# Board Meeting

## Comprehensive Agenda

June 11, 2020 8:30 AM to 12:00 PM

Virtual Meeting via Zoom
Public Viewing via YouTube

<table>
<thead>
<tr>
<th>1. Opening</th>
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| 1.1 Call to Order  
  *Action: Declaration*  
  *Lead: Chair Abbott*  |
| 1.2 Chair’s Opening Remarks  
  *Action: Information*  
  *Lead: Chair Abbott*  |

<table>
<thead>
<tr>
<th>2. Approval of Consent Agenda</th>
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| *Action: Approval*  
  *Lead: Chair Abbott*  |

**Recommended Motion:** That the Edmonton Metropolitan Region Board approve the Consent Agenda of June 11, 2020.

i) Approval of the February 13, 2020 and May 14, 2020 Board Meeting Minutes  

ii) Audit & Finance Committee May 14, 2020 Meeting Minutes  

iii) Next Meeting – August 13, 2020, 8:30 a.m. – 12:00 p.m., TBC

<table>
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| *Action: Approval*  
  *Lead: Chair Abbott*  |

**Recommended Motion:** That the Edmonton Metropolitan Region Board approve the Meeting Agenda of June 11, 2020.

<table>
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<tr>
<th>4. Governance</th>
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### 4.1 Board Charter

**Action:** Approval  
**Lead:** Chair Abbott

**Recommended Motion:** That the Edmonton Metropolitan Region Board approve the Board Charter.

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### 5. Audit & Finance Committee

#### 5.1 Chair Update

**Action:** Information  
**Lead:** Chair Doblanko

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#### 5.2 2019-2020 Audited Financial Statements

**Action:** Approval  
**Lead:** Chair Doblanko/CEO Wichuk

**Recommended Motion:** That the Edmonton Metropolitan Region Board approve the 2019-2020 Audited Financial Statements, as prepared by King & Company.

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#### 5.3 2019-2020 Annual Report

**Action:** Approval  
**Lead:** Chair Doblanko/CEO Wichuk

**Recommended Motion:** That the Edmonton Metropolitan Region Board approve the 2019-2020 Annual Report.

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### 6. Member Motions Brought Forward From Previous Board Meetings

#### 6.1 Leduc County Motions – Scope

**Action:** Approval  
**Lead:** Mayor Doblanko

**Recommended Motion:** 1a. That the Edmonton Metropolitan Region Board (EMRB) reaffirms its core mandate is to prepare and implement a Growth Plan and a Servicing Plan and commits to refocus the Board’s efforts and resources to prioritize these mandatory obligations.

**Recommended Motion:** 1b. That the Edmonton Metropolitan Region Board (EMRB) create a framework to evaluate alignment of future projects to the core EMRB mandate, determine whether or not the proposed project overlaps with the work of other entities, and provide an estimate of the time requirements of Board members and administration.
6.2 Strathcona County Motion #1 and #2 – Appeal Mechanism

**Action: Approval**

**Lead: Mayor Frank**

**Recommended Motion:** That the Edmonton Metropolitan Region Board (EMRB) adopt a bylaw that establishes an appeal and dispute resolution mechanism for the purpose of resolving disputes arising from actions taken or decisions made by the growth management board, and send the bylaw to the Minister of Municipal Affairs for approval.

**Recommended Motion:** That the ERM put forward a formal request to the Minister of Municipal Affairs to amend the Municipal Government Act to enlarge the jurisdiction of the Municipal Government Board to include hearing appeals from decisions of growth management boards.

7. CEO Update

**Action: Information**

**Lead: CEO Wichuk**

8. In Camera

**Action: Approval**

**Lead: Chair Abbott**

**Recommended Motion:** That the Edmonton Metropolitan Region Board 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.

8.1 CEO Performance Evaluation – Section 17 – Disclosure Harmful to Personal Privacy

8.2 HR Update – Section 17 – Disclosure Harmful to Personal Privacy

**Recommended Motion:** That the Edmonton Metropolitan Region Board move out camera.

9. New Member Motions

9.1 Parkland County Motion – Voting Structure

**Action: Approval**

**Lead: Mayor Shaigec**
<table>
<thead>
<tr>
<th><strong>Recommended Motion:</strong> That the Edmonton Metropolitan Region Board (EMRB) change its voting structure to eliminate the population component and move to a simple one vote per municipality model, with a requirement for supermajority, or 75%, on all matters having a financial impact that would trigger a requisition from member municipalities, and retaining the requirement for 2/3 majority for all other matters.</th>
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10. **Adjournment**  
*Action: Approval*  
*Lead: Chair Abbott*  

**Recommended Motion:** That the Edmonton Metropolitan Region Board meeting of June 11, 2020 be adjourned.
Minutes of the meeting of the Edmonton Metropolitan Region Board held at Chateau Louis, Grand Ballroom on Thursday, February 13, 2020.

Delegates in Attendance:

Dr. Jodi L. Abbott – Board Chair
Mayor John Stewart – Beaumont
Mayor Ray Ralph – Devon
Mayor Don Iveson – Edmonton
Mayor Gale Katchur – Fort Saskatchewan
Councillor Glen Finstad – Leduc
Mayor Tanni Doblanko – Leduc County
Mayor Barry Turner – Morinville

Mayor Rod Shaigec – Parkland County
Mayor Cathy Heron – St. Albert
Mayor Stuart Houston – Spruce Grove
Mayor William Choy – Stony Plain
Mayor Rod Frank – Strathcona County
Mayor Alanna Hnatiw – Sturgeon County
Dale Beesley – Government of Alberta

EMRB Administration:

Karen Wichuk, CEO
Sharon Shuya, Director, Regional Growth Planning
Bryan Haggarty, Director, Strategic Initiatives & Operations
Charlene Chauvette, Office Manager
Debra Irving, Senior Project Manager
Alex Bonokoski, Project Manager
Stephanie Chai, Project Manager

Taylor Varro, Project Manager
Dan Rose, Senior Communications Advisor
Carol Moreno, Project Coordinator
Ron Cook, Manager, GIS and Business Intelligence
Agata Lewandowski, Executive Assistant
Raquel Chauvette, Administrative Assistant
Joseana Lara, Municipal Planning Intern

Attendance in Gallery: 50
1. Opening

1.1 Call to Order

Chair Abbott calls the meeting to order at 8:32 a.m.

1.2 Chair's Opening Remarks

Chair Abbott calls the meeting to order and welcomes the Board Members, the Gallery, and acknowledges the meeting is held on traditional Treaty 6 lands. Chair Abbott reminds those gathered the meeting will be recorded to help with production of minutes and archival purposes.

Chair Abbott acknowledges the full agenda and notes the revised agenda extending the meeting to include a Strategic Planning Component. Chair Abbott provides background on the Strategic Review and Planning Sessions and provides clarification on when the Board needs to move In Camera. Chair Abbott outlines procedural processes that will provide guidance for the Board as it engages in future workshops.

Chair Abbott touches on the notice of motion brought forward by Mayor Iveson last Board meeting and asks Mayor Iveson to address the Board.

Mayor Iveson addresses that the notice of motion related to the Regional Evaluation Framework will be deferred until the April Board Meeting to allow for time to socialize and engage with members of the Board.

Chair Abbott acknowledges the procedural error from the December 12, 2019 Board Meeting where an amended motion related to an update on the work of the Regional Transit Commission had been carried although it was not supported by the results of the vote. Chair Abbott shares that moving forward Administration has prepared a chart to capture the votes before the decision is announced.

2. Approval of Consent Agenda

Moved by Mayor Iveson. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board approve the Consent Agenda of February 13, 2020.

Motion carried unanimously.

3. Approval of Meeting Agenda

Moved by Mayor Doblanko. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board approve the Meeting Agenda of February 13, 2020.

Motion carried unanimously.
4. In Camera – Governance Workplan – Section 24 – Advice from Officials – Consultations or deliberations involving officers or employees of a public body.

Moved by Mayor Choy. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board move In Camera, in accordance with the provisions of Section 24, of the Freedom of Information and Protection of Privacy Act (FOIP), R.S.A. 2000, c.F-25.

Motion carried unanimously.

In Camera Participants:

Dr. Jodi L. Abbott – Board Chair
Mayor John Stewart – Beaumont
Mayor Ray Ralph – Devon
Mayor Don Iveson – Edmonton
Mayor Gale Katchur – Ft. Saskatchewan
Councillor Glen Finstad – Leduc
Mayor Tanni Doblanko – Leduc County
Mayor Barry Turner – Morinville
Mayor Rod Shaigec – Parkland County
Mayor Stuart Houston – Spruce Grove
Mayor Cathy Heron – St. Albert
Mayor William Choy – Stony Plain
Mayor Rod Frank – Strathcona County
Mayor Alanna Hnatiw – Sturgeon County
Dale Beasley – Government of Alberta
Karen Wichuk – EMRB CEO
Councillor Wayne Bokenfohr – Sturgeon County
Councillor Brian Botterill – Strathcona County
Duane Coleman – Leduc County
Troy Fleming – Fort Saskatchewan
Kevin Glebe – Strathcona County
Stephane Labonne – Morinville
Adam Laughlin – Edmonton
Corey Levasseur – Spruce Grove
Reegan McCullough – Sturgeon County
Councillor Ken MacKay – St. Albert
Councillor Chantal McKenzie – Spruce Grove
Mike Schwitz – Beaumont
Kevin Scoble – St. Albert
Laura Swain – Parkland County
Councillor Michael Walters – Edmonton

Mayor Frank leaves In Camera at 8:53 a.m.
Mayor Frank returns to In Camera at 9:20 a.m.

Moved by Mayor Heron. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board move out of camera.

Motion carried unanimously.

Moved by Mayor Heron. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board adopt the following workplan:

1. One-on-one discussions with each Board Member, the Chair and governance advisors.
   Objective: Identify any document gaps in the draft Board Charter, major unresolved issues and Board Member interest.
2. Focused meetings to address major, unresolved issues (REF, voting structure, appeal process, scope of EMRB). Objective: definitive conclusion on these key issues (to be documented in the Board Charter, board policy or another process).

3. Produce final draft of Board Charter. Objective: Formalize the Board’s decision in a comprehensive Board Charter. Segments of the Board Charter and related policies to go forward as they are ready.


Mayor Iveson moves a motion “to postpone the consideration of the motion until after Item 9 on the agenda.” Accepted by Chair.

12 in favour. 1 opposed. Supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. Motion Carried.

5. Board Governance

5.1 Edmonton Metropolitan Region Growth Plan and Metropolitan Region Servicing Plan Accountabilities Committee

Chair Abbott provides background on the motion that is being brought forward for consideration. Chair Abbott states it is the result of the motion from the December 12, 2019 Board Meeting where the MRSP Report was approved.

CEO Wichuk shares the intent of the Committee is to ensure all Strategic Initiatives approved by the Board are implemented and remain integrated and aligned with the outcomes of the Growth Plan and MRSP.

Moved by Mayor Ralph. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board approve the standing up of the Edmonton Metropolitan Region Growth Plan and Metropolitan Region Servicing Plan Accountabilities Committee.

Mayor Doblanko moves a motion “to defer the standing up of the Edmonton Metropolitan Region Growth Plan and Metropolitan Region Servicing Plan Accountabilities Committee until the governance structure review has been completed to ensure alignment with other Committees and Board activities.”

5 in favour. 8 opposed. Not supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. Motion failed.

Mayor Choy makes an amendment “to remove Edmonton Metropolitan Region Growth Plan.” Accepted by Chair.
12 in favour. 1 opposed. Supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. Motion Carried.

Moved by Mayor Ralph. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board approve the standing up of the Metropolitan Region Servicing Plan Accountabilities Committee, as amended.

Motion carried unanimously.

5.2 Update – Board Governance

Chair Abbott touches on all the work undertaken as a Board in relation to governance. Chair Abbott highlights and addresses preliminary work that was completed and shares the summary details of the objectives of each session. Chair Abbott shares next steps in the formal adoption of a Board Charter, the establishment of a forum for problem solving and issues resolution, and an enhanced committee structure in the new fiscal year.

5.3 Update – Board Motion of October 10, 2019: B2019-50

Mayor Houston leaves the table at 10:26 a.m.
Mayor Houston returns to the table at 10:28 a.m.
Mayor Shaigec leaves the table at 10:29 a.m.
Mayor Shaigec returns to the table at 10:31 a.m.

CEO Wichuk provides background and an update on the Motion of October 10, 2019. CEO Wichuk provides Board Members with highlights of the work of EMRB Administration as part of ongoing and planned operations. CEO Wichuk reports on substantial work and significant progress EMRB Administration has made in advancing corporate and Board initiatives.

6. Integrated Regional Transportation Master Plan Task Force

6.1 Chair Update

Chair Katchur reminds members that IRTMP is one of the six policy areas that comes from the Growth Plan. Chair Katchur shares the goal of the strategic initiative and thanks the task force members and working group members for their ongoing guidance. Chair Katchur provides an update on previous task force meetings and next steps moving forward. Chair Katchur shares that HDR Consulting will be bringing guest speaker Charlie Hales, a Leading Transportation North American Former Mayor of Portland Oregon to provide a presentation as part of the next Task Force meeting and encourages anyone who is interested to come.

7. Regional Energy Corridors Advocacy Strategy Update

CEO Wichuk shares that work around RECAS continues and provides background and meetings
that have taken place. CEO Wichuk shares the outcomes of the project and concludes with next steps.

Break 10:56 a.m. – 11:10 a.m.

8. Member Motions

Mayor Doblaneko gives a notice of motion for the April 9, 2020 Board Meeting.

Notice of Motion – Scope of Projects
That the Edmonton Metropolitan Region Board limit the scope of future projects to relate directly to the monitoring and implementation of the Edmonton Metropolitan Region Growth Plan (EMRGP) and the Edmonton Metropolitan Region Servicing Plan (MRSP).

Mayor Shaigec gives three notice of motions for the April 9, 2020 Board Meeting.

Notice of Motion #1 – Voting Structure
That the Edmonton Metropolitan Regional Board (EMRB) request that the Government of Alberta amend the Edmonton Metropolitan Region Board Regulation to change the EMRB’s voting structure to eliminate the population component and move to a simple one vote per municipality model, with a requirement for supermajority, or 75%, on all matters having a financial impact that would trigger a requisition from member municipalities, and adopting the requirement for 2/3 majority for all other matters.

Mayor Choy puts a motion on the floor “That the EMRB waive notice and deal with the motion today.”

Accepted by Chair.

1 in favour. 12 opposed. Not supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. Motion Failed.

