# Audit & Finance Committee

March 29, 2018, 1:30 p.m. – 3:00 p.m.

Morinville Community Cultural Centre
9502 100 Ave, Morinville, AB
Room 4 & 5

## 1. Opening

### 1.1 Quorum
*Action: Confirmation*
*Lead: Chair Doblanko*

### 1.2 Call to Order
*Action: Declaration*
*Lead: Chair Doblanko*

### 1.3 Chair’s Opening Remarks
*Action: Information*
*Lead: Chair Doblanko*

## 2. Approval of Agenda

*Action: Approval*
*Lead: Chair Doblanko*

**Recommended Motion:** That the Audit & Finance Committee approve the March 29, 2018 meeting agenda.

## 3. Approval of Minutes

*Action: Approval*
*Lead: Chair Doblanko*

**Recommended Motion:** That the Audit & Finance Committee approve the March 8, 2018 meeting minutes.

## 4. Finance
4.1 Grants Analysis/Adjusted 2018/19 Budget

Action: Endorsement and Recommendation
Lead: Chair Doblanko / CEO Bruce

Recommended Motion: That the Audit & Finance Committee endorse and recommend the Adjusted 2018/19 Budget to Edmonton Metropolitan Region Board for approval.

5. CEO Update
Action: Information
Lead: CEO Bruce

6. Next Meeting
- May 10, 2018, 1:00 – 3:00 p.m., EMRB Office

7. In Camera
Action: Approval
Lead: Chair Doblanko

8. Adjournment
Action: Approval
Lead: Chair Doblanko

Recommended Motion: That the Audit & Finance meeting of March 29, 2018 be adjourned.
Audit & Finance Committee

Thursday, March 8, 2018
10:30 a.m. – Noon
Capital Region Boardroom, EMRB Office
1100 Bell Tower, 10104 103 Avenue, Edmonton

Members:
Tanni Doblanko, Leduc County (Chair)
Wes Brodhead, City of St. Albert (Vice Chair)
Ray Ralph, Town of Devon
John Stewart, Town of Beaumont
Michael Walters, City of Edmonton

EMRB Staff & Consultants:
Malcolm Bruce, CEO
Neal Sarnecki, Project Manager
Sharon Shuya, Project Manager
Stephanie Chai, Project Manager
Loreen Lennon, Communications Manager
Charlene Chauvette, Office Manager
Leslie Chivers, Operations Manager
Brandt Denham, GIS Coordinator
Taylor Varro, Municipal Planning Intern
Amanda Borman, Executive Assistant
Raquel Chauvette, Administrative Assistant

Ex-Officio:
Jodi Abbott, Board Chair

Guests
William Choy, Town of Stony Plain (Board Vice Chair)
Gibby Davis, City of Edmonton
Trevor Duley, City of St. Albert
Jordan Evans, Leduc County
Larissa Hepp, Sturgeon County
Marnie Lee, Strathcona County
Linda Matties, Town of Stony Plain
Avril McCalla, City of Edmonton
Julie Vizbar, Leduc County

1. Opening
1.1 Quorum

Quorum achieved; five of five voting members present.

1.2 Call to Order

Chair Doblanko called the meeting to order at 10:30 a.m.

1.3 Chair’s Opening Remarks
2. Approval of Agenda

   **Motion:** That the Audit & Finance Committee approve the March 8, 2018 meeting agenda.
   **Moved by:** Mayor Ray Ralph, Town of Devon
   **Accepted by:** Chair
   **Decision:** Carried unanimously

3. Approval of Minutes

   **Motion:** That the Audit & Finance Committee approve the January 11, 2018 meeting minutes.
   **Moved by:** Councillor Michael Walters, City of Edmonton
   **Accepted by:** Chair
   **Decision:** Carried unanimously

4. Finance

   4.1 Grant Analysis

   The Audit & Finance Committee agreed to meet before the next Board meeting; tentatively March 29 after the Regional Agriculture Master Plan Task Force meeting.

