance Committee in the afternoon. CEO Wichuk conveys as noted from the Engagement Strategy update, there has been a focus on learning more about the new provincial government and work continues to fill out the pieces of the framework. CEO Wichuk mentions progress will continue to be made on the Annual Report. CEO Wichuk updates members that Administration is in the final phase for the hiring of a new Senior Communications Advisor. CEO Wichuk concludes with a look into the meetings she has participated in over the last couple months.

8. CEO Performance Evaluation

Chair Abbott introduces the tool for a CEO Performance and Leadership Guide, asking for feedback from members.

**Motion:** That the Executive Committee endorse and recommend the 2019-2020 CEO Performance Guide to the Edmonton Metropolitan Region Board for approval.

**Moved by:** Mayor Turner  
**Accepted by:** Chair  
**Decision:** Carried unanimously

9. Next Meeting

- July 11, 2019, 9:00 a.m. – Noon, EMRB Office TBC

10. In Camera

10.1 CEO Performance Evaluation – Section 17 – Disclosure Harmful to Person Privacy

**Motion:** That the Executive Committee move In Camera, in accordance with the provisions of Section 17, of the Freedom of Information and Protection of Privacy Act (FOIP), R.S.A 2000, c.F-25.

**Moved by:** Mayor Doblanko  
**Accepted by:** Chair  
**Decision:** Carried unanimously
In Camera Participants:

Mayor Dobbanko
Mayor Hnatiw
Mayor Iveson
Mayor Shaigec
Mayor Stewart
Mayor Turner

Dr. Jodi L. Abbott
CEO Wichuk

Motion: That the Executive Committee move out of camera.
Moved by: Mayor Iveson
Accepted by: Chair
Decision: Carried unanimously

11. Adjournment

Motion: That the Executive Committee meeting of May 9, 2019 be adjourned at 12:06 p.m.
Moved by: Mayor Shaigec
Accepted by: Chair
Decision: Carried unanimously

Committee Chair, Dr. Jodi L. Abbott
Executive Committee

Friday, July 12, 2019
8:00 a.m. – 10:00 a.m.
Edmonton Metropolitan Region Board
Capital Region Boardroom

Members:
Mayor Bob Young, City of Leduc (Vice Chair)
Mayor Tanni Doblanko, Leduc County
Mayor Rod Shaigec, Parkland County
Mayor Barry Turner, Town of Morinville
Mayor Don Iveson, City of Edmonton

Regrets:
Dr. Jodi L. Abbott, Board Chair

EMRB Staff & Consultants:
Karen Wichuk, CEO
Bryan Haggarty, Director, Strategic Initiatives and Operations
Dan Rose, Senior Communications Advisor
Raquel Chauvette, Administrative Assistant
Cathy Kiss, Crown Strategic Consulting

Guests:
Mayor William Choy, Town of Stony Plain
Mayor Rod Frank, Strathcona County
Mayor Alanna Hnatiw, Sturgeon County
Mayor Gale Katchur, City of Fort Saskatchewan
Mayor Ray Ralph, Town of Devon
Mayor John Stewart, City of Beaumont
Teaka Broughm, City of Beaumont
Julianna Charchun, City of Edmonton
Trevor Duley, City of St. Albert
Larissa Hepp, Sturgeon County
Brandy Kelly, City of Leduc
Nancy Lyzaniwski, City of Edmonton
Avril McCalla, City of Edmonton
Julie Vizbar, Leduc County
1. Opening

1.1 Quorum

Quorum achieved; four of five voting members present.

1.2 Call to Order

Vice Chair Young calls the meeting to order at 8:07 a.m.

1.3 Chair’s Opening Remarks

Vice Chair Young introduces Cathy Kiss from Crown Strategic Consulting. Vice Chair Young discusses that as per the Executive Committee Terms of Reference, Advocacy, Communications and Public Engagement are the responsibility of the Committee. Vice Chair Young shares the meeting objectives that will be brought forward.

CEO Wichuk informs members that EMRB Administration is reviewing the engagement strategy and developing a strategic engagement matrix. CEO Wichuk shares that today’s meeting and guidance from members will help to inform and support the future work.