Notice of Motion #2 – Automatic Voting due to Absence or Abstention
That the EMRB request the Government of Alberta delete section 5(3) of the Edmonton Metropolitan Regional Board Regulation, reading: “Subject to section 2(5), if a representative is not present for a vote of the Board, or abstains from voting, the representative is deemed to have voted in the affirmative.

Notice of Motion #3 – Meeting Minutes
That the Edmonton Metropolitan Regional Board (EMRB) keep detailed minutes that accurately reflect the discussion and record any direction provided to EMRB Administration at all meetings including, but no limited to, Board meetings, Committee meetings, Task Force meetings, working group meetings, and workshops. Further, these minutes be circulated for information and confirmation, and that these minutes form part of the formal records for any such gatherings.

Mayor Hnatiw gives a notice of motion for the April 9, 2020 Board Meeting.

Notice of Motion – Regional Evaluation Framework (REF)
That the Regional Evaluation Framework (REF) Working Group’s mandate be adjusted to prepare specific REF amendment recommendation for the Board’s consideration by the June 2020 meeting, which consider business, industry, landowner, and rural and urban municipal inputs, and which reflect strategic objectives on growth support, job creation, and overall regional economic competitiveness.

Mayor Frank gives two notices of motions for the April 9, 2020 Board Meeting.

Notice of Motions #1 and #2 – Appeal Mechanism
THAT the Edmonton Metropolitan Region Board (EMRB) adopt a procedure bylaw that establishes an appeal mechanism for the purpose of resolving disputes arising from actions taken or decisions made by the growth management board, and send the bylaw to the Minister of Municipal Affairs for approval.

THAT the EMRB put forward a formal request to the Minister of Municipal Affairs to amend the Municipal Government Act to enlarge the jurisdiction of the Municipal Government Board to include hearing appeals from decisions of growth management boards.

9. Member Updates
Chair Abbott states that there are no Member Updates.

4. Board Work Plan

Moved by Mayor Heron. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board adopt the following workplan:
1. One-on-one discussions with each Board Member, the Chair and governance advisors. Objective: Identify any document gaps in the draft Board Charter, major unresolved issues and Board Member interest.
2. Focused meetings to address major, unresolved issues (REF, voting structure, appeal process, scope of EMRB). Objective: definitive conclusion on these key issues (to be documented in the Board Charter, board policy or another process).
3. Produce final draft of Board Charter. Objective: Formalize the Board’s decision in a comprehensive Board Charter. Segments of the Board Charter and related policies to go forward as they are ready.

Mayor Heron makes a friendly amendment to change the word meetings to workshops and that the workshops proceed with Board Members and/or Alternates.
Moved by Mayor Heron. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board adopt the following workplan:

1. One-on-one discussions with each Board Member, the Chair and governance advisors. Objective: Identify any document gaps in the draft Board Charter, major unresolved issues and Board Member interest.
2. Focused workshops of the Board and/or alternates to address major, unresolved issues (REF, voting structure, appeal process, scope of EMRB). Objective: definitive conclusion on these key issues (to be documented in the Board Charter, board policy or another process).
3. Produce final draft of Board Charter. Objective: Formalize the Board’s decision in a comprehensive Board Charter. Segments of the Board Charter and related policies to go forward as they are ready.

Motion carried unanimously.

10. In Camera – Strategic Review and Planning – Section 24 – Advice from Officials – advice, proposals, recommendations, analyses or policy options developed by or for a public body.

Moved by Mayor Shaigec. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board move In Camera, in accordance with the provisions of Section 24, of the Freedom of Information and Protection of Privacy Act (FOIP), R.S.A 2000, c.F-25.

Motion carried unanimously.
In Camera Participants:

Dr. Jodi L. Abbott – Board Chair
Mayor John Stewart – Beaumont
Mayor Ray Ralph – Devon
Mayor Don Iveson – Edmonton
Mayor Gale Katchur – Ft. Saskatchewan
Councillor Glen Finstad – Leduc
Mayor Tanni Doblanko – Leduc County
Mayor Barry Turner – Morinville
Mayor Rod Shaigec – Parkland County
Mayor Stuart Houston – Spruce Grove
Mayor Cathy Heron – St. Albert
Mayor William Choy – Stony Plain
Mayor Rod Frank – Strathcona County
Mayor Alanna Hnatiw – Sturgeon County
Dale Beesley – Government of Alberta
Karen Wichuk – EMRB CEO
Brian Botterill – Strathcona County
Duane Coleman – Leduc County
Troy Fleming – Fort Saskatchewan
Kevin Glebe – Strathcona County
Gordon Harris – Fort Saskatchewan
Tony Kulbisky – Devon
Stephane Labonne – Morinville
Adam Laughlin – Edmonton
Corey Levasseur – Spruce Grove
Brian McCullough – Sturgeon County
Chantal McKenzie – Spruce Grove
Irene Sasyniuk – Leduc
Mike Schwirtz – Beaumont
Kevin Scoble – St. Albert
Jason Randhawa – Randhawa Consulting
Cathy Kiss – Crown Strategic Consulting
Sharon Shuya – EMRB
Bryan Haggarty – EMRB
Raquel Chauvette – EMRB
Agata Lewandowski – EMRB
Dan Rose – EMRB

Moved by Mayor Ralph. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board move out of camera.

Motion carried unanimously.

11. Adjournment

Moved by Mayor Katchur. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board meeting of February 13, 2020 be adjourned.

Motion carried unanimously.

EMRB Chair, Dr. Jodi L. Abbott
EMRB CEO, Karen Wichuk
Minutes of the meeting of the Edmonton Metropolitan Region Board held via Zoom on Thursday, May 14, 2020.

Delegates in Attendance:
Dr. Jodi L. Abbott – Board Chair
Mayor John Stewart – Beaumont
Mayor Ray Ralph – Devon
Mayor Don Iveson – Edmonton
Councillor Michael Walters – Edmonton
Mayor Gale Katchur – Fort Saskatchewan
Mayor Tanni Doblanko – Leduc County
Mayor Barry Turner – Morinville
Mayor Rod Shaigec – Parkland County
Mayor Cathy Heron – St. Albert
Mayor Stuart Houston – Spruce Grove
Mayor William Choy – Stony Plain
Mayor Rod Frank – Strathcona County
Councillor Brian Botterill – Strathcona County
Mayor Alanna Hnatiw – Sturgeon County
Dale Beesley – Government of Alberta

EMRB Administration:
Karen Wichuk, CEO
Sharon Shuya, Director, Regional Growth Planning
Bryan Haggarty, Director, Strategic Initiatives & Operations
Charlene Chauvette, Office Manager
Debra Irving, Senior Project Manager
Alex Bonokoski, Project Manager
Stephanie Chai, Project Manager
Taylor Varro, Project Manager
Dan Rose, Senior Communications Advisor
Carol Moreno, Project Coordinator
Ron Cook, Manager, GIS and Business Intelligence
Raquel Chauvette, Administrative Assistant
Joseana Lara, Summer Intern
1. Opening

1.1 Call to Order

Chair Abbott calls the meeting to order at 8:34 a.m.

1.2 Chair’s Opening Remarks

Chair Abbott calls the meeting to order and welcomes the Board Members and the public that may be viewing today, and acknowledges the meeting is held on traditional Treaty 6 lands. Chair Abbott reminds everyone the meeting will be recorded to help with production of minutes and archival purposes.

Chair Abbott notes this is the second virtual meeting of the Board and it will be convened in public via YouTube and clarifies the virtual meeting guidelines. Chair Abbott acknowledges at our May 1, 2020 Special Board Meeting we had 159 viewers tuned in.

Chair Abbott recognizes and offers thanks to first responders, front line and essential workers for their continues efforts and sacrifices made for the health and well-being of all residents in the Region and beyond.

2. Approval of Consent Agenda

Chair Abbott mentions that Item 4 in the February 13, 2020 Board Minutes was inadvertently omitted and since Board Members have not had the opportunity to view the corrections, it is suggested the Board Minutes be removed from today’s consent agenda and moved to the June 11, 2020 Board Meeting.

Moving by Mayor Iveson. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board approve the Consent Agenda of May 14, 2020, as amended.

Motion carried unanimously.

3. Approval of Meeting Agenda

Recommended Motion: That the Edmonton Metropolitan Region Board approve the Meeting Agenda of May 14, 2020.

Mayor Iveson asks for an addition of a Member Update – Advocacy for COVID-19 Support for Municipalities to the very end of the Meeting Agenda. Accepted by Chair.

Motion carried unanimously.
Mayor Hnatiw requests a change in order of the agenda to hear Item 5.2 before Item 5.1. **Accepted by Chair.**

12 in favour. 1 opposed. Supported by 2/3 of the representatives from participating municipalities. Not supported by 2/3 of the population of the Edmonton Metropolitan Region. **Motion failed.**

*Mayor Heron joins the meeting at 8:48 a.m.*

Mayor Iveson moves reconsideration of the motion to change the order of agenda to hear Item 5.2 before Item 5.1. **Accepted by Chair.**

**Motion carried unanimously.**

*Moved by Mayor Doblanko. Accepted by Chair.*

**Motion:** That the Edmonton Metropolitan Region Board approve the Meeting Agenda of May 14, 2020, as amended. **Motion carried unanimously.**

4. Audit & Finance Committee

4.1 Draft Interim 2020/21 – 2022/23 Budget

Mayor Doblanko introduces the Draft Interim 2020/21 – 2022/23 Budget item and refers the Board to the Audit & Finance Chair Update in the Consent Agenda.

CEO Wichuk provides the Board with further Budget details and highlights.

CEO Wichuk shares that the Provincial Grant has been received. **Moved by Mayor Doblanko. Accepted by Chair.**

**Motion:** That the Edmonton Metropolitan Region Board approve Draft Interim 2020/21-2022/23 Budget. **Motion carried unanimously.**

5. Member Motions Brought Forward From Previous Board Meetings

5.2 Sturgeon County – Regional Evaluation Framework

Mayor Hnatiw provides opening comments for the item for consideration. **Moved by Mayor Hnatiw. Accepted by Chair.**

**Motion:** That the Edmonton Metropolitan Region Board develop a streamlined approval process option in the Regional Evaluation Framework (REF) to enable referrals of regional
economic significance and amend the EMRB REF Administration Procedures to remove Step 6 (Appeals) if an application is deemed to satisfy all required criteria.

Mayor Katchur requests that the motion be split into two separate motions. Accepted by Chair.

8 in favour. 5 opposed. Not supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. Motion failed.

Mayor Choy makes a motion to defer the original motion to EMRB Administration to provide comment and be brought back to the June 2020 Board Meeting. Accepted by Chair.

Mayor Choy makes an amendment to his motion to change the word defer to refer. Moved by Mayor Choy. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board develop a streamlined approval process option in the Regional Evaluation Framework (REF) to enable referrals of regional economic significance and amend the EMRB REF Administration Procedures to remove Step 6 (Appeals) if an application is deemed to satisfy all required criteria be referred to EMRB Administration to provide comment and brought back to the June 2020 Board Meeting.

Mayor Iveson moves a motion to defer the question of referral until after 5.8 on the Meeting Agenda. Accepted by Chair.

10 in favour. 3 opposed. Supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. Motion carried.

5.1 City of Edmonton – REF

Mayor Iveson provides opening comments for the item for consideration. Moved by Mayor Iveson. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board

(a) approve the proposed Regional Evaluation Framework (REF) and refer it to the Minister of Municipal Affairs for approval

(b) direct Administration, with support from the REF Working Group and UDI Edmonton Region, to create a procedure to allow for a proponent to make a presentation at a Board meeting where a REF decision is on an agenda, and return to the EMRB for approval; and

(c) direct Administration, with support from the REF Working Group, to update the REF Planning Toolkit to reflect the changes in the proposed REF.
Mayor Frank moves a motion to defer Item 5.1 to after Item 5.8, following the deferral of Item 5.2. Accepted by Chair.

3 in favour. 10 opposed. Not supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. Motion failed.

Mayor Iveson makes an amendment to withdraw (b) from the original motion and brought forward as part of the other motions later.

Mayor Iveson makes an amendment to add "as amended with the removal of 7.0 3(c) in the redlined REF" to the end of (a) of the original motion until it can be brought forward similar to the withdrawal of (b).

Moved by Mayor Iveson. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board

(a) approve the proposed Regional Evaluation Framework (REF) and refer it to the Minister of Municipal Affairs for approval, as amended with the removal of 7.0 3(c) in the redlined REF; and,

(c) direct Administration, with support from the REF Working Group, to update the REF Planning Toolkit to reflect the changes in the proposed REF.

12 in favour. 1 opposed. Supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. Motion carried.

5.3 Leduc County Motions – Scope

Mayor Doblanko offers to defer Item 5.3 to the June 11, 2020 Board Meeting.

Moved by Mayor Doblanko. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board defer Item 5.3 Leduc County Motion – Scope to the June 11, 2020 Board Meeting.

Motion carried unanimously.
5.4 Parkland County Motion #1 – Voting Structure

Mayor Shaigec provides opening comments for the item for consideration.

**Moved by** Mayor Shaigec. **Accepted by** Chair.

**Motion:** That the Edmonton Metropolitan Region Board (EMRB) request that the Government of Alberta amend the Edmonton Metropolitan Region Board Regulation to change its voting structure to add the requirement that members representing 15% of the region’s land mass must vote in support of a motion for it to pass. The 2/3 population and 2/3 membership double majority structure would remain in place with this additional requirement introduced to form a 2/3 - 2/3 - 15% triple majority structure.

5 in favour. 8 opposed. Not supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. **Motion failed.**

5.5 Parkland County Motion #2 – Automatic Voting Due to Absence or Abstention

Mayor Shaigec provides opening comments for the item for consideration.

**Moved by** Mayor Shaigec. **Accepted by** Chair.

**Motion:** That the EMRB request the Government of Alberta delete section 5(3) of the Edmonton Metropolitan Region Board Regulation, reading: “Subject to section 2(5), if a representative is not present for a vote of the Board, or abstains from voting, the representative is deemed to have voted in the affirmative.

4 in favour. 9 opposed. Not supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. **Motion failed.**

5.6 Parkland County Motion #3 – Meeting Minutes

Mayor Shaigec provides opening comments for the item for consideration.

**Moved by** Mayor Shaigec. **Accepted by** Chair.

**Motion:** That the Edmonton Metropolitan Region Board (EMRB) keep detailed minutes that accurately reflect the discussion and record any direction provided to EMRB Administration at all meetings including, but not limited to, Board meetings, Committee meetings, Task Force meetings, working group meetings, and workshops. Further, these minutes be circulated for information and confirmation, and that these minutes form part of the formal records for any such gatherings.