   **Motion:** That the Audit & Finance Committee defer the Grant Analysis back to Administration for further review and linkage to the Strategic Plan, Funds Available, Organizational Capacity and the Workplan. Additionally, this item be brought back to the Audit & Finance Committee’s next meeting.
   **Moved by:** Councillor Michael Walters, City of Edmonton
   **Accepted by:** Chair
   **Decision:** Carried unanimously

5. CEO Update

   5.1 Hawkins Epp Dumont LLP Name Change

   5.2 Business Plan Update

6. Next Meeting

   - Tentatively March 29, 2018 in Morinville, details TBC.

7. In Camera

   There are no items for In Camera.
8. Adjournment

Motion: That the Audit & Finance meeting of March 8, 2018 be adjourned at 11:36 a.m.

Moved by: Mayor Ray Ralph, Town of Devon

Accepted by: Chair

Decision: Carried unanimously

Committee Chair, Tanni Doblanko
Grants Analysis/ Adjusted 2018/19 Budget

That the Audit & Finance Committee endorse and recommend the Adjusted 2018/19 budget to Edmonton Metropolitan Region Board for approval.

Background

- EMRB Management engaged Metrix Group LLP (the “Metrix”) formerly known as Hawkings Epp Dumont LLP to perform a grant analysis of grants received and spent, to reconcile and check the allocations of funds to specific projects in order to ensure the accuracy of the grant carry-over amounts and the programs and projects to which EMRB is committed. The purpose of this analysis is to assist EMRB management in developing future financial strategy.

- The findings from the grant analysis have identified the Edmonton Metropolitan Region Board has $2,382,883 in uncommitted deferred revenue.

- EMRB Administration has reviewed the Strategic Direction of the Board from the Strategic Planning Retreat on February 8, 2018 and has identified some options for use of the uncommitted deferred revenue for the Board’s consideration.

Status

- The Audit & Finance Committee met on March 9, 2018 to discuss proposed scenarios for the amended budget and asked for administration to come back with a comprehensive project list including scope, linkage to the Strategic Plan, funds available, and organizational capacity.

- Upon review of the itemized project list, a budget will be compiled for committee approval.

- In addition, Partnerships will continue with post secondary institutions to support projects as opportunities arise.

Rationale

- With extra revenue in 2018/19, the Board could deliver on more of the strategic priority projects, moving the Region forward, and could build organizational capacity and support succession planning.