2. Approval of Agenda

Motion: That the Executive Committee approve the July 12, 2019 meeting agenda.
Moved by: Mayor Iveson
Accepted by: Vice Chair
Decision: Carried unanimously

3. In Camera

Motion: That the Executive Committee move In Camera, in accordance with the provisions of Section 21, of the Freedom of Information and Protection of Privacy Act (FOIP), R.S.A. 2000, c. F-25.
Moved by: Mayor Turner
Accepted by: Vice Chair
Decision: Carried unanimously

3.1 Our Current Environment and Context – Section 21 – Disclosure Harmful to Intergovernmental Relations

3.2 Bill 7 – Follow Up Discussion – Section 21 – Disclosure Harmful to Intergovernmental Relations

Motion: That the Executive Committee move out of camera.
Moved by: Mayor Shaigec
4. Engagement Strategy – Review of Key Messages and Next Steps

CEO Wichuk asks for feedback on the emerging messages and narrative. CEO Wichuk reviews activities to date and several next proposed initiatives.

5. Next Meeting

- July 11, 2019, 9:00 a.m. – Noon, EMRB Office TBC

6. Adjournment

Motion: That the Executive Committee meeting of July 12, 2019 be adjourned.
Moved by: Mayor Turner
Accepted by: Vice Chair
Decision: Carried unanimously

Committee Vice Chair, Mayor Bob Young
Board Chair Selection Process

Background

2017-2018 marked a transition year for the Capital Region Board, including an update to the regulation governing the Board and a transition to the Edmonton Metropolitan Region Board.

In June 2017, the Deputy Minister of Municipal Affairs granted permission to the Capital Region Board to allow for the recruitment of a non-elected Chair with the understanding that a chair would not be appointed until the enactment of the Edmonton Metropolitan Region Board Regulation.

On October 26, 2017, the Edmonton Metropolitan Region Board Regulation was enacted and provided the necessary authority to the Board:

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

Following an open recruitment and selection process undertaken by the Board, on October 31, 2017, the incumbent Chair signed a two-year agreement with the Edmonton Metropolitan Region Board.

As the Term of Agreement entered on October 31, 2017 is for two years, the agreement will terminate as of October 31, 2019 and requires the selection of a Board Chair for the next term.

Selection Process Options

The below represents options for consideration of Executive Committee in determining the recommended process for selecting the Board Chair for the next term.

1. **Appoint** a non-elected Board Chair in accordance with section 4(5) Edmonton Metropolitan Region Board Regulation.
   Board Process: Simple majority vote on a motion.

   **Recommended Motion:** That the Executive Committee endorse and recommend that the Board appoint a non-elected Board Chair.
2. **Elect** a Chair from among the *elected* representatives of the participating municipalities.

   **Recommended Motion:** That the Executive Committee endorse and recommend the Board elect a Chair from among the representatives of the participating municipalities.

3. **Request** an interim Board Chair be appointed by the Minister of Municipal Affairs through Ministerial Order.
   Board Process: As specified in Policy G010 - Part B (1a-3d).

   **Recommended Motion:** That the Executive Committee endorse and recommend the Board request an interim Board Chair be appointed by the Minister of Municipal Affairs through Ministerial Order.

**Attachment:**

1. Policy G010 – Selection of Board Chair or Interim Board Chair, Board Vice Chair and Board Chair Review.
PURPOSE

To establish the process for selecting a Board Chair or Interim Board Chair and Vice-Chair of the Board; and to establish the process for reviewing the Board Chair.

POLICY

In accordance with the Board Regulation, the Board may select a Chair from among the representatives of the participating municipalities. The Regulation also provides that the Minister of Municipal Affairs or the Board may appoint an Interim Chair of the Board who is not a representative from a participating municipality of the Board. The process for selecting a Chair or Interim Chair shall be approved by the Board. This selection process should be carried out in sufficient time to ensure that a Chair or Interim Chair is in place prior to the conclusion of the mandate of an existing Chair or Interim Chair. In addition, Board policy stipulates that a Board Chair review must be conducted every two years from the date of the Board Chair assuming the position of Board Chair.