Mayor Iveson makes a friendly amendment to add “and meeting bulletins” to the original motion. **Accepted by** Chair.
Mayor Shaigec makes an amendment to add the words “that collectively” after Mayor Iveson’s addition to the motion. **Accepted by Chair.**

**Moved by Mayor Shaigec. Accepted by Chair.**

**Motion:** That the Edmonton Metropolitan Region Board (EMRB) keep detailed minutes and meeting bulletins that collectively accurately reflect the discussion and record any direction provided to EMRB Administration at all meetings including, but not limited to, Board meetings, Committee meetings, Task Force meetings, working group meetings, and workshops. Further, these minutes be circulated for information and confirmation, and that these minutes form part of the formal records for any such gatherings.

12 in favour. 1 opposed. Supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. **Motion carried.**

5 **Minute Break**

5.7 **Strathcona County Motion #1 and #2 – Appeal Mechanism**

Mayor Frank confirms Item 5.7 has been deferred to the June 11, 2020 Board Meeting as requested by Administration and agreed to by Strathcona County.

5.8 **Regional Recovery Task Force**

Mayor Heron provides opening comments for the item for consideration.

_Councillor Walters replaces Mayor Iveson at 12:05 p.m._

**Moved by Mayor Heron. Accepted by Chair.**

**Motion:** That the Edmonton Metropolitan Region Board establish a Recovery Task Force to lead and provide recommendations for an integrated multi-sector regional response to the health, social and economic crisis facing the Region.

7 in favour. 6 opposed. Not supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. **Motion failed.**

5.2 **Sturgeon County – Regional Evaluation Framework**

**Moved by Mayor Choy. Accepted by Chair.**

**Motion:** That the Edmonton Metropolitan Region Board develop a streamlined approval process option in the Regional Evaluation Framework (REF) to enable referrals of regional economic significance and amend the EMRB REF Administration Procedures to remove Step 6 (Appeals) if an application is deemed to satisfy all required criteria be referred to EMRB Administration to provide comment and brought back to the June 2020 Board Meeting.
4 in favour. 9 opposed. Not supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. **Motion failed.**

**Moved by** Mayor Hnatiw. **Accepted by** Chair.

**Motion:** That the Edmonton Metropolitan Region Board develop a streamlined approval process option in the Regional Evaluation Framework (REF) to enable referrals of regional economic significance and amend the EMRB REF Administration Procedures to remove Step 6 (Appeals) if an application is deemed to satisfy all required criteria.

4 in favour. 9 opposed. Not supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. **Motion failed.**

6. **Integrated Regional Transportation Master Plan Task Force**

6.1 **Work Plan Amendment**

*Mayor Frank left the meeting at 12:44 p.m.*

Mayor Katchur introduces the item for consideration.

Ms. Irving provides an overview of the Work Plan Amendment.

**Moved by** Mayor Katchur. **Accepted by** Chair.

**Motion:** That the Edmonton Metropolitan Region Board approve the Integrated Regional Transportation Master Plan Work Plan, as amended.

Motion carried unanimously.

7. **Metropolitan Region Servicing Plan Task Force**

*Councillor Botterill joined the meeting at 12:47 p.m.*

7.1 **Standing Committee Terms of Reference**

Mayor Ralph provides background information on the item for consideration.

Ms. Shuya presents the Standing Committee Terms of Reference.

**Moved by** Mayor Ralph. **Accepted by** Chair.

**Motion:** That the Edmonton Metropolitan Region Board approve the Standing Committee Terms of Reference.
12 in favour. 1 opposed. Supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. **Motion carried.**

Chair Abbott informs Board Members that there will be a conversation around fitting in the rest of the agenda items into an hour meeting before the June 11, 2020 Board Meeting.

11. Adjournment

**Moved by** Mayor Ralph. **Accepted by** Chair.

**Motion:** That the Edmonton Metropolitan Region Board meeting of May 14, 2020 be adjourned at 12:59 p.m.

**Motion carried unanimously.**
Audit & Finance Committee

Thursday, May 14, 2020
1:30 p.m. – 3:30 p.m.
Virtual Meeting via Zoom
Public Viewing via Youtube

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

Regrets:
Mayor John Stewart, City of Beaumont

EMRB Staff and Consultants:
Karen Wichuk, CEO
Sharon Shuya, Director, Regional Growth Planning
Charlene Chauvette, Office Manager
Ron Cook, Manager, GIS and Business Intelligence
Carol Moreno, Project Coordinator
Raquel Chauvette, Administrative Assistant
Joseana Lara, Summer Intern
Shannon Troke, King & Company Partner
1. Opening

1.1 Quorum

Quorum achieved; four of five voting members present.

1.2 Call to Order

Chair Doblanko calls the meeting to order at 1:33 p.m.

1.3 Chair Opening Remarks

Chair Doblanko notes that the Committee has a couple of annual items for consideration. Chair Doblanko notes in keeping with the Committee’s obligation under the EMRB Regulation and the terms and conditions of the Conditional Grant Agreement with Municipal Affairs, the Committee will be joined by King & Company Partner Shannon Troke in relation to the Audited Financial Statements. Chair Doblanko states the Committee will also spend some time discussing the 2019-2020 Annual Report content. Chair Doblanko concludes that CEO Wichuk will finish the afternoon with a budget and CEO update, including the status of the Corporate Risk Profile as well as the Corporate Bylaw and Policy Framework and Policy Suite Review.

2. Approval of Agenda

Motion: That the Audit & Finance Committee approve the May 14, 2020 meeting agenda.

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

3. Approval of Minutes

Motion: That the Audit & Finance Committee approve the May 14, 2020 meeting minutes.

Moved by: Councillor Brodhead
Accepted by: Chair
Decision: Carried unanimously

4. Finance

4.1 2019-2020 Audited Financial Statements

CEO Wichuk reminds Members that a Revised 2019-2020 Audited Financial Statements was circulated on May 12, 2020.

CEO Wichuk introduces Shannon Troke and thanks him for his work to date. CEO
Wichuk acknowledges and thanks Charlene Chauvette for all the hard work and collaboration with King & Company in preparing the Audited Financial Statements.

Mr. Troke provides a summary of the Audited Financial Statements and walks Members through the provided document.

**Motion:** That the Audit & Finance Committee endorse and recommend the 2019-2020 Audited Financial Statements, as prepared by King & Company to the Edmonton Metropolitan Region Board for approval.

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

Chair Doblanko suggests that EMRB Administration look at a policy related to Investments.

**Motion:** That EMRB Administration investigate an investment policy and bring it back to the Audit & Finance Committee meeting of September 10, 2020.

**Moved by:** Chair Doblanko
**Accepted by:** Chair
**Decision:** Carried unanimously

### 4.2 2019-2020 Annual Report Content

CEO Wichuk provides an overview of the development of the 2019-2020 Annual Report Content.

**Motion:** That the Audit & Finance Committee endorse and recommend the 2019-2020 Annual Report Content to the Edmonton Metropolitan Region Board for approval.

**Moved by:** Councillor Walters
**Accepted by:** Chair
**Decision:** Carried unanimously

### 5. Budget Update

CEO Wichuk provides an update on the Budget.

### 6. CEO Update

CEO Wichuk provides an update on the Corporate Risk Profile, monitoring and reporting, as well as the Corporate Bylaw and Policy Framework.

### 7. Next Meeting

- July 9, 2020, 1:30 p.m. – 3:30 p.m., EMRB Office

### 8. Adjournment
Motion: That the Audit & Finance Committee meeting of May 14, 2020 be adjourned at 2:33 p.m.
Moved by: Mayor Ralph
Accepted by: Chair
Decision: Carried unanimously

Committee Chair, Tanni Doblanko
Board Charter

**Recommended Motion:** That the Edmonton Metropolitan Region Board approve the Board Charter.

**Background**

For nearly a year, the Board of EMRB has been working to advance its governing practices through the development of a board charter.

The purpose of a board charter is to document the structure, processes, culture, and norms a board adopts in order to govern and add value in a defined way. A board charter complements a board’s constating documents and policies to formalize a comprehensive system of governance.

Different from the existing EMRB Governance Manual, the Charter (and its development) takes the approach that governance is both a technical and human process, and requires care and attention be given to the factors that help a board perform as a team committed to accomplishing a common goal.

The Charter ultimately positions the Board to focus on and enhance its role in the strategy process, and translates this intent into intentionally designed structures, roles, processes, competencies and behavioural norms.

The Charter includes the following:

- The purpose, value, and intent of a board charter, including a description of the EMRB’s unique governing context.
- Foundational governing assumptions that serve to ground the design of the EMRB governing model.
- Further interpretation of the Board’s collective and individual role and responsibilities.
- Further interpretation of the Board Chair’s role and responsibilities.
- A description of the Board’s desired relationship to the CEO.
- A description of the competencies required of the Board, in order to add value in the way described in the Charter.
- A defined set of behavioural norms and detailed interpretation.
A committee structure designed to support and enable the Board’s role in the strategy and oversight processes.

A meeting model designed to support and enable the Board to perform its role in the strategy and oversight processes.

A framework for the Board and CEO to use in carrying out the strategy process.

The development of the EMRB Board Charter was facilitated by National Growth Partners and included the following activities:

- Interviews with each Board Member, the Chair and CEO to understand individual perspectives on the current state and future requirements of the EMRB governing model.
- Four (4) facilitated governance planning sessions aimed at uncovering and reconciling individual perspectives about the EMRB governing model (current and future), helping the Board understand and apply leading governance practices, and developing consensus on the future state governing model.
- Developing and circulating a draft Board Charter for the Board’s review and input.
- Participation in follow up interviews with each Board Member to better understand individual perspectives on key topics requiring greater board alignment.
- Work with the Chair and CEO to complete the final draft Board Charter for Board approval.

Next Steps

Following Board approval, work will be required to review and align existing governance policies with the spirit and intent of the Board Charter. Work will also be required to ensure that key concepts in the Board Charter are included in the Board’s expanded orientation process.

Attachments:

1. Board Charter
Board Charter
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1. Context and Background

Careful attention to understanding the governing context of an organization and intentional translation of this context into a governing model is required for governance effectiveness. When a board shares a common understanding of the intent and rationale of its governing model, it can focus its time and attention on governing, free from distractions about ambiguous or unhelpful governing structure, roles processes and practices.

The foundations for EMRB, established in the metro mayors report *Be Ready or Be Left Behind*, emphasized the need for “collective planning, delivering and acting as one metropolitan region in certain areas”¹. The report posed a question about how municipalities in the Metro Region must change in order to work together and be ready for the future, or be left behind.

Leadership of regional thinking and regional action must begin at the highest governing level. “Achieving a globally competitive Metro Region will take bold and determined actions. It will require doing what’s right, even in the face of opposition or apathy. [It will require] leaders who recognize they have responsibilities to the broader Metro Region because the region’s success affects the success of their municipality”².

It is in this spirit that this charter has been developed. Achieving the intent and desired outcomes of regional collaboration is difficult because it requires that a board of elected officials lead a shift to a harmonized regional approach, the impact of which may not be favourable for each board member or member municipality. It requires that board members challenge long held assumptions (including their own) and apply a decision lens that may be different from that which they use in their role as Mayor.

Further, it requires that the Board operate more like a team, than a municipal council. This follows because the Region is not a municipality governed by a council, but rather an assembly of municipalities working together for the greater good of the Region, under the leadership of a board composed of elected officials. This implies a need to examine how the concept of agency³ applies to the EMRB, to apply new/different approaches to collective decision making, and to redefine how the Board adds value.

The following charter is intended to reflect the Board’s intent to operate as a strategically oriented governing body — *and as a team*. It describes the Board’s interpretation of its role, the systems and processes it will use to carry out its role, and the behavioural standard the Board will operate with. This means that as a board our rules of engagement, how our meetings are conducted and how we make decisions, are specifically designed to support the Board in performing its role. The core belief underlying

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¹ *Be Ready, or Be Left Behind*. Metro Mayors Alliance Advisory Panel Report. March 2018
² Ibid.
³ Agency refers to the relationship the board has to the Province – as its “agent” in achieving the Province’s public policy objectives related to regional collaboration and regional competitiveness. See more in section 2 of this charter.
this shift in approach to governance is an assumption that governing at the level of strategy (versus operations) is required to create transformational impact on the Edmonton Metropolitan Region.

The Unique EMRB Governing Context

One of the most significant and defining characteristics of the EMRB governance model is its representative board membership. Though this equips the Board with significant and in-depth perspectives of municipal needs and interests, it also produces the challenges as the Board forms and advances a strategy of regional collaboration.

Additional key characteristics of the EMRB’s governing context include:

- A complex and diverse stakeholder environment that necessitate a board role focused on understanding member interests and nurturing alignment across the Region.
- A reasonably broad mandate that requires both a deterministic and emergent approach to strategy.
- A complex policy agenda that creates significant expectations for the EMRB. This, combined with the lengthy time required to demonstrate results typical of a growth management process, create the need for a board focused on defining clear strategic intent for the Region, on creating broad sponsorship of the EMRB vision and strategy, and ultimately on transparent communication across the regional municipal “system”.
- Tension created by a perceived dual loyalty – the potential for conflict between municipal, regional and political interests of EMRB board members.
- A work cycle that is determined in part, by the election cycle. This creates the need for systems and approaches that produce continuity and sustainability in the governing and operating model of the organization.
- A growing appreciation that realizing the full potential of the Region (via the work of the EMRB) will require the intentional alignment of the 13 member municipalities.
- A realization that the Edmonton Metropolitan Region (i.e., the Region, not the Board) is a complex adaptive system characterized by continuous adaptation, self organization and emergence.

The Hard Work of Governing in a Complex Adaptive System

The nature of complex adaptive systems that exists to address “wicked” problems is they require approaches rooted in collective exploration, sense making and opportunity framing.

This charter is designed to support the Board in doing the “difficult” but important work of navigating, governing and leading the Region in how it addresses the “wicked problems” of regional growth and prosperity. To that end, the Board should always consider its role in taking on the hard work of co-creating, inspiring, educating, developing, collaborating, leading and trusting.
• A mandate that requires the Board to address so-called “wicked problems” – those that are complex, unpredictable, open-ended, intractable and which require the development of shared meaning about the problem and its possible solutions.

• A desire to realize a compelling regional vision as the basis for global competitiveness and regional sustainability.
2. Foundational Governing Principles

The following foundational principles form the basis for the EMRB governing model, as described in this charter:

- **The Board of the EMRB acts in a fiduciary role.** This implies a duty of care and a duty of loyalty to the aims of the EMRB. As prescribed in the Regulation, “representatives appointed under section 708.04 of the Act are expected to represent the perspectives of their respective municipality during Board deliberations, but have a duty to act in the best interests of the Board when taking actions or making decisions.”