Attachments

1. Itemized Project Listing
2. Draft Strategic Priorities
3. Organization Chart
## Itemized Project Listing

<table>
<thead>
<tr>
<th>Scoping Category</th>
<th>Current Allocated</th>
<th>Proposed Budget</th>
<th>Outcome</th>
<th>Strategic Priority Linkages</th>
<th>Sufficient Internal Resources</th>
<th>Leduc County Proposed Budget</th>
<th>Comments</th>
<th>Leduc County Comments in Red</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mandatory A</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Metropolitan Region Servicing Plan  
(addition of recreation) | $220,000 | $320,000 | A two-year project mandated through the regulation (Part 4), that will review the current capacity, service provision, inter-municipal agreements, future service requirements and opportunities for regional efficiencies and collaboration. The services include Transportation (including transit, water, wastewater, storm water, solid waste, emergency services (fire), and recreation. | The purpose of the MRSP is to identify the regional services necessary to support the implementation of the long-term vision of the Growth Plan; support the optimization of shared services across the region; facilitate orderly, economical and environmentally responsible growth; and coordinate planning and decisions among Metropolitan Region municipalities to ensure the optimization of ratepayer dollars. This will be used to inform a future Infrastructure Masterplan as identified in the Growth Plan. | 2A | Yes | $320,000 | Not sufficiently resourced if recreation is added to the project scope. County agrees with this. |
<p>| Public Engagement Policy | $20,000 | $20,000 | A one-year project that will examine regional municipal public engagement policies and other regional public engagement policies for the purposes of creating a regional public engagement policy. | As part of the updated regulation (Section 3(1)(4)), the EMRB is to create a public engagement policy explicitly for use in the creation of the Growth Plan and the Metropolitan Region Servicing Plan. The work is to entail a review of existing policies to ensure compatibility. The monies allocated are in the event that a third party conducts a macro-level environmental scan that will result in a public engagement policy. | 2.0, 3D | Yes | $75,000 | |
| <strong>Mandatory B</strong>  |                   |                 |         |                            |                               |                            |          |                               |
| Growth Plan KPI Development | $75,000 | $250,000 | One-year project to upgrade and expand on existing KPI dashboard. Development of methodologies for indicators not yet reported on (ex. wetlands, land supply, agriculture). Improvements to visualization and interactivity of dashboard. Dataset formatting for open data, and the establishment of targets where appropriate. | | 2C | Yes | $250,000 | Growth Plan KPIs have an ongoing $25,000 per year to help fund updates as needed. Additional funding allows for the project timeline to be accelerated and improvements to the visualization and interactivity of the dashboard. |
| Communications | $50,000 | $50,000 | Ongoing work to support regional and Board branding and communications, and media relations. | The purpose of this is to create a three-year Strategic Communications and Advocacy Plan that informs and promotes the work of the EMRB. The Communications budget will focus on developing the communications tools and support related to the Board Business Plan, including a, relevant collateral material maintenance of the website and social media. | 3.0 | Yes | $100,000 | Additional human resources to increase public presence of EMRB. |
| Transportation Prioritization Review &amp; Update | In House | $0 | Annual program that ranks Regional Transportation and Transit Projects. | Based on the Integrated Regional Transportation Master Plan, regional transportation and transit projects are scored against criteria based on the principles and policies of the Growth Plan, ranked and forwarded to the Alberta Transportation for consideration in their 3-year capital plan. | 3F | Yes | $50,000 | The Transportation Priority List and work associate with the creation of the list was once funded at $50,000 per year. The work is now done in house. |
| IRTMP Update | $250,000 | $250,000 | Two-year project to update the Integrated Regional Transportation Master Plan. | The purpose of the project is to update the IRTMP based on the new Growth Plan. | 3G | Yes | $250,000 | |</p>
<table>
<thead>
<tr>
<th>CURRENTLY ALLOCATED TOTAL PROJECT BUDGET</th>
<th>ADMINISTRATION PROPOSED BUDGET</th>
<th>SCOPE</th>
<th>OUTCOME</th>
<th>DRAFT STRATEGIC PRIORITY LINKAGES</th>
<th>SUFFICIENT INTERNAL RESOURCES</th>
<th>LEDUC COUNTY PROPOSED BUDGET</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discretionary A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Agriculture Master Plan and Land Evaluation &amp; Site Assessment Tool</td>
<td>$343,000</td>
<td>$483,000</td>
<td>Budget is inclusive of Project Consultants and Stakeholder Consultations (TBC). A two-year project that will deliver – Regional Agriculture Profile; Regional Ag Master Plan, a land evaluation and site assessment tool and implementation plan, and updates to the Growth Plan – policies, Map, KPIs and implementation plan.</td>