GUIDELINES

Part A – Selection of a Chair for the Board

1. FOLLOWING A MUNICIPAL ELECTION OR A BOARD DECISION TO ELECT A NEW BOARD CHAIR:
   a. The Chief Executive Officer (CEO) or designate shall recommend a process for electing the Board Chair for review by the Executive Committee and for approval by the Board.
   b. The CEO or designate shall circulate the Role and Authorities of Board Chair and Vice-Chair (Policy G014, Role and Authorities of Board Chair and Vice-Chair), to all Board members and solicit Board Chair nominations, providing a date in which all nominations must be received.
   c. Upon nomination, the CEO or designate shall confirm with the Board member as to their ability and willingness to fulfill the role of Board Chair. The Board member must confirm that they wish to remain a nominee for the role of Board Chair.
   d. Once all nominations have been received and nominated members have confirmed their nomination status, the Chief Executive Officer or designate shall send an email with list of nominees to Board members prior to the meeting at which the election shall take place.
   e. At a regularly scheduled or special meeting of the Board, the CEO or designate shall administer the selection process of the Board Chair by secret ballot.
   f. Prior to the ballot, all standing nominees shall be provided an opportunity of no more than five minutes to address the Board.
Policy G010
Selection of Board Chair or Interim Board Chair, Board Vice Chair and Board Chair Review

g. Each Board member receives one vote; the successful nomination of the Board Chair requires a simple majority vote (fifty (50) percent plus one of total membership).
   i. In cases where no nominee has received fifty (50) percent plus one) votes, then another secret ballot shall be conducted with the two nominees who received the most votes;
      I. Each nominee—at this stage—shall be provided an opportunity of no more than five minutes to address the Board,
      II. Each nominee—at this stage—has an opportunity to withdraw from the process.
   ii. If more than two (2) nominees are tied with the most votes, another secret ballot shall be conducted.
   iii. If a tie remains after this secret ballot then the names of those nominees shall be placed in a hat, and two (2) names drawn after which another secret ballot shall be conducted.

h. In cases where there is a tie between the final two (2) nominees (neither has received a total of thirteen (13) votes), then those names shall be placed in a hat, and a single name drawn.
   i. The single name drawn shall be Board Chair

2. TERM
   a. An elected Board Chair shall remain in position until after the:
      i. Next municipal election and until such time the Board has elected a new Board Chair;
      ii. The Board Chair resigns;
      iii. The Board elects a new Board Chair; or
      iv. An Interim Chair is appointed through Ministerial Order.
   b. The Board shall review the term of the Chair after two (2) years of service prior to reconfirming the Chair’s appointment.

3. BOARD CHAIR REVIEW
   a. The Board Chair must provide written expression of interest to the Board of their desire to stay serving as Board Chair.
   b. The CEO will recommend a process and date for the Board Chair Review, for review by the Executive Committee and for approval by the Board.
   c. The CEO will circulate the Role and Authorities of the Board Chair and Vice-Chair (Policy G014, Role and Authorities of Board Chair and Vice-Chair), to all Board members.
   d. At a regularly scheduled or special meeting of the Board, the CEO will administer the Board Chair review process by secret ballot.
   e. Prior to the ballot, the Board Chair will be provided an opportunity of no more than five minutes to address the Board.
   f. The Board Chair will hand over Chair duties to the Board Vice Chair for the purpose of the vote.
   g. The Board Chair will be excused from the Board Chair Review vote, and the Board Chair's municipally designated alternate will fill the role of the Board Chair's municipality for the Board Chair Review vote.
h. Each Board member receives one vote; the review of the Board Chair requires a simple majority vote (fifty (50) percent plus one of total membership).

i. If the Board Chair review process determines a new Board Chair is to be selected, the Board will follow the process as outlined in this policy in Part A, Section 1.

j. After a Board Chair Review, the Board Chair will remain in position until after the Board elects a new Board Chair.

Part B – Selection of an Interim Chair for the Board

Eight months prior to each municipal election, the CEO or designate shall recommend a process to the Executive Committee to facilitate a decision by the Board as to whether they wish to continue with a Board elected Chair or recommend an Interim Chair to the Province.