- **The Board’s role in implementing a 30-year growth plan, necessitates a strategic, not operational focus.** This implies a governing model that equips the Board to spend 70% of its time on strategy.

- **The greatest value of a Board is in its work with management to shape key strategic decisions and manage risk.** Thought the CEO is accountable to the Board, this principle reflects the notion that strategy development is a shared process.

- **To add value, a board requires an ongoing commitment to a strategic management approach and a system of performance.** This implies that the Board will pay careful attention to the human factors that contribute to the performance of the Board as a team (role clarity, strategy/goal clarity, process clarity, clarity of norms, etc.).

- **Effective boards operate with a common understanding of roles, relationships and expectations among the participants in the governing system.** (e.g., board, management, staff, etc.). Care and attention to ensuring role clarity on an ongoing basis, and to the behavioural expectations of the “players” in the governing system (i.e., board members, CEO, executive management) is essential to ensure accountability and to drive performance.

- **Effective boards value diversity of thought in the decision-making process.** They invite rich debate, the contribution of differing perspectives and produce better strategic decisions as a result.

- **Effective boards appreciate the unique context of the organization and perspectives of key stakeholders**, and ensure that key realities are reflected in the organization’s governing and operating approach.

- **Information is the currency of good governance.** Formal and effective processes for information sharing and evidenced-based decision making are essential. Creating an environment in which comprehensive information can be shared openly is equally important. Further, all members of the Board must operate with the same set of “base information” achieved through effective committee reports, regular communication from the Chair, CEO, etc.
• **Board members execute their responsibilities by asking critical questions and through constructive dialogue.** Healthy skepticism is essential for the Board to fulfill its fiduciary obligations.

• **Boards will and must evolve.** Regular reflection is a must to ensure the Board is appropriately equipped to perform its role in an ever-evolving context. The challenges and opportunities facing the organization will change, and the approach of the Board will need to adapt. Simply put, the Board must regularly ask the question “are we adding value?” and evolve based on the Board’s collective conclusions.

• **The Board has one employee.** The Board governs and leads the organization through its sole employee, the CEO, who functions with delegated authority to lead and manage the organization.

• **Collaboration requires trust and mutual commitment among the parties.**

• **The Board speaks with one voice.** Though multiple and differing perspectives are required in the strategy and policy setting processes, once the Board had reached a decision, the Board will speak with one voice.
3. Board Role and Responsibilities

As prescribed in the Regulation, the mandate for the Edmonton Metropolitan Region Board is to:
(a) strive towards consensus regarding matters before the Board,
(b) promote the long-term sustainability of the Edmonton Metropolitan Region,
(c) ensure environmentally responsible land-use planning,
(d) ensure growth management and efficient use of land,
(e) develop policies regarding the coordination of regional infrastructure investment and service delivery,
(f) promote the economic well-being and competitiveness of the Edmonton Metropolitan Region, and
(g) develop policies outlining how the Board shall engage the public on the Growth Plan and the Servicing Plan.

In fulfilling its mandate, the Edmonton Metropolitan Region Board shall further:
(a) prepare a Growth Plan,
(b) prepare a Servicing Plan,
(c) advise and make recommendations to the Minister regarding the implementation of the Growth Plan and the Servicing Plan,
(d) facilitate the resolution of issues arising from the preparation and implementation of the Growth Plan and the Servicing Plan, and
(e) develop and implement policies for the sharing of costs for regional projects of the Edmonton Metropolitan Region.

The Board’s primary fiduciary responsibility is ensuring local municipal statutory plans are consistent the Growth Plan. This is done under the Regulation which provides the Board with the authority to evaluate and approve proposed statutory plans and statutory plan amendments by member municipalities.

Three Modes of Governing

Effective boards govern in three modes:

- The **fiduciary** mode, in which the Board exercises legal responsibilities of oversight and stewardship.
- The **strategic** mode, in which the Board makes or sponsors decisions regarding resources and strategic and corporate initiatives.
- The **generative** mode, in which the Board engages in issue/opportunity identification and contextual framing as well as deeper inquiry and exploration of potential courses of organizational action.

Governing in fiduciary mode, the Board provides organizational oversight focused on compliance with regulatory and fiduciary obligations. In the strategic mode, the Board serves as strategist, setting goals and ensuring alignment of resources to support operational execution. In the generative mode, the Board act as a sense maker, assessing current reality and anticipating future challenges.

These modes of governing are reflected in the individual member and collective Board role descriptions.
through the Regional Evaluation Framework (REF). Specified criteria and procedures for the REF are further prescribed by Ministerial Order MSL:111/17.

The Board is not limited to an advisory capacity nor policy development role. The Board is required by mandate to take an active leadership role in issues resolution (problem solving). The Board is within scope in matters of service delivery and further, the Board is responsible for the implementation component of the Growth Plan, Servicing Plan and cost shared regional projects. See Appendix 1 for additional detail.

Additional powers and duties of the Board provided by the Regulation includes authority to:

- Develop policies allowing for the participation of non-members.
- Requisition municipalities for operating and capital costs.
- Carry out any other functions and duties as the Minister directs.
- With this context, the Board performs three major roles designed to ensure regional leadership and governance excellence, as the foundation of achieving regional impact: adopting and supporting a metropolitan mindset in critical in successfully carry out the work of the Board.

**Direction Setting**
- Establish, in collaboration with the CEO, a clear mission, vision and strategy for the EMRB organization and the Region.
- Establish organizational values and guiding principles to lead and operate the EMRB organization.
- Develop clear and comprehensive policy guidance and direction to establish the boundaries within which the organization will pursue the mission and vision.
- Apply perspective, experience, judgement and wisdom in the strategic management process.
- Approve the annual operating budget, appointment of auditors, financial statements, Annual Report, appointment of auditors.

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**What Constitutes a Strategic Discussion?**

- Considering implementation capability and capacity of member municipalities as strategic choices are formed.
- Helping to make sense of a complex and evolving environment within which strategic decisions will be made.
- Applying informed judgement.
- Anticipating issues, challenges, and opportunities and helping to avoid or navigate hazards.
- Engaging in thoughtful, generative two-way discussions regarding key decisions facing the organization and the Region.
- Proceeding with a critical eye - seeking information, evidence and expertise required to make informed decisions.
- Maintaining an “independent mind”.
Chairs of Board, Committees and Task Forces, approvals within the Regional Evaluation Framework, and approve reports/deliverables from Board Committees and Task Forces.

- **System Alignment and Stakeholder Relationship Management**
  - Communicate timely and consistent message regarding EMRB objectives, activities and results to respective municipal councils and administrations.
  - Maximize confidence in the work of the EMRB through regular and ongoing two-way communications with stakeholders.
  - Work collaboratively to understand and consider the interests and perspectives of each member municipality when developing and advancing regional strategies.

- **Corporate Oversight - Monitoring and Evaluation**
  - Establish performance targets and oversee overall performance of the organization.
  - Identify, assess and monitor key risks.
  - Review and monitor implementation of the strategic plans and annual business and operating plans; provide oversight to the organization through defined CEO accountabilities.
  - Review and approve significant corporate initiatives and activities.
  - Advance the use of strategic key performance indicators (KPIs).
  - Monitor governance processes, practices and performance to ensure effectiveness and efficiency in fulfilling the Board’s role and responsibilities.
  - Ensure the Board meets its mandate as outlined in the Regulation.
4. Roles and Responsibilities of Board Members

Consistent with the Board’s emerging vision to be a highly strategic, highly engaged board, the roles and responsibilities of each board member include:

- Understand and demonstrate a high degree of personal commitment to achieving the full potential of the Region as articulated in the EMRB vision and strategy; acting as an ambassador for the Board, the Growth Plan and regional outcomes.

- Work collaboratively with fellow board members in fulfilling the Board’s obligations.

- Contribute to the strategic management process by providing thoughtful advice, guidance and judgement.

- Keep up to date with issues and trends that may affect the Region, the organization, stakeholders, and the municipal ecosystem in general.

- Attend scheduled board, committee and task force meetings as well as other special meetings such as annual strategic planning sessions, etc.

- Prepare for, attend and participate in/speaking at events, meetings and other such occasions where a formal Board presence or representation is required or is of benefit to the Region.

- Read and evaluate all Board meeting materials in advance of a Board discussion.

- Actively participate in all discussion and decisions of the Board.

- Understand and honour the distinction between the roles and functions of the corporate executive and the Board.

- Report on the activities and decisions of the Board to respective municipal councils (based on key messages).

- Maintain confidentiality.

- Act in the best interest of the Edmonton Metropolitan Region Board.
5. Role and Responsibilities of the Board Chair

Within the framework of the functions performed by the Board, the Board Chair plays a unique role. To support the overall effectiveness of the Board, the Chair operates as the “Chief Governing Officer”, to foster, inform and reinforce a culture of leadership amongst board members.

The Board Chair guides and promotes strategic discussions and ultimately, helps the board conclude its decisions and direction and helps ensure the board fulfills its governance responsibilities, and that all governing decisions made fall within the guidelines set out in the Regulation.

With an objective of ensuring board meeting efficiency and effectiveness, the Chair is responsible for the design of meeting agendas. Board meeting agendas should be structured to advance the Board’s strategic agenda.

The Board Chair serves as the conduit between the Board and the CEO and works with the CEO to assist in relations with board members and stakeholders. In working with the CEO, the Chair has the responsibility to:

- Act as the principal sounding board for the CEO, which may include assistance in reviewing strategies/documents, defining and clarifying issues, maintaining accountability and supporting relationship development.
- At the request of the CEO, provide advice and guidance regarding major issues.
- Conduct a debrief with the CEO following each board meeting to assess and evaluate the meeting and communicate any message that the Board may have requested the Chair to deliver.
- Communicate on an on-going basis with the CEO regarding issues requiring the attention of the Board, other stakeholders, etc.
- Work with the CEO to ensure corporate strategies, business and other corporate plans, performance standards, and performance results are communicated and appropriately represented to the Board.
- Facilitate the development of short- and long-term agenda and work plan for the Board.
- Develop and maintain effective relationships and communication with member municipalities and key regional stakeholders.
- Promote awareness of the Board’s mandate, goals, and outcomes of the Regulation.
6. The Board-CEO Relationship

The CEO is accountable to the Board. The Board is committed to a transparent, productive and mutually supportive relationship with the CEO through the following mutual commitments:

- **Commitment to a highly engaged relationship.** The Board expects a high level of engagement and participation from the Board and CEO. As a result, the Board expects a high degree of participation in strategic matters and that the CEO will assist the Board by preparing the Board for important strategic discussions. Effective preparation may take many forms including:
  - Thoughtful framing and introduction of strategic issues/opportunities.
  - Comprehensive research, documentation and other “pre-work” required to assist the Board in thoroughly understanding matters before the Board.
  - Consideration of the “arc” of a decision (e.g., the process of preparation, analysis, discussion, collective conclusion and collective commitment) and how this could be translated into a series of planned board discussions.

- **Commitment to “think together”**. Given the complexity of EMRB strategic decisions, the Board and CEO will operate with a structured “strategic thinking” process that appropriately prepares and equips the Board and the CEO to consider matters through rich debate and discussion.

- **Commitment to role differentiation and clarity of accountability.** The Board is committed to using the competencies of the Board and CEO, within clearly defined roles and responsibilities.
7. Competency Model

The purpose of the board competency model is to ensure a board possesses the knowledge, skills and abilities necessary to perform its fiduciary, strategic and generative roles. Gaps in a board’s collective competencies can be addressed through education and development or where necessary through the addition of contracted expertise.

The Board requires the following collective competencies:

- Strategic and critical thinking
- Ability to form a compelling vision
- Ability to drive growth and change; even in ambiguous circumstances
- Relationship development and maintenance
- Board governance experience/expertise
- Financial and business acumen
8. Culture and Behavioural Norms of the Board

The Board acknowledges the link between board culture and behaviours and the performance of the governing system. The following “principles of relationships” guide the interactions of board members of the EMRB:

- **Listen Generously.** This means learning to listen for the contributions and commitment of the other person and suspending assessments, judgements and opinions. This does not mean we agree or disagree with what is being said, but we are committed to the legitimacy and value of diverse views and perspectives.

- **Straight Talk.** This means speaking honestly and respectfully in a way which forwards the action as opposed to reacting to or attacking what is being said. This includes learning to make clear and direct requests.

- **Be For One Another.** This means believing in and committing ourselves to the premise that we are all in this together and that no one view can win at the expense of another. This is the basis for trust and for making it safe to take risks without fear of censure or being undermined by one another’s colleagues.

- **Honour One Another’s Commitments.** This means respecting one another’s commitments, including one’s own.

- **Appreciate and Acknowledge One Another.** This means that each member of the Board commits to continuously acknowledge and appreciate the contributions of others and the team itself, even when things do not work out. It also means requesting and receiving acknowledgement from others.

- **Be Concerned for Inclusion.** This means asking the question, “Who else should be included or has a stake in this matter?”. No board member interests should be left behind.

- **Be Concerned for Alignment.** This means participating in every conversation with a commitment to build alignment. Alignment does not mean universal agreement; rather it means that everyone is either “committed to” or “able to support” the commitments of others. No one is against the direction we are moving. We speak with one voice.

In this context, the Board operates with the following behavioural norms:

- Board members stay focused on the issue being debated and come to meetings prepared.

- Board members have equal and timely access to relevant information, will keep the Board fully informed, and will provide early information Board regarding emerging issues and concerns.

- All Board members are acknowledged, valued and utilized for their knowledge, skills and experience.
• Board members listen actively, respect diverse points of view and look for win-win solutions where possible.

• Board members maintain a close working relationship with the Chair, the CEO and other board members and treat all board members equally and respectfully.

• Board members view constructive disagreement and discussion as positive and necessary, strive for consensus and seek to avoid dysfunctional confrontation and conflict.

• Board members respect the leadership role and delegated responsibilities of the Chair and avoid circumventing established channels of communication.

• Board members will deal with conflicts in a timely and issues focused manner.

• In order for the Chair and CEO to sequence, prepare for and lead/facilitate board discussions in an effective way, board members will notify the Chair of emerging or potential agenda/discussion topics as they emerge. This approach supports information symmetry across the Board and ensures a “no surprises” environment. Note: Notice of motion is addressed in the Board’s governing policies.

• The Board speaks with one voice.
9. The Board’s Strategy Framework

The Board is committed to performing its strategic planning and policy development roles and responsibilities. The following model differentiates the roles and expectations of the Board and CEO/Corporate Executive Management.