<td>As part of the implementation of the Growth Plan, develop a Regional Agriculture Master Plan to address the growth and sustainability of the sector for future generations, inclusive of rural and urban agriculture. The plan will be incorporated into the Growth Plan. Development of a land evaluation and site assessment tool to support and implementation plan for the identification of a supply of prime agricultural lands for future food security.</td>
<td>2B</td>
<td>Yes</td>
<td>$600,000</td>
</tr>
<tr>
<td>Integrated Regional Recreation Corridors/Open Spaces Master Plan</td>
<td>$200,000</td>
<td>$0</td>
<td>Two-year project that takes an inventory of recreation corridors and open spaces to identify gaps, missing links and underserved areas of the Region. Regional strategy to connect parks, open spaces, greenways and trails that: a. clearly demarcates recreation corridors and where public access is and is not permitted; b. meets the recreational needs of the Region’s population; c. advances a coordinated approach to regional recreation; and d. minimizes adverse environmental impacts.</td>
<td>$500,000</td>
<td>3.0</td>
<td>No</td>
<td>$0</td>
</tr>
<tr>
<td>Discretionary B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shared Investment for Shared Benefit</td>
<td>$0</td>
<td>$500,000</td>
<td>This two-year project will work at a Board level to determine a formula or agreement for the region that will define Shared Investment for Shared Benefit.</td>
<td>The shared and equitable contributions, investments, and efforts by the EMRB result in measurable benefits for the region as a whole. The purpose is to create a model or models that enable the sharing of benefit from invested dollars both individually and shared. Work will entail examining global best practices world as well as similar agreements in a sub-regional level that exist today. A majority of work is expected to be spent working through the creation of the definition for Shared Investment for Shared Benefit as well as the subsequent memorandum or agreement for the member municipalities to sign.</td>
<td>1.0</td>
<td>No</td>
<td>$500,000</td>
</tr>
<tr>
<td>Broadband</td>
<td>$50,000</td>
<td>$150,000</td>
<td>One-year project to review recommendations made in the environmental scan and determine the best way to implement a regional strategy.</td>
<td>Phase one of the project will examine existing broadband capabilities or lack thereof. There will be recommendations made coming out of the scan and Phase two will work on a regional strategy for implementation of a Broadband network.</td>
<td>2.0</td>
<td>No</td>
<td>$150,000</td>
</tr>
<tr>
<td>Integrated Transportation Systems Working Group</td>
<td>$0</td>
<td>$50,000</td>
<td>A working group that meets as required to monitor, support, and advocate for transportation related activities in the Region.</td>
<td>There are a number of collaborative transportation and transit initiatives being undertaken in the Region by municipalities and the EMRB. This Group will task with maintaining a coordinated view on the initiatives and activities on behalf of the Board.</td>
<td>3.0</td>
<td>No</td>
<td>$50,000</td>
</tr>
<tr>
<td>SCOPE</td>
<td>CURRENTLY ALLOCATED TOTAL BUDGET</td>
<td>ADMINISTRATION PROPOSED BUDGET</td>
<td>OUTCOME</td>
<td>DRAFT STRATEGIC PRIORITY LINKAGES</td>
<td>SUFFICIENT INTERNAL RESOURCES</td>
<td>LEDUC COUNTY PROPOSED BUDGET</td>
<td>COMMENTS</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>---------------------------------</td>
<td>--------------------------------</td>
<td>---------</td>
<td>----------------------------------</td>
<td>-------------------------------</td>
<td>-----------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Energy Corridors – Phase 2 *</td>
<td>$0</td>
<td>$300,000</td>
<td>Identify and investigate existing and innovative Corridor Protection Models that support coordinated energy infrastructure planning for the Region in collaboration with the Province and industry</td>
<td>3.0</td>
<td>No</td>
<td>$300,000</td>
<td></td>
</tr>
<tr>
<td>Regional Symposium</td>
<td>$85,000</td>
<td>$0</td>
<td>The purpose of the regional symposium is to collaborate with industry partners to enhance regional education and awareness.</td>
<td>2D</td>
<td>Yes</td>
<td>$0</td>
<td>Originally approved as a Housing Symposium. Working toward a symposium with a broader regional focus. This is scheduled for fall or 2019. Resourcing costs dependent on speakers brought in.</td>
</tr>
<tr>
<td>Housing Needs Assessment</td>
<td>$0</td>
<td>$0</td>
<td>The purpose of the regional and sub-regional housing needs assessments is to identify the housing need and demand to inform planning for housing options within the Region. The assessments provide an overview of the housing market, identifies core housing need, analyzes future housing market need and demand, and provides a gap analysis. The assessments identify core need and non-market housing stock across the region to enable a comparison of the state of housing need across the region for program and policy decision-making.</td>
<td>3K</td>
<td>No</td>
<td>$0</td>
<td>Cost estimate is $70,000 and will create the foundation for the Needs assessment and future work will include the housing plan.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STABILITY RESERVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stabilization Reserve</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ADDITIONAL SUPPORT COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing</td>
</tr>
<tr>
<td>Board and Committee Collaboration Events</td>
</tr>
<tr>
<td>Additional Meeting Support</td>
</tr>
<tr>
<td>Office Furniture/ Equipment</td>
</tr>
<tr>
<td><strong>Total:</strong> $1,293,000</td>
</tr>
</tbody>
</table>
DRAFT STRATEGIC PRIORITIES