1. Should the Board determine that an Interim Board Chair is in their best interests, the following steps shall occur:
   a. The Board shall assign an Interim Board Chair Selection Task Force to facilitate the recruitment process.
   b. The CEO or designate shall formally advise of the Province of the Board’s decision.
   c. The CEO or designate shall support the Interim Board Chair Selection Task Force in selecting a recruitment process and vendor.
   d. In consultation with the Board, the Board Chair Selection Task Force shall recommend candidate(s) for the Board’s consideration.
   e. The Interim Board Chair shall be appointed once the Board has made a decision and made a motion to that effect.

2. Annual Performance Review
   a. Each year, after consulting the Province, the CEO or designate shall recommend a process to the Executive Committee to assist the Board in conducting an annual performance review of the Interim Board Chair.
   b. The Executive Committee shall bring forward their recommendation to the Board for approval.

3. Term
   a. An Interim Board Chair shall remain in position until after the:
   b. Ministerial Order expires or is rescinded;
   c. The Interim Board Chair resigns; or
   d. A Board Chair has been elected by the membership.

Part C – Selection of the Vice-Chair for the Board

1. The Board Vice-Chair may only be filled by a member who fills the role of Board Member
2. The Board Vice-Chair shall not be filled by an alternate position
3. The following member positions will fill the role of Board Vice-Chair, in the following order. In the event that the first member position is unavailable for Board Vice-Chair it will be filled by the second position. If the second position is unavailable, the Board Vice Chair will be filled by the third position, and so on:
   a. Chair of the Executive Committee
b. Chair Audit & Finance Committee

4. In the event that the Chair or Vice-Chair is not available the CEO shall seek a voluntary interim Chair for Emergent needs.

5. At no time shall any municipality have more than one vote.

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Dr. Jodi L. Abbott, Board Chair

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<tr>
<td>May 28, 2015</td>
<td>Revised</td>
<td>Added Board Chair Review process</td>
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<td>June 17, 2015</td>
<td>Revised</td>
<td>Amended with input from Governance, Priorities and Finance Committee</td>
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<td>July 20, 2015</td>
<td>Revised</td>
<td>Cleaned up Part C – Selection of Vice Chair for the Board</td>
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<td>August 20, 2015</td>
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<td>August 30, 2016</td>
<td>Amended</td>
<td>Clarified role of Board Chair after Board Chair Review</td>
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<td>October 13, 2016</td>
<td>Approved</td>
<td>Board approved</td>
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<tr>
<td>October 31, 2017</td>
<td>Amend</td>
<td>Non-substantive changes to ensure compliance with the new MGA, Regulation, Growth Plan, and approved Board Governance Structure</td>
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CEO Performance Contribution Agreement

Background

At the April 11, 2019 Board meeting, the Board Chair advised Board Members that work with the Executive Committee and the CEO would be undertaken to develop and bring forward a CEO evaluation process.

On May 9, 2019, the Executive Committee reviewed and endorsed the 2019-2020 Performance and Leadership Guide, which was subsequently approved by the Board at the June 13, 2019 Board Meeting.

As per the next steps agreed at the June 13, 2019 Board meeting, the CEO Draft Performance Contribution Agreement will be presented to the Executive Committee in camera.

Attachments

2. Performance Contribution Agreement Template
CEO PERFORMANCE AND LEADERSHIP EVALUATION GUIDE

2019 - 2020
EVALUATION YEAR: April 1, 2019 – March 31, 2020

Introduction:
This CEO Performance Evaluation guide is to be used to assess the CEO performance for the evaluation year.

The annual assessment will be conducted based on Leadership Competency Questionnaire results, Contribution Agreement results and, Contingent Priorities and Qualitative Assessment by the Board.

Procedure:

1. The Chair of the Board will distribute a Leadership Competency and Performance Evaluation questionnaire to Board members, and all direct reports of the CEO. The results will be compiled on an anonymous basis.

2. The Chair of the Board obtains from the CEO the completed evaluation guide which includes:
   - Results of Leadership Competencies (as provided by the Board Chair)
   - Institutional results as outlined in the Contribution Agreement
   - Contingent Priorities

3. At an in-camera meeting of the Executive Committee, the CEO will provide a summary of his/her achievements and the Executive Committee shall review all results as contained in the evaluation guide and provide initial feedback to the CEO.