<table>
<thead>
<tr>
<th>Task</th>
<th>Board Role</th>
<th>CEO/Corporate Executive Management Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Thinking</td>
<td>• Contribute diverse perspective and experience.</td>
<td>• Initiate the strategic thinking process.</td>
</tr>
<tr>
<td></td>
<td>• Test the consistency of management’s thinking.</td>
<td>• Set the agenda – develop the structure and detail of the questions and issues; Consult with CAOs to understand issues and opportunities</td>
</tr>
<tr>
<td></td>
<td>• Collaborate with management.</td>
<td>• Actively participate with the board in discussions.</td>
</tr>
<tr>
<td>Strategic Decision Making</td>
<td>• Critically review and assess management decision making.</td>
<td>• Make critical decisions in the realm of executive authority.</td>
</tr>
<tr>
<td></td>
<td>• Provide review and approval of major decisions.</td>
<td>• Develop proposals for the Board regarding critical directional decisions, major resource allocation and recommended policy.</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>• Review core strategic plans and policies recommended by management.</td>
<td>• Develop plans and policies.</td>
</tr>
<tr>
<td></td>
<td>• Assess plans and policies for potential risks and impacts.</td>
<td>• Review plans and policies to ensure consistency with strategic and corporate objectives.</td>
</tr>
<tr>
<td></td>
<td>• Approve plans and policies</td>
<td>• Recommend and present plans and policies to the Board for review.</td>
</tr>
<tr>
<td>Strategic Implementation</td>
<td>• Review the implementation of key initiatives vis a vis established milestones, objectives and key performance indicators</td>
<td>• Ensure resources and leadership required for implementation are in place.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Monitor progress of implementation.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Adapt implementation as may be necessary to achieve intended outcomes.</td>
</tr>
</tbody>
</table>
10. Committee Model

Board committees will operate with the following principles:

- **Board committees exist to conduct the work of the Board.** Board committees are established to help the Board in fulfilling its responsibilities to provide governance and oversight of the organization. As such, all activities of the committees are under the purview of the Board.

- **Task forces carry out specific, time limited or non-recurring tasks.** Task forces will be used to engage Board members in strategy and policy work (i.e., not operational) and will be further supported by subject matter experts, as warranted, to fulfill their respective terms of reference.

- **The CEO assigns EMRB personnel to support board committees/task forces.** EMRB personnel are not members of board committees and therefore are not entitled to vote. The role of EMRB personnel on a board committee is to provide data, information and perspective to the committee.

- **Board committees and task forces have no authority to direct management or administration unless specifically authorized and directed by the Board.**

- **Board committees and task forces do not have authority to alter policies of the Board.** Policy decisions are the responsibility of the Board and will be guided by a Corporate Policy Framework (currently in development).

- **Board committees and task forces do not speak, act or make decisions for the Board, unless formally authorized by the Board for a specific and time-limited purpose.**

- **Board committees and task forces operate with a terms of reference and annual work plan outlining and defining the committee/task force mandate, accountability, roles and responsibilities, operating protocols and key deliverables.** Committee/task force terms of reference and work plans require review and approval of the Board to ensure alignment.

- **Board members are assigned to participate in at least one committee or task force.**
The Board operates with a simple structure including a Governance and HR Committee and Audit and Finance Committee. Appendix 2 and 3 contain the terms of reference for each committee.

<table>
<thead>
<tr>
<th>Committee</th>
<th>Brief Role Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance &amp; HR Committee</td>
<td>The Governance &amp; HR Committee oversees the effectiveness of the governance system including the role of the Board in managing and overseeing of the CEO. Further, the Committee provides advice and support to the Board regarding all matters related to governance of the organization and ensures governance practices and processes add value to the EMRB.</td>
</tr>
<tr>
<td>Audit &amp; Finance Committee</td>
<td>The Audit &amp; Finance Committee provides strategic leadership and advice to the Board regarding responsibilities related to financial management, risk management, internal controls, financial policies and procedures, and, organizational reporting.</td>
</tr>
<tr>
<td>Metropolitan Region Servicing Plan</td>
<td>The Edmonton Metropolitan Region Servicing Committee provides strategic leadership, advice and direction for the implementation and integration of the inaugural MRSP outcomes with the Edmonton Metropolitan Region Growth Plan (the “Growth Plan”) based on the work of the regional Collaboratives. The initial four regional Collaboratives include solid waste, stormwater, fire/EMS, and emergency management.</td>
</tr>
</tbody>
</table>
11. Meeting Model, Processes and Practices

The intent of this meeting model is to allow for more substantive strategic discussion enabled by 1) effective preparation 2) somewhat “relaxed” limits on debate/discussion and 3) the elimination of the urgency to conclude with a vote.

Generally speaking, the Board will meet 10 times per year. This will include: board meetings, strategy/governance sessions and an annual retreat. Meetings of the Board are established/scheduled annually, in the context of the Board’s strategic agenda.

- Five board meetings, scheduled on a rolling 4-year calendar
  - Board meetings are focused on performing the Board’s decision-making and oversight role.
  - Efficiency in these board meetings is enabled by the effective use of a consent agenda and a disciplined agenda-setting process.
- Four to six strategy and/or governance sessions, scheduled on a rolling 4-year calendar
  - The intent would be to focus on 1-2 major strategic topics per meeting for the purpose of testing and developing the Board and CEO’s perspective on a given issue or opportunity including but not limited to:
    - The Board’s changing strategy and governing context.
    - Emerging issues/opportunities/shifts in the strategic and operating environment (a strategic environmental scan).
    - “Strategic thinking” about the future direction and priorities for the organization (i.e., forming and advancing the Board and CEO’s strategic intent).
    - The Board’s performance over the past 12 months.
    - The Board’s governance agenda (where and how the Board’s governing practices, processes and outcomes may be improved).
    - Implications for committee work plans and board agenda.
- Per the Board calendar, board meetings and strategy/governance sessions would occur in alternating months. These meetings are considered to be “board meetings” per policy and hence, are open to the public.
- In all cases, changes to meeting dates must be by way of a vote in which 75% of the Board approves the change.
- Consistent with team development practices, an annual “retreat” should be designed to include a social element intended to foster team-based board relationships.
The following standing agendas are used as the basis for meeting agenda design and is intended to support the Board in performing its strategic role.

### Standing Strategy/Governance Session Agenda

<table>
<thead>
<tr>
<th>Standing Agenda Item</th>
<th>Intent</th>
</tr>
</thead>
</table>
| Call to Order and Welcome Confidentiality and Conflict of Interest Reminder; Other Board Protocol Matters | - Remind the Board of their fiduciary obligation to the EMRB  
- Set the tone for the meeting                                                      |
| Agenda Overview (Chair)                                                             | - Set the context for the meeting  
- Ground the Board in the expected outcomes of the meeting; focus on outcomes, not activity |
| Board Education Item (may not be included in every board meeting)                    | - Advance the Board’s collective competency in a specific area, consistent with a board development plan  
- May also include a visit from another Canadian/international region               |
| Emerging Factors in the Strategic Environment (may not be included in every board meeting) | - Share important information about significant shifts or changes emerging in the strategic environment  
- This item is intended to fulfill the need to continuous e-scanning                 |
| Strategic or Policy Matters that require Board Discussion and Perspective           | - Engage the Board in a thinking and/or deciding process  
- Focus on framing decisions, testing management/committee recommendations and assessing implications  
- Pose generative questions for discussion and debate                                |
| Board Check In/Meeting Evaluation                                                    | - Assess the effectiveness of the meeting and the Board’s contributions  
- See meeting assessment tool in Appendix 5                                          |
| Review of Action Items                                                              | - Ensure next steps and timelines are clear                               |
| Date of the next meeting                                                             |                                                                        |
| Summary of actions/activities assigned                                               |                                                                        |
| Recap of work assigned to Committees and Related Work                                |                                                                        |
| Adjournment                                                                          | - Ending on time indicates respect for one’s time                       |
# Standing Board Meeting Agenda

<table>
<thead>
<tr>
<th>Standing Agenda Item</th>
<th>Intent</th>
</tr>
</thead>
</table>
| Call to Order and Welcome                                                          | • Remind the Board of their fiduciary obligation to the EMRB  
• Set the tone for the meeting                                                   |
| Confidentiality and Conflict of Interest Reminder; Other Board Protocol Matters      |                                                                                                                                       |
| Consent Agenda Items                                                                | • Efficiently approve items that do not require discussion/debate                                                                     |
| • Minutes from previous meeting, Information materials, Committee and Task Force Reports, CEO Report on Operational Matters, Financial Statements |                                                                                                                                       |
| Strategic or Policy Matters that require Board Direction or Decision                | • Focus on finalizing board decisions through the final stage of discussion  
• This should be the focus of board meetings  
• Ideally, 1-3 major topics only                                                   |
| Member updates                                                                       | Sharing information and events                                                                                                         |
| Review of Action Items                                                              | • Ensure next steps and timelines are clear                                                                                           |
| • Date of the next meeting                                                          |                                                                                                                                       |
| • Summary of actions/activities assigned                                            |                                                                                                                                       |
| Recap of work assigned to Committees and Related Work                               |                                                                                                                                       |
| In-Camera Session                                                                  | • Address confidential matters                                                                                                         |
| Adjournment                                                                         | • Ending on time indicates respect for one’s time                                                                                      |
Appendix 1: Overview of EMRB Regulation and Board Authorities

Summary

In order to achieve process efficiencies, cost savings to ratepayers and to maximize benefits to the Region through the implementation of the growth plan, servicing plan and approval of statutory plans, the Edmonton Metropolitan Region Board Regulation 189/2017 provides broad discretion and enabling authority to the Board to:

- establish policy direction;
- facilitate issues resolution; and,
- implement initiatives that will serve to integrate and coordinate:
  - municipal planning;
  - municipal services;
  - municipal service delivery; or,
  - any other matter relating to the physical, social or economic development of the Edmonton Metropolitan Region.

Background

In accordance with the Municipal Government Act (MGA) 708.02(1.1), the Lieutenant Governor in Council must by regulation establish a growth management Board for both the Edmonton Region and the Calgary Region and determine the membership of those boards.

The MGA requires the Regulation to, amongst other things:

- specify the name of the growth management board;
- designate the member municipalities;
- designate the lands included in the growth region;
- require the preparation of a growth plan and specify related matters, and;
- specify regional services and the funding of those services.

The MGA also provides that the Regulation may deal with the powers, duties and functions of the growth management board and of the representatives on the board.

The Edmonton Metropolitan Region Board Regulation was therefore enacted by Order in Council on October 26, 2017 and filed under the regulations Act as Alberta Regulation 189/2017.
EMRB Regulation – Mandate of the Board

The matters to be addressed and activities to be undertaken in fulfilling the mandate of the Board are not discretionary. The Regulation specifically directs that the Board shall carry out certain specified actions including:

- Strive for consensus.
- Promote long term sustainability.
- Ensure land-use planning that is efficient and environmentally responsible.
- Develop policies regarding the coordination of regional infrastructure investment and service delivery.
- Promote economic well-being and competitiveness.
- Engage the public.

The regulation also specifies that the Board shall further:

- Prepare a Growth Plan and a Servicing Plan and advise and make recommendations to the Minister regarding their implementation and facilitate the resolution of issues which may arise.
- Develop and implement policies for the sharing of costs for regional projects in the Region.

As demonstrated in the above non-discretionary requirements, the Board is not limited to an advisory capacity nor policy development role. The Board is required by mandate to take an active leadership role in facilitating issues resolution (problem solving). The Board is within scope in matters of the delivery of services approved by the Board and further, the Board is responsible for matters regarding the implementation of the Growth Plan, Servicing Plan and cost-shared regional projects.

Additional powers and duties of the Board provided by the Regulation includes authority to:

- Develop policies allowing for the participation of non-members;
- Requisition municipalities for operating and capital costs;
- Carry out any other functions and duties as the Minister directs.

EMRB Regulation – Objectives and Contents of the Growth Plan

The objectives of the Growth Plan as specified under the Regulation serve to emphasize a strategic, integrated and coordinated regional approach amongst member municipalities that will best serve to address both efficient and cost-effective growth and development and maximize benefits to the Region.

The Regulation further outlines the contents of the Growth Plan must contain a comprehensive, integrated regional land-use plan for the Region that includes:
- Population and employment projections.
- Identification of growth areas, land supply, agricultural lands, density, infrastructure, and multiple specific corridors.
- Policies regarding coordinated planning for corridors, environmentally sensitive areas, infrastructure development, new settlement areas, intensification of existing settlement areas, and conservation of agricultural land.
- Specific actions to be taken by the municipalities to implement the Growth Plan.

In addition, the Regulation provides broad authority for the Board in the preparation of the Growth Plan to have regard to any matter relating to the physical, social or economic development of the Edmonton Metropolitan Region.

**EMRB Regulation – Objectives and Contents of the Metropolitan Region Servicing Plan (MRSP)**

The Regulation requires that the Board shall develop a Servicing Plan within 2 years from the coming into force of the regulation in October of 2017.

The objectives of the MRSP require the identification of services necessary to support the goals of the Growth Plan and support the optimization of shared services and coordinated decisions regarding services among member municipalities to optimize ratepayer dollars.

The servicing plan must list the servicing required to support the development outlined in the Growth Plan and outline how each service to be provided on an intermunicipal basis will be intermunicipally delivered, funded and a time frame for implementation of services on an intermunicipal basis.

While the Regulation provides a list of those services that may be included, if such services are in fact required to support the development outlined in the Growth Plan they must be included and addressed. Further, the Regulation permits the Board to identify any other service which may benefit residents in more than one of the municipalities that are parties to the Servicing Plan.

**EMRB Regulation – Objectives and Contents of the Regional Evaluation Framework (REF)**

The Regulation requires that the Board prepare a Regional Evaluation Framework including:

- Criteria to determine when a statutory plan must be submitted for approval;
- Procedures for submission;
- Criteria and procedures for the objective evaluation and approval of statutory plans.
## Appendix 2: Governance and Human Resource Committee Terms of Reference

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
</tr>
</tbody>
</table>
| **Overview** | The Committee is appointed by the Edmonton Metropolitan Region Board (the “Board”). The Committee approves, monitors, evaluates, advises and makes recommendations, in accordance with these Terms of Reference and as specified in the Board Charter, on matters with respect to:  
- corporate and board policy (human resources and non-financial),  
- Board Chair performance,  
- CEO performance and compensation,  
- board evaluation,  
- board development, and  
- other duties the Board may delegate from time to time. |
| **Accountability to the Board** | The Committee has no authority to direct Management or commit the Board, unless specifically authorized by the Board through the Committee Terms of Reference. The Committee will report to the Board following each meeting by distributing minutes of its meetings to the Board. When a board meeting closely follows a Committee meeting, the Committee Chair will provide a verbal report to the Board and the minutes will be circulated at the next Board meeting. |
| **Membership** | The Committee shall be composed of 6-8 appointed members of the Board consisting of:  
- the Board Chair (non-voting),  
- the Vice Chair,  
- 5-7 additional board members, and  
- the CEO (ex-officio, non-voting). |
Given the role and responsibilities of the independent Chair in the EMRB governing model, the Chair of the Committee is the Board Chair. The Vice Chair is elected by the Committee at its first meeting.