1.0 Shared Investment for Shared Benefit

Outcome

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

**Shared Investment for Shared Benefit Strategies**

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

1A. Develop and implement a benefits realization model that reflects shared regional interests.

1B. Measure the contributions and investments by the member municipalities.

1C. Identify and assess investments by public and private partners for the shared benefit of the Region.

1D. Evaluate the benefits realized by the contributions and other investments in the Region.

1E. Provide reporting on the shared contributions, investments, and benefits to the Region, key stakeholders, and partners.
2.0  Responsible and Sustainable Growth

Outcome

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

**Responsible and Sustainable Growth Strategies**

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

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

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

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

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

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

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

Outcome

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

3.0 Maintaining Momentum Strategies

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

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

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

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

3D. Maintain and improve advocacy (e.g., Provincial, Federal, Public Engagement Policies, Indigenous Stakeholders, etc.).

3E. Maintain and enhance innovation to inform decisions.

3F. Complete annual regional transportation priorities to inform Alberta Transportation.

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

3H. Promote an integrated transit system.

3I. Promote advocacy on regional energy corridors.

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

3K. Maintain and update the regional and sub-regional housing needs assessments.
Edmonton Metropolitan Region Board

Indicates new project

Updated: 3/23/18

Board Chair
(Dr. Jodi Abbott)

Chief Executive Officer
(Malcolm Bruce)

Executive Assistant
(Amanda Borman)

Operations

Operations Manager (Leslie Chivers)

- Day to Day Coordination of Staff outcomes
- Act as Board Leg Office
- Board Support Lead
- Committees Staff Lead
- Policy Lead
- Agenda Planner
- Business Plan/Strategy
- Chief Risk Officer
- Public Engagement Policy
- Regional Symposium

Communications Manager
(Loreen Lennon)

- Advocacy Lead
- GR Engagement
- Website/Media
- C2C Support
- MacEwan Partnership Lead
- Annual Report Lead

GIS Coordinator (Brandt Denham)

- CRGIS
- Growth Plan KPI Lead
- NAIT Partnership Lead
- Support to Project Teams
- IT Lead

Projects

Team 1

Neal Sarnecki (Lead)
Stephanie Chai | Intern

- REF
- Land Use & Infrastructure – Transportation Prioritization List
- Energy Corridor Master Plan
- Metropolitan Region Servicing Plan
- Complete Communities and Housing – UofA Partnership Lead
- Open Spaces
- Transit
- Open Spaces
- IT Support
- Collaborate to Compete (C2C) Support
- Admin Assistant Back Up
- Office Manager Back Up

Sharon Shuya (Lead)
Project Manager (Vacant)

- Growth Plan Implementation Oversight
- Ag Master Plan
- CAO Standing Committee
- Environment

Regional Project Coordinator/ New Position

Support and coordinate the three project management teams. Direct report is to Team 2 Lead

Team 3

Regional Project Manager/ New Position

- Shared Investment for Shared Benefit
- Cost of Growth

Administrative

Office Manager
(Charlene Chauvette)

- Budget
- Office Operations
- Board Cost Sharing Formula
- Board Insurances
- Human Resources
- Audit & Finance Committee Support
- IT Support

Administrative Assistant
(Raquel Chauvette)

- Member Support
- Support to Communication Manager Executive Assistant Back Up
- DMS Support

Organization Values

Respect
Integrity
Accountability
Innovation

Regional Project Coordinator/ New Position

Support and coordinate the three project management teams. Direct report is to Team 2 Lead

Regional Project Manager/ New Position

- Shared Investment for Shared Benefit
- Cost of Growth

Item 4.1
Attachment 3

EMRB Audit & Finance Committee Mtg

Updated: 3/23/18
Agenda Package Mar 29/18
Page 1 of 1
14 of 14