4. The Chair prepares a composite report including feedback from the Executive Committee for submission to the Board of Governors for approval.

5. Final feedback is provided by the Board at an in-camera session of a Board meeting.
Assessment Components

1) Leadership Competencies:

Leadership competencies comprise 20% of the evaluation of the CEO. Survey participants will be asked to rate and comment on the following competencies.

**Strategic Leadership**: Acts in the best interests of the corporation, its employees, and stakeholders. Establishes clear vision and direction for organization. Takes accountability for decisions and results. Demonstrates the leadership, initiative and persistence needed to accomplish goals.

**Strategic Vision & Innovation**: Crafts and continually refines the organization’s strategic vision in partnership with the Board taking into account the changing market, industry, and economic trends and in the best interests of all stakeholders. Shows curiosity, innovation and calculated risk taking to inspire and lead change.

**Strategic Planning**: Develops comprehensive, creative and realistic short and long range plans in pursuit of the EMRB’s objectives. Applies strategic insights, and organization-wide perspective and forward thinking.

**Ethics, Integrity, Judgement & Cultural Sensitivity**: Works within, and exemplifies, high standards of ethical conduct. Affirms the unique contributions of all persons recognizing their diverse backgrounds and varying needs. Invests in developing self, individuals, teams and our culture of excellence.

**Succession Planning and Talent Management**: Develops a succession and talent development plan to ensure the Board has the required bench strength to meet current and future needs; develops and addresses growth opportunities for the senior team and maintains a succession plan for the CEO office.

**Business Acumen and Knowledge**: Maintains a broad-based understanding of key business fundamentals. Understands and applies economic and system drivers to decision analysis and problem solving.

**Board Relations**: Has a productive working relationship with the Board, seeking their counsel and keeping them informed of external and internal developments as needed.

**Stakeholder Relations**: Engages, collaborates, and builds strong relationships with employees, municipal partners, business, government and other stakeholders.

2) Contribution Agreement and Scorecard:

The CEO creates a Contribution Agreement that is approved by the Executive Committee. The core work of the President & CEO is guided by this document and is reported on quarterly and at the end of the evaluation year.

The Contribution Agreement comprise 50 - 70% of the overall evaluation.
The Contribution Agreement is based on the priorities of the Strategic Plan. In addition, the agreement shall be considerate of:

- Strategy and Execution
- Stakeholder Relations and Brand
- Risk Management and Budget
- People

The Contribution Agreement and outcomes and metrics shall be brought forward for review to the Executive Committee and receive approval by the Board prior to or at the beginning of the evaluation period.

3) Contingent Priorities and Qualitative Assessment by the Board:

The third component of the evaluation of the CEO is the assessment of contingent priorities. Contingent priorities may arise as a result of funder imperatives, a shifting economic or political environment and/or budget shifts. This component of the assessment comprises 10 - 30% of the overall evaluation. The CEO shall make the Board aware of contingent priorities as they emerge during the year.

The CEO shall provide an assessment of the results of the:

1) Contingent Priorities
2) Funder imperatives
3) Budget shifts

The Board shall respond to the following questions for the Qualitative Assessment:

4) What aspects of the CEO’s leadership do you most appreciate?
5) What were the CEO’s most significant results over the past year?
6) What was the CEO’s most significant challenge over the past year and how did he/she handle/resolve the situation?
### PERFORMANCE YEAR SCORECARD:

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<th>Leadership Competencies (weight 20%)</th>
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<td>Contingent Priorities &amp; Qualitative Assessment (weight 10 - 30%)</td>
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**TOTAL PERFORMANCE YEAR SCORE:**

#### CEO Development Priorities:

#### Summary Comments and Future Priorities:

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<tr>
<td>Board Chair</td>
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<td>Vice Chair</td>
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<td>STRATEGIC PRIORITY</td>
<td>2019/20 GOALS</td>
<td>PERFORMANCE MEASURES</td>
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Base Points: 100
Bonus Points: 20
Total: 20

Karen Wichuk, CEO  
Date

Approved:  
Jodi Abbott, Chair  
Date
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Board Strategic Retreat – Follow Up

Retreat Overview

On September 4, 2019, the members of the Edmonton Metropolitan Region Board convened at Villeneuve Airport for a Board Planning and Development Retreat.