Committee members will be appointed by the Board at the first organizational meeting of the Board following a municipal election.

The Board may choose to replace up to one half of the committee members every two years.

Alternates for each appointed member municipality shall be identified.

<table>
<thead>
<tr>
<th>Quorum</th>
<th>A majority of appointed committee members (50 per cent plus one) shall constitute a quorum, represented in person or by telephone or other telecommunications device that permits participation.</th>
</tr>
</thead>
</table>
| Sub-committees | • When deemed necessary and subject to budget, the Committee may form a sub-committee to deal with a specific issue or deliverables within the Committee’s mandate.  
• The composition of the sub-committee and a description of the assignment shall be defined in a terms of reference.  
• Sub-committees must have at least one committee member to act as Chair of the sub-committee with the remaining members consisting of elected or non-elected representatives or a combination of both.  
• Consideration should be given to the size of a sub-committee to ensure its effectiveness and that sub-committee members possess the desired skills, core competencies, and experience to contribute to the particular assignment.  
• The Committee is accountable to the Board for the work of any sub-committee. |
| Voting          | Each committee member will have one vote. The Committee will work towards consensus. In the event of a tie, the motion is defeated. |
| Meetings        | • The Committee meets six (6) times per year in the first year and thereafter may meet more or less frequently in the execution of its duties and responsibilities.  
• Additional meetings outside of its normal schedule may be called to address specific items and are at the call of the Chair. Reasonable notice shall be provided, preferably seven (7) days’ notice by email.  
• The schedule of meetings shall be determined based on the timelines and outputs (or deliverables) of the Committee.  
• Meetings are open to the public and are subject to FOIP. |
<table>
<thead>
<tr>
<th>Duties and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subject to the powers and duties of the Board, the Governance and HR Committee will be responsible to perform the following duties:</td>
</tr>
<tr>
<td>i. CEO Evaluation and Succession Planning</td>
</tr>
<tr>
<td>a. Review and recommend the process to evaluate the CEO’s performance</td>
</tr>
<tr>
<td>b. Succession Planning for the CEO</td>
</tr>
<tr>
<td>ii. Board Performance Review/Evaluation and Development</td>
</tr>
<tr>
<td>a. Recommend a process to assess the effectiveness of the Board in achieving its mandate and specific goals</td>
</tr>
<tr>
<td>b. Develop and recommend a multi-year board development plan and process</td>
</tr>
<tr>
<td>iii. Human Resources Policies</td>
</tr>
<tr>
<td>a. Develop or ensure appropriate human resources policies, such as hiring policies, training and development policies and compensation structures are in place</td>
</tr>
<tr>
<td>iv. Legal and Regulatory Compliance</td>
</tr>
<tr>
<td>a. Annually review Management’s assessment of compliance with laws, regulations, disclosure requirements and leading practice, as they relate to the responsibilities outlined in these Terms of Reference</td>
</tr>
</tbody>
</table>
### Appendix 3: Audit and Finance Committee Terms of Reference

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
</tr>
</tbody>
</table>
| **Overview** | The Committee is appointed by the Edmonton Metropolitan Region Board (the “Board”). 

The Committee monitors, evaluates, advises and makes recommendations, in accordance with these Terms of Reference and as specified in the Board Charter, on matters with respect to:
- the Annual Report,
- the annual budget,
- the external audit,
- risk management,
- financial reporting,
- audit and financial policies and practices, and
- other duties the Board may delegate from time to time. |
| **Accountability to the Board** | The Committee has no authority to direct Management or commit the Board unless specifically authorized by the Board through the Committee Terms of Reference. 

The Committee will report to the Board following each meeting by distributing minutes of its meetings to the Board. When a board meeting closely follows a committee meeting, the Committee Chair will provide a verbal report to the Board and the minutes will be circulated at the next board meeting. |
| **Membership** | The Committee shall be composed of a 6-8 appointed members of the Board, consisting of:
- 5-7 additional board members,
- the Board Chair (ex-officio, non-voting), and
- the CEO (ex-officio, non-voting). 

Committee members should be financially literate; with at least one member having accounting or related financial experience. “Financially literate” means the ability to read and understand financial statements of the complexity normally
presented by the Board and “accounting or related experience” means the ability to analyze and interpret a full set of financial statements, including notes.

If this requirement does not exist within the Board, the Board shall provide financial literacy training for all members of this committee, and all members are required to take the training. The Board may also choose to supplement this committee with professional accounting and finance experience obtained through a third party to provide oversight and advice to the Committee.

The Chair of the Committee shall be confirmed by the Board with the Vice Chair elected by the Committee at its first meeting.

Committee members will be appointed by the Board at the first organizational meeting of the Board following a municipal election.

The Board Chair is an ex-officio, non-voting member of this committee, and does not count for quorum.

The Board may choose to replace up to one half of the Committee members every two years.

Alternates for each appointed member municipality shall be identified.

| Quorum | A majority of appointed committee members (50 per cent plus one) shall constitute quorum, represented in person or by telephone or other telecommunications device that permits participation. |
| Sub-committees | • When deemed necessary and subject to budget, the Committee may form a sub-committee to deal with a specific issue or deliverables within the Committee’s mandate.  
• The composition of the sub-committee and a description of the assignment shall be defined in a Terms of Reference.  
• Sub-committees must have at least one committee member to act as Chair of the sub-committee with the remaining members consisting of elected or non-elected representatives or a combination of both.  
• Consideration should be given to the size of sub-committee to ensure its effectiveness and that sub-committee members possess the desired skills, core competencies and experience to contribute to the particular assignment.  
• The Committee is accountable to the Board for work of any sub-committee. |
| Voting | Each committee member will have one vote. The Committee will work towards consensus, as much as possible. In the event of a tie, the motion is defeated. |
### Meetings
- The Committee meets four (4) times per year and may meet more frequently in the execution of its duties and responsibilities.
- Additional meetings outside of its normal schedule may be called to address specific items and are at the call of the Chair of the Committee. Reasonable notice shall be provided, preferably seven (7) days’ notice by email.
- The schedule of meetings shall be determined based on the timelines and outputs (or deliverables) of the Committee.
- Meetings are open to the public, and subject to FOIP.

### Duties and Responsibilities
Subject to the powers and duties of the Board, the Audit and Finance Committee will be responsible to perform the following duties:

<table>
<thead>
<tr>
<th>i. Annual Budget</th>
<th>a. Recommend the remuneration of the Board Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>b. Recommend the requisition of funds, if needed</td>
</tr>
<tr>
<td></td>
<td>c. Recommend the annual budget</td>
</tr>
<tr>
<td></td>
<td>d. Recommend board remuneration</td>
</tr>
<tr>
<td>ii. External Audit</td>
<td>a. Review and recommend the appointment of external auditors and fees</td>
</tr>
<tr>
<td></td>
<td>b. Act as the Board’s liaison with external auditors</td>
</tr>
<tr>
<td></td>
<td>c. Review the performance of the external auditors</td>
</tr>
<tr>
<td>iii. Risk Management</td>
<td>a. Review and recommend to the Board risk management policies and practices including appropriate directors and officers liability insurance and other insurance requirements</td>
</tr>
<tr>
<td>iv. Financial Reporting</td>
<td>a. Review and recommend to the Board, the annual audited and unaudited financial statements</td>
</tr>
<tr>
<td></td>
<td>b. Review and approve quarterly financial statements</td>
</tr>
<tr>
<td></td>
<td>c. Review and recommend to the Board, the financial content of the Annual Report</td>
</tr>
<tr>
<td></td>
<td>d. Monitor the financial reporting to the Board and recommend changes, as required</td>
</tr>
<tr>
<td></td>
<td>b. Review and recommend financial practices</td>
</tr>
<tr>
<td></td>
<td>c. Review and recommend investment policies</td>
</tr>
<tr>
<td></td>
<td>d. Review such matters that the Committee or the Board deems advisable or timely</td>
</tr>
<tr>
<td>vi. Statutory Obligations</td>
<td></td>
</tr>
</tbody>
</table>
a. The Audit and Finance Committee shall ensure that the Edmonton Metropolitan Region Board meets its statutory obligations and conducts its affairs in accordance with legal and regulatory requirements.

vii. Policy Review

a. The Committee has the responsibility to review board policies at least every four (4) years, and more frequently if necessary (e.g., based on legislative or regulatory changes or the development of governance best practices).
Appendix 4: Metropolitan Region Servicing Plan
Standing Committee Terms of Reference

BACKGROUND

On December 12, 2019, the Edmonton Metropolitan Region Board (EMRB) approved the inaugural EMRB Metropolitan Region Servicing Plan Report followed by the approval to stand up an MRSP Standing Committee, on February 13, 2020.

In the development of the Metropolitan Region Servicing Plan (MRSP), the need for specific oversight was identified by the MRSP Task Force to ensure the implementation of the MRSP proceeded in a timely manner and served to meet the intended objectives of a servicing plan, as specified by the Edmonton Metropolitan Region Board Regulation.

PURPOSE

To provide a term of reference to define the scope and authorities of a MRSP Standing Committee, to oversee the implementation and ongoing evolution of the regional servicing plan consistent with the plan objectives.

DESCRIPTION

The Edmonton Metropolitan Region Servicing Committee (the “Committee”) provides strategic leadership, advice and direction for the implementation and integration of the inaugural MRSP outcomes with the Edmonton Metropolitan Region Growth Plan (the “Growth Plan”) based on the work of the regional Collaboratives. The initial four regional Collaboratives include solid waste, stormwater, fire/EMS, and emergency management.

The Committee reviews and recommends approval of projects for funding identified by the Regional Collaboratives to support or enable their work in accordance with approved workplans. The Committee is responsible for alignment of the priorities of the regional Collaboratives with those of the Board and regional Growth Plan.

The Committee will ensure the standing up of the four Collaboratives occurs in a staged manner throughout 2020, starting with solid waste. The Committee maintains knowledge of the progress and direction of the service areas currently identified as outside of the MRSP in order to understand alignment with the objectives of the Growth Plan.
OUTCOMES

Based on the MRSP guiding principles the intended outcomes of the Committee are to:

• Provide ongoing leadership and advice to the Board, to include:
  o Approval of workplans of the regional Collaboratives.
  o Report on progress and performance of the Collaboratives.
  o Monitor development, opportunities, and challenges for all service areas.
  o Monitor risks and mitigation strategies arising from implementation.
  o Prioritize and recommend projects requiring Board resources (e.g., budget for SME expertise to complete studies, research and data) for Board approval to advance the goals and objectives of the regional Collaboratives.
  o Recommend strategic initiatives for participation in by member municipalities as identified by the regional Collaboratives. Member municipalities will have the option to opt in or out of any strategic initiative brought forward to the Board.
  o Oversight for the alignment, integration, and implementation of strategic initiatives of the MRSP with the Growth Plan.

TERMS OF REFERENCE

1. AUTHORITY
   The Committee shall be established by the Board and is considered an advisory body to the Board and therefore must, by a passed motion, provide recommendation(s) to the Board for decision.

2. AMENDMENTS TO THE TERMS OF REFERENCE
   At any time, the Committee may consider changes to these Terms of Reference and recommend the proposed changes to the Board for review and approval.

3. MEMBERSHIP
   The membership of the Committee shall be comprised of elected municipal representation from the member municipalities, or designated alternates. The membership may include five members to include a representative from one city, one town, two counties, the City of Edmonton, and may be supplemented by subject matter expertise, as required.

4. TERM
   The term of the Committee will be determined by the Board. The Board may elect to have alternating periods for members of the Committee. Members should be prepared to serve for a minimum of two years. New appointments may be made following a municipal election.

5. APPOINTMENT AND TERM OF THE CHAIR AND VICE CHAIR
The Board will appoint a Chair and Vice Chair. The Chair and Vice Chair must be appointed members of the Board.

6. **EX-OFFICIO**
   The Board Chair and Chief Executive Officer, any representative from the province, subject matter experts are non-voting ex-officio members of the Committee.

7. **DECISION MAKING**
   a. Decisions, recommendations, and actions determined by the Committee will be driven by the desired outcome to do what is in the best interest of the Edmonton Metropolitan Region.
   b. Only elected officials are designated as voting members of the Committee. Each member will have one vote.
   c. All motions must be moved by a voting member. Motions require a simple majority of members in attendance to support and pass a motion (50 percent plus one).

8. **QUORUM**
   Quorum is defined as 50 percent plus one of the membership.

9. **DISPUTE RESOLUTION**
   The Committee Chair is accountable for ensuring effective and collaborative committee operations and decision making. Where the Chair’s efforts are unable to resolve a dispute, the matter will be brought to the Board for discussion and resolution.

10. **SUPPORT/RESOURCES**
    The Committee will be supported by the Chief Executive Officer, and an assigned staff member from Board Administration, and/or consultant resources, as required.

11. **COMMUNICATIONS**
    The Chief Executive Officer will act as the single point of contact for all communications requests for the Committee and will determine the appropriate level of response required in consultation with the Committee Chair.

12. **MEETING FREQUENCY**
    At the first meeting of the Committee, a schedule of meetings will be established and approved by the Committee.

    The frequency of the meetings will be determined and established to align with the workplan for the Committee. Where warranted, the Committee Chair may call a meeting outside of the approved schedule.

13. **MEETING AGENDAS AND MINUTES**
a. All meeting agendas, minutes, reports, briefings and supporting materials will be provided in an electronic format.
b. In general, meeting agendas and pre-read materials will be provided at least one week in advance of a scheduled meeting.
c. The Committee will include its meeting minutes with the next Board meeting agenda package.

14. STATUS OF MEETINGS
   a. Committee meetings are open to the public including all members of the Board (elected officials and their alternates), administrative representatives from all Board member municipalities and members of the public. The Committee may invite individuals from the province, industry, the public or other Board, Committee, to participate in specific agenda items. Matters emerging and voted on by the Committee will become a matter of public record.
   b. Section 602.08 (1) of the Municipal Government Act (MGA) states that a committee may close all or part of its meetings to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the Freedom of Information and Protection of Privacy Act.
   c. All members (elected and administrative) attending the in-camera session shall respect the confidentiality of the in-camera items.

15. REPORTING
   The Committee reports to the Board, and provides regular updates, advice and recommendations on the progress of workplans, and projects for the regional Collaboratives. Provides recommendations to resolve existing issues, and additional service areas and progress as it relates to its mandate and expected outcomes of implementation of the MRSP in support of the Growth Plan.
Appendix 5: Meeting Assessment Tool

NOTE: The following sample tool will need to be further customized to meet the needs of the EMRB Board.

<table>
<thead>
<tr>
<th>Element of Meeting Effectiveness</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adherence to Agenda Topics and Timeframes</td>
<td>1</td>
</tr>
<tr>
<td>Communication Process</td>
<td>1</td>
</tr>
<tr>
<td>Meeting Participation</td>
<td>1</td>
</tr>
<tr>
<td>Meeting Preparation</td>
<td>1</td>
</tr>
<tr>
<td>Discussion Effectiveness</td>
<td>1</td>
</tr>
<tr>
<td>Overall Assessment</td>
<td>1</td>
</tr>
</tbody>
</table>
2019-2020 Audited Financial Statements

**Recommended Motion:** That the Edmonton Metropolitan Region Board approve the 2019-2020 Audited Financial Statements, as prepared by King & Company.

**Background**

Section 708.09(1) of the *Municipal Government Act* requires the Board to submit an annual report on activities in the preceding year, including audited financial statements, to the Minister of Municipal Affairs. King & Company Partner, Shannon Troke, CPA, CA, conducted the audit and will present the audit findings to the Audit & Finance Committee.

Through a Conditional Grant Agreement (CGA) under the Strategic Initiatives Component of the Alberta Community Partnership program, Municipal Affairs provided the Edmonton Metropolitan Region Board with one-time conditional grant in the amount of $2 million for the period from April 1, 2019 to March 31, 2020.

- A Grant extension from the 2018/19 Strategic Initiatives of $1,031,083 was approved November 28, 2019.
- Terms of the CGA - Item 2(i) requires EMRB submit a Final Statement of Funding and Expenditures to the satisfaction of the Minister.

Of note in the Audited Financial Statements:

- There is a surplus of **$2,836,234.** comprised of an unrestricted accumulated surplus of Membership Contributions.

- As referenced at the March 12, 2020, A&F Committee Meeting, EMRB Administration advised of the *anticipated carry forward* of $2,633,824.23; however, the actual carry forward is **$2,836,234.**

- As was outlined in the 2019/20 three-year budget document passed by the Board at the April 2019, Board Meeting, the anticipated carry forward is forecast and budgeted to be expended in the 2019/20 and 2020/21 budgets.

**Attachments**

1. 2019-2020 Draft Audited Financial Statements
2. 2019-2020 Audit Planning Letter
3. 2019-2020 Audit Findings Letter
INDEPENDENT AUDITOR'S REPORT

FINANCIAL STATEMENTS

Statement of Financial Position
Statement of Operations and Accumulated Surplus
Statement of Changes in Net Financial Assets
Statement of Cash Flows
Notes to Financial Statements
INDEPENDENT AUDITOR'S REPORT

To the Members of Edmonton Metropolitan Region Board

Opinion

We have audited the financial statements of Edmonton Metropolitan Region Board (the Board), which comprise the statement of financial position as at March 31, 2020, and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Board as at March 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Board in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation 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.

In preparing the financial statements, management is responsible for assessing the Board's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Board or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Board's financial reporting process.

(continues)
Independent Auditor’s Report to the Members of Edmonton Metropolitan Region Board  (continued)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Board’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Board to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Edmonton, AB
June 11, 2020

CHARTERED ACCOUNTANTS
EDMONTON METROPOLITAN REGION BOARD

Statement of Financial Position

As at March 31, 2020

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FINANCIAL ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash (Note 2)</td>
<td>$3,001,610</td>
<td>$5,135,564</td>
</tr>
<tr>
<td>Goods and Services Tax recoverable</td>
<td>$39,818</td>
<td>$17,069</td>
</tr>
<tr>
<td></td>
<td>3,041,428</td>
<td>5,152,633</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities (Note 3)</td>
<td>358,069</td>
<td>133,490</td>
</tr>
<tr>
<td>Deferred revenue (Note 4)</td>
<td>-</td>
<td>3,032,558</td>
</tr>
<tr>
<td>Deferred lease inducement (Note 5)</td>
<td>82,814</td>
<td>104,897</td>
</tr>
<tr>
<td></td>
<td>440,883</td>
<td>3,270,945</td>
</tr>
<tr>
<td><strong>NET FINANCIAL ASSETS</strong></td>
<td>2,600,545</td>
<td>1,881,688</td>
</tr>
<tr>
<td><strong>NON-FINANCIAL ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible capital assets (Note 7)</td>
<td>219,347</td>
<td>238,162</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>16,342</td>
<td>15,397</td>
</tr>
<tr>
<td></td>
<td>235,689</td>
<td>253,559</td>
</tr>
<tr>
<td><strong>ACCUMULATED SURPLUS</strong></td>
<td>$2,836,234</td>
<td>$2,135,247</td>
</tr>
</tbody>
</table>

ON BEHALF OF THE BOARD

Chair

Vice Chair
# Statement of Operations and Accumulated Surplus

**Year Ended March 31, 2020**

<table>
<thead>
<tr>
<th></th>
<th>Budget (Note 11)</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Province of Alberta operating grant <em>(Note 4)</em></td>
<td>$3,031,083</td>
<td>$3,031,083</td>
<td>$2,954,160</td>
</tr>
<tr>
<td>Member contributions</td>
<td>1,468,000</td>
<td>1,468,000</td>
<td>1,351,000</td>
</tr>
<tr>
<td>Interest and other income</td>
<td>-</td>
<td>65,292</td>
<td>46,067</td>
</tr>
<tr>
<td>Alberta Community Partnership grants <em>(Note 4)</em></td>
<td>21,500</td>
<td>22,975</td>
<td>41,525</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>4,520,583</strong></td>
<td><strong>4,587,350</strong></td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td><strong>69,400</strong></td>
<td><strong>68,641</strong></td>
</tr>
<tr>
<td>Board and committee expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Honoraria</td>
<td>32,400</td>
<td>36,200</td>
<td>25,758</td>
</tr>
<tr>
<td>Meetings</td>
<td>25,000</td>
<td>26,916</td>
<td>70,779</td>
</tr>
<tr>
<td>Travel</td>
<td>12,000</td>
<td>5,525</td>
<td>99,585</td>
</tr>
<tr>
<td></td>
<td><strong>69,400</strong></td>
<td><strong>68,641</strong></td>
<td><strong>99,585</strong></td>
</tr>
<tr>
<td>Administrative expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>1,953,387</td>
<td>1,822,200</td>
<td>1,763,535</td>
</tr>
<tr>
<td>Consulting fees</td>
<td>2,664,150</td>
<td>1,337,402</td>
<td>547,701</td>
</tr>
<tr>
<td>Office lease and operating costs</td>
<td>310,000</td>
<td>250,166</td>
<td>238,277</td>
</tr>
<tr>
<td>Professional fees</td>
<td>115,000</td>
<td>114,890</td>
<td>81,512</td>
</tr>
<tr>
<td>Office</td>
<td>186,295</td>
<td>97,489</td>
<td>120,281</td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>-</td>
<td>55,963</td>
<td>48,665</td>
</tr>
<tr>
<td>Travel</td>
<td>86,500</td>
<td>52,801</td>
<td>40,488</td>
</tr>
<tr>
<td>Communications</td>
<td>53,000</td>
<td>24,574</td>
<td>27,352</td>
</tr>
<tr>
<td>Insurance</td>
<td>6,000</td>
<td>5,342</td>
<td>4,322</td>
</tr>
<tr>
<td>Loss on disposal of tangible capital assets</td>
<td>-</td>
<td>-</td>
<td>23,469</td>
</tr>
<tr>
<td></td>
<td><strong>5,374,332</strong></td>
<td><strong>3,766,827</strong></td>
<td><strong>2,895,602</strong></td>
</tr>
<tr>
<td>Program expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Municipal Internship</td>
<td>50,000</td>
<td>50,895</td>
<td>46,565</td>
</tr>
<tr>
<td></td>
<td><strong>5,493,732</strong></td>
<td><strong>3,886,363</strong></td>
<td><strong>3,041,752</strong></td>
</tr>
<tr>
<td><strong>ANNUAL SURPLUS (DEFICIT)</strong></td>
<td></td>
<td><strong>(973,149)</strong></td>
<td><strong>700,987</strong></td>
</tr>
<tr>
<td><strong>ACCUMULATED SURPLUS - BEGINNING OF YEAR</strong></td>
<td></td>
<td><strong>2,135,247</strong></td>
<td><strong>784,247</strong></td>
</tr>
<tr>
<td><strong>ACCUMULATED SURPLUS - END OF YEAR</strong></td>
<td></td>
<td><strong>$1,162,098</strong></td>
<td><strong>$2,836,234</strong></td>
</tr>
</tbody>
</table>
EDMONTON METROPOLITAN REGION BOARD
Statement of Changes in Net Financial Assets
Year Ended March 31, 2020

<table>
<thead>
<tr>
<th>Budget (Note 11)</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ANNUAL SURPLUS (DEFICIT)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>-</td>
<td>55,963</td>
</tr>
<tr>
<td>Purchase of tangible capital assets</td>
<td>-</td>
<td>(37,148)</td>
</tr>
<tr>
<td>Loss on disposal of tangible capital assets</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Decrease (increase) in prepaid expenses</td>
<td>-</td>
<td>(945)</td>
</tr>
<tr>
<td><strong>INCREASE (DECREASE) IN NET FINANCIAL ASSETS</strong></td>
<td>(973,149)</td>
<td>718,857</td>
</tr>
<tr>
<td><strong>NET FINANCIAL ASSETS - BEGINNING OF YEAR</strong></td>
<td>1,881,688</td>
<td>1,881,688</td>
</tr>
<tr>
<td><strong>NET FINANCIAL ASSETS - END OF YEAR</strong></td>
<td>$908,539</td>
<td>$2,600,545</td>
</tr>
</tbody>
</table>
## EDMONTON METROPOLITAN REGION BOARD

**Statement of Cash Flows**  
**Year Ended March 31, 2020**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual surplus</td>
<td>$700,987</td>
<td>$1,351,000</td>
</tr>
<tr>
<td>Items not affecting cash:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>55,963</td>
<td>48,665</td>
</tr>
<tr>
<td>Loss on disposal of tangible capital assets</td>
<td>-</td>
<td>23,469</td>
</tr>
<tr>
<td></td>
<td><strong>756,950</strong></td>
<td><strong>1,423,134</strong></td>
</tr>
<tr>
<td>Changes in non-cash working capital:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goods and Services Tax recoverable</td>
<td>(22,749)</td>
<td>1,681</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>224,579</td>
<td>62,231</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>(3,032,558)</td>
<td>1,047,315</td>
</tr>
<tr>
<td>Deferred lease inducement</td>
<td>(22,083)</td>
<td>(22,083)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(945)</td>
<td>83,646</td>
</tr>
<tr>
<td></td>
<td><strong>(2,853,756)</strong></td>
<td><strong>1,172,790</strong></td>
</tr>
<tr>
<td>Cash flow from operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(2,096,806)</td>
<td>2,595,924</td>
</tr>
</tbody>
</table>

| **CAPITAL ACTIVITY** | | |
| Purchase of tangible capital assets | (37,148) | (99,530) |

| **INCREASE (DECREASE) IN CASH** | | |
| (2,133,954) | 2,496,394 |

| **CASH - BEGINNING OF YEAR** | | |
| 5,135,564 | 2,639,170 |

| **CASH - END OF YEAR** | $3,001,610 | $5,135,564 |
NATURE OF OPERATIONS

On June 7, 2017, an Act to Strengthen Municipal Government received Royal Assent and contained changes to the Municipal Government Act, including the Edmonton Metropolitan Region Regulation (189/2017), which came into force on October 26, 2017, and served to transition the Capital Region Board (CRB) to the Edmonton Metropolitan Region Board (the "Board").

In addition to the prescribed mandate to coordinate long-range growth planning through the preparation of an integrated growth management plan for the Edmonton Metropolitan Region; the mandate of the Board was expanded to include the development of a Metropolitan Region Servicing Plan (MRSP). The Board has developed an aggressive Strategic Plan (2018-2023) that identifies a number of key strategic priorities to be undertaken that alongside the prescribed mandate.

Members of the Board include: elected officials of 13 participating municipalities, representing those with populations of more than 5,000. These include six cities: Beaumont, Edmonton, Fort Saskatchewan, Leduc, Spruce Grove, and St. Albert; three towns: Devon, Morinville, and Stony Plain; four counties: Leduc County, Parkland County, Strathcona County, and Sturgeon County.

1. SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation

The financial statements were prepared in accordance with Canadian public sector accounting standards.

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.

Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Cash

Cash is comprised of cash held with financial institutions and is recorded at cost.

(continues)
1. SIGNIFICANT ACCOUNTING POLICIES (continued)

**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** 20% declining balance
- **Computer equipment** 30% declining balance
- **Computer software** 30% declining balance
- **Leasehold improvements** 10 years straight-line

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 tangible 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.

**Contributed 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.

**Prepaid Expenses**

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

**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 amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in surplus in the period in which they become known. Actual results could differ from these estimates.

**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.

(continues)
EDMONTON METROPOLITAN REGION BOARD
Notes to Financial Statements
Year Ended March 31, 2020

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

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.

Pensions

Pension costs included in these statements comprise of the cost of employer contributions for current service of employees during the year.

The Board participates in a multi-employer pension plan, the Local Authorities Pension Plan (LAPP), and does not report on any unfunded liabilities. The expense for this pension plan is equivalent to the annual contribution of $166,413 for the year ended March 31, 2020 (2019 - $133,598).

At December 31, 2018 the Local Authorities Pension Plan report a surplus of $3,469,347,000 (2017 - $4,835,515,000).