The intent of the retreat agenda was to advance two key objectives:

1. Strategic Priority setting and the refinement of Regional Outcomes.
2. Furtherance of the Board Development.

Next Steps

1. EMRB Administration is presently reviewing detailed documentation taken during the meeting and will provide Board Members with a narrative synopsis of the retreat discussion.

2. Draft Strategic Priorities and Regional Outcomes will be refined in accordance with the documented retreat discussion.

3. Subsequent Board sessions will be scheduled to continue work on Board Planning and Development.
IRTMP Initiative Update

Background

The Edmonton Metropolitan Region Board Regulation (189/2017) mandates the EMRB to prepare comprehensive, integrated regional land use plans, including:

- the development and location of infrastructure;
- policies regarding the planning for corridors for transportation; and,
- policies regarding the coordination of infrastructure and planning and development among the participating municipalities.

The Executive Committee reviewed the Integrated Regional Transportation Master Plan (IRTMP) Project Charter at the May 2019 meeting and requested an amendment to the 2020 Regional Transportation Prioritization process to better reflect Growth Plan policies and proceed in the direction of the approach to methodology and criteria that will be used in the 2021 report.

While the amendment to the Project Charter proceeded, the budgetary impacts were not quantified at that time. The Board subsequently approved the amended Project Charter at the June 13, 2019 meeting.

Following Board approval of the Project Charter, EMRB Administration was provided with new information by Alberta Transportation (AT) that indicated the Edmonton Regional Transportation Model (RTM) is substantially out of date and requires significant modelling work be performed onsite at the AT-Twin Atria location to update the model. This represents a significant and unanticipated change in the project scope of work.

Budgetary Impact

Modelling based on current data is essential to test and validate the various policy implications of the IRTMP. This will ensure policy decisions are evidence based and founded on credible and up to date information; therefore, proceeding with the IRTMP project would require that the project also support and fund the onsite modelling, which would require additional complex technical work on the part of the consultant team. It is important to note that AT initially requested modelling resources for the duration of the project; the proposed resourcing represents a negotiated compromise in consultant time and associated expenditures.

In collaboratively refining the IRTMP Workplan with the preferred consultant, the modelling team also identified that elements of the Regional Transportation Priorities work initially planned for 2020-21 would need to be completed in the 2019-20 Fiscal Year (FY) in support of the amended
2020 Regional Transportation Priorities process and methodology, resulting in front-loading the consultant effort for the initiative with multiple deliverables running concurrently.

While the movement of elements of the Regional Transportation Priorities work will increase IRTMP expenditures in FY 2019-20, there may be a corresponding reduction in effort and expenditures anticipated in FY 2020-21. This will be determined once the Regional Transportation Priorities are re-examined at the end of the project.

Summary

The additional modelling requirements to bring the Edmonton RTM up to date in 2019, and the adjustment to the IRTMP Workplan to prepare for the 2020 Regional Transportation Prioritization process, requires an in-year budget adjustment increase of $214,710.00.

The total adjusted FY 2019-20 budget for the IRTMP initiative is therefore increased from $135,290.00 to $350,000.00.

The budget adjustment increase for the IRTMP initiative received endorsement at the September 12, 2019 meeting of the Audit & Finance Committee.

Next Steps

1. EMRB Administration will enter into a limited contract with the preferred consultant team to proceed with the Environmental Scan deliverable and to provide an assessment on the scope of work to bring the RTM up to date.

2. The budget adjustment will be brought to the October 2019 Board Meeting for review.

3. If approved, EMRB Administration will enter into a contract to produce the remaining deliverables as approved in the Project Charter.

4. EMRB Administration will monitor anticipated expenditure reductions to the FY 2020-21 notional budget forecast as a result of revisions to the IRTMP Workplan – Regional Transportation Priorities.

5. Regular IRTMP initiative expenditure and activity updates will be provided to the Audit & Finance Committee.