2. CASH

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>$3,001,610</td>
<td>$2,103,006</td>
</tr>
<tr>
<td>Externally restricted for deferred revenue</td>
<td>-</td>
<td>3,032,558</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,001,610</strong></td>
<td><strong>$5,135,564</strong></td>
</tr>
</tbody>
</table>

3. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>$245,908</td>
<td>$72,710</td>
</tr>
<tr>
<td>Wages</td>
<td>59,994</td>
<td>23,954</td>
</tr>
<tr>
<td>Vacation</td>
<td>41,179</td>
<td>32,266</td>
</tr>
<tr>
<td>LAPP</td>
<td>10,988</td>
<td>4,560</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$358,069</strong></td>
<td><strong>$133,490</strong></td>
</tr>
</tbody>
</table>
4. DEFERRED REVENUE

<table>
<thead>
<tr>
<th>Province of Alberta</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2018 Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance, beginning of year</td>
<td>$ -</td>
<td>$ 1,985,243</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td>$ -</td>
<td>(1,985,243)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018-2019 Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance, beginning of year</td>
<td>1,031,083</td>
<td>-</td>
</tr>
<tr>
<td>Amounts received</td>
<td>-</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td>(1,031,083)</td>
<td>(968,917)</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>1,031,083</td>
</tr>
<tr>
<td>2019-2020 Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance, beginning of year</td>
<td>2,000,000</td>
<td>-</td>
</tr>
<tr>
<td>Amounts received</td>
<td>-</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td>(2,000,000)</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>-</td>
<td>3,031,083</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Alberta Community Partnership</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>1,475</td>
<td>-</td>
</tr>
<tr>
<td>Amounts received</td>
<td>21,500</td>
<td>43,000</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td>(22,975)</td>
<td>(41,525)</td>
</tr>
<tr>
<td>Balance - end of year</td>
<td>-</td>
<td>1,475</td>
</tr>
</tbody>
</table>

Grand Total | $ - | $ 3,032,558 |

Province of Alberta
The purpose of the Province of Alberta grant is to support the Board's core operations and strategic initiative in support of the regional growth and metropolitan servicing plans, and other initiatives related to provincially mandated responsibilities.

Alberta Community Partnership
Alberta Community Partnership agreed to make a one-time conditional grant in the amount of $64,500, by the way of two installments, $43,000 representing the Year One installment and $21,500 representing the Year Two installment. The grant was used to assist the Board with the salary and expenses of a municipal land use planner intern.
5. **DEFERRED LEASE INDUCEMENT**

Pursuant to a premises lease agreement for the new office, the landlord provided the Board with a lease inducement. $82,814 was remaining at March 31, 2020. The inducement will reduce lease expense over the next four years based on the following schedule:

<table>
<thead>
<tr>
<th>Year</th>
<th>Inducement</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$ 22,083</td>
</tr>
<tr>
<td>2021</td>
<td>22,083</td>
</tr>
<tr>
<td>2022</td>
<td>22,083</td>
</tr>
<tr>
<td>2023</td>
<td>22,083</td>
</tr>
<tr>
<td>2024 (until Jan 31)</td>
<td>16,565</td>
</tr>
</tbody>
</table>

Total deferred leased inducement $82,814

6. **LEASE COMMITMENT**

The Board is committed to the following annual rent and occupancy expenses under lease for the premises.

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Lease</th>
<th>Lease Inducement</th>
<th>Net Lease</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>$ 281,140</td>
<td>(22,083)</td>
<td>$ 259,057</td>
</tr>
<tr>
<td>2022</td>
<td>281,140</td>
<td>(22,083)</td>
<td>259,057</td>
</tr>
<tr>
<td>2023</td>
<td>281,140</td>
<td>(22,083)</td>
<td>259,057</td>
</tr>
<tr>
<td>2024 (until Jan 31)</td>
<td>234,284</td>
<td>(16,565)</td>
<td>217,719</td>
</tr>
</tbody>
</table>

$ 1,077,704  $ (82,814)  $ 994,890

7. **TANGIBLE CAPITAL ASSETS**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Office equipment</td>
<td>$13,052</td>
<td>$3,045</td>
<td>$10,007</td>
<td>$ 8,699</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>43,616</td>
<td>22,462</td>
<td>21,154</td>
<td>30,220</td>
</tr>
<tr>
<td>Computer software</td>
<td>137,364</td>
<td>80,262</td>
<td>57,102</td>
<td>40,578</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>275,812</td>
<td>144,728</td>
<td>131,084</td>
<td>158,665</td>
</tr>
</tbody>
</table>

$ 469,844  $ 250,497  $ 219,347  $ 238,162
EDMONTON METROPOLITAN REGION BOARD
Notes to Financial Statements
Year Ended March 31, 2020

8. RELATED PARTY TRANSACTIONS

The following is a summary of the Board's related party transactions:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Province of Alberta</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants received</td>
<td>$ -</td>
<td>$ 4,000,000</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>-</td>
<td>3,031,083</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3,031,083</td>
<td>2,954,160</td>
</tr>
<tr>
<td><strong>Municipal Members</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions received and recognized as revenue</td>
<td>$ 1,468,000</td>
<td>$ 1,351,000</td>
</tr>
<tr>
<td><strong>Board Members</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Honoraria</td>
<td>$ 75,977</td>
<td>$ 25,758</td>
</tr>
<tr>
<td>Consulting fees</td>
<td>60,107</td>
<td>60,944</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>3,785</td>
<td>5,763</td>
</tr>
</tbody>
</table>

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

9. FINANCIAL INSTRUMENTS

The Board's financial instruments consist of cash and cash equivalents, short-term investments, accounts receivable and 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.

10. SUBSEQUENT EVENTS

In March 2020, the global pandemic caused by COVID-19 required the implementation of quarantine measures by the Government of Alberta for individuals, businesses and not-for-profit organizations. The date at which these measures will be fully lifted has not been set. The financial impact caused by COVID-19 to the future operations of the Board cannot be determined at this time.

11. BUDGET

The budget figures presented in the financial statements are based on the amended budget approved by the Board on October 10, 2019.

<table>
<thead>
<tr>
<th></th>
<th>Original</th>
<th>Adjustments</th>
<th>Amended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$ 3,492,000</td>
<td>$ 1,028,583</td>
<td>$ 4,520,583</td>
</tr>
<tr>
<td>Expenses</td>
<td>5,026,940</td>
<td>466,792</td>
<td>5,493,732</td>
</tr>
<tr>
<td>Annual Surplus (Deficit)</td>
<td>$ (1,534,940)</td>
<td>$ 561,791</td>
<td>$ (973,149)</td>
</tr>
</tbody>
</table>

12. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.
May 14, 2020

Members of the Audit and Finance Committee
Edmonton Metropolitan Region Board
#1100 Bell Tower, 10104 – 103 Avenue
Edmonton, AB T5J 0H8

Dear Members of the Audit and Finance Committee:

We have been engaged to audit the financial statements of Edmonton Metropolitan Region Board for the year ending March 31, 2020. Canadian generally accepted auditing standards require that we communicate the following information with you in relation to your audit.

Independence

We are required to disclose to you all relationships between Edmonton Metropolitan Region Board and ourselves that, in our professional judgment, may reasonably be thought to bear on our independence. The following comments have been prepared to facilitate our discussion with you regarding independence matters.

We hereby confirm that we:

- have complied with the requirements regarding independence in the Rules of Professional Conduct of the Chartered Professional Accountants of Alberta; and
- have disclosed all relationships and other matters between ourselves and Edmonton Metropolitan Region Board that in our opinion may reasonably be thought to bear on independence.

We are not aware of any relationships between Edmonton Metropolitan Region Board and ourselves that, in our professional judgment, may reasonably be thought to bear on our independence.

Our Responsibility as Auditors

As stated in the engagement letter dated March 6, 2020 our responsibility as auditors of your organization is to express an opinion on whether the financial statements present fairly, in all material respects, the financial position, results of operations and cash flows of the organization in accordance with Canadian public sector accounting standards.

An audit is performed to obtain reasonable but not absolute assurance as to whether the financial statements are free of material misstatement. Due to the inherent limitations of an audit, there is an unavoidable risk that some misstatements of the financial statements will not be detected (particularly intentional misstatements concealed through collusion), even though the audit is properly planned and performed.
Audit Approach

Outlined below are certain aspects of our audit approach which are intended to help you in discharging your oversight responsibilities.

Risk-based Audit Procedures

Our overall approach to the audit of Edmonton Metropolitan Region Board is to assess the risks of material misstatements in the financial statements and then perform audit procedures to address those risks.

We will conduct the audit under Canadian generally accepted auditing standards, which include procedures to consider (based on the control environment, governance structure and circumstances encountered during the audit), the potential likelihood of fraud and illegal acts occurring.

In responding to our risk assessment, we will use a combination of tests of controls, tests of details and substantive analytical procedures. The objective of the tests of controls is to evaluate whether certain controls operated effectively. The objective of the tests of details is to detect material misstatements in the account balances and transaction streams. Substantive analytical procedures are used to identify differences between recorded amounts and predictable expectations in larger volumes of transactions over time. We will focus our audit work on higher risk areas that have a higher risk of being materially misstated.

Illegal Acts, Fraud, Intentional Misstatements and Errors

Our risk-based audit procedures outlined above are limited to those considered necessary in the circumstances and would not necessarily disclose all illegal acts, fraud, intentional misstatements or errors should any exist.

These procedures are not designed to test for fraudulent or illegal acts, nor would they necessarily detect such acts or recognize them as such, even if the effect of their consequences on the financial statements is material. However, should we become aware that an illegal or possible illegal act or an act of fraud may have occurred, other than one considered clearly inconsequential, we will communicate this information directly to the board.

It is management’s responsibility for establishing and maintaining adequate internal control structure to detect and prevent illegal actions. If such acts are discovered or board members become aware of circumstances under which the organization may have been involved in fraudulent, illegal or regulatory non-compliance situations, such circumstances must be disclosed to us.

Related Party Transactions

During our audit, we conduct various tests and procedures to identify transactions considered to involve related parties. Related parties exist when one party has the ability to exercise, directly or indirectly, control, joint control or significant influence over the other. Two or more parties are related when they are subject to common control, joint control or common significant influence. Related parties also include management, directors and their immediate family members and companies with which these individuals have an economic interest.
Audit Approach  (Continued)

Related Party Transactions  (Continued)

We will ensure that all related party transactions that were identified during the audit have been represented by management to have been disclosed in the notes to financial statements, recorded in accordance with Canadian public sector accounting standards and have been reviewed with you. All gains and losses occurring as a result of transactions with related parties have been recorded in accordance with the recommendations of Section 3840 of the Chartered Professional Accountants of Canada Handbook. Management has advised that no other related party transactions have occurred that have not been disclosed to us. The board is required to advise us if they are aware of or suspect any other related party transactions have occurred which have not been disclosed in the financial statements.

Materiality

Materiality in an audit is used to:

- Guide planning decisions on the nature and extent of our audit procedures;
- Assess the sufficiency of the audit evidence gathered; and
- Evaluate any misstatements found during our audit.

Materiality is defined as:

Materiality is the term used to describe the significance of financial statement information to decision makers. An item of information, or an aggregate of items, is material if it is probable that its omission or misstatement would influence or change a decision. Materiality is a matter of professional judgment in the particular circumstances.

We plan to use a materiality of $90,000 (2019 - $60,000).

Board Members' Responsibilities

The board's role is to act in an objective, independent capacity as a liaison between the auditors and management, to ensure the auditors have a facility to consider and discuss governance and audit issues with parties not directly responsible for operations.

The board's responsibilities include:

- Being available to assist and provide direction in the audit planning process when and where appropriate;
- Meeting with the auditors as necessary and prior to release and approval of financial statements to review audit, disclosure and compliance issues;
- Where necessary, reviewing matters raised by the auditors with appropriate levels of management, and reporting back to the auditors their findings;
- Making known to the auditors any issues of disclosure, corporate governance, fraud or illegal acts, non-compliance with laws or regulatory requirements that are known to them, where such matters may impact the financial statements or auditors’ report;
Board Members' Responsibilities

- Providing guidance and direction to the auditors on any additional work they feel should be undertaken in response to issues raised or concerns expressed;

- Making such enquiries as appropriate into the findings of the auditors with respect to corporate governance, management conduct, cooperation, information flow and systems of internal controls; and;

- Reviewing the draft financial statements prepared by management, including the presentation, disclosures and supporting notes and schedules, for accuracy, completeness and appropriateness, and approves same to be passed to directors for approval.

This communication is prepared solely for the information of the board and is not intended for any other purpose. We accept no responsibility to a third party who uses this communication.

Yours truly,

KING & COMPANY


Shannon M. Troke

EDMONTON METROPOLITAN REGION BOARD

Per: __________________________ Title: __________________ Date: __________________
June 11, 2020

Members of the Board
Edmonton Metropolitan Region Board
#1100 Bell Tower, 10104 – 103 Avenue
Edmonton, AB T5J 0H8

Dear Members of the Board:

We have been engaged to audit the financial statements of Edmonton Metropolitan Region Board for the year ending March 31, 2020. Canadian generally accepted standards for audit engagements require that we communicate the following information with you in relation to our audit.

Evaluation of Internal Controls

Audits include a review and evaluation of the system of internal controls to assist in determining the level of reliance that may or should be placed on the system in assessing the nature and extent of audit procedures to be undertaken.

During the course of our audit, we did not encounter any internal control matters that we wish to bring to your attention.

Significant Accounting Policies

Management is responsible for the appropriate selection and application of accounting policies. Our role is to review the appropriateness and application as part of our audit. The accounting policies used by the Board are described in Note 1, Significant Accounting Policies, in the financial statements.

We concluded that the Board has appropriately accounted for and disclosed the accounting policies in accordance with Canadian public sector accounting standards.

Significant Unusual Transactions

We are not aware of any significant or unusual transactions entered into by the Board with other parties that you should be informed about.

Accounting Estimates

Management is responsible for the accounting estimates included in financial statements. Estimates and the related judgments and assumptions are based on management's knowledge of the business and past experience about current and future events.
Accounting Estimates  (Continued)

Our responsibility as auditors is to obtain sufficient appropriate evidence to provide reasonable assurance that management's accounting estimates are reasonable within the context of the financial statements as a whole. An audit includes performing appropriate procedures to verify the:

- Calculation of accounting estimates;
- Analyzing of key factors such as underlying management assumptions;
- Materiality of estimates individually and in the aggregate in relation to the financial statements as a whole;
- Estimate's sensitivity to variation and deviation from historical patterns;
- Estimate's consistency with the entity's business plans; and
- Other audit evidence.

Certain accounting estimates are particularly sensitive because they involve a significant degree of judgment and may have a range of possible outcomes. We examined the key assumptions and risk factors used for estimates to determine whether they were reasonable.

Disagreements With Management

We are required to communicate any disagreements with management, whether or not resolved, about matters that are individually or in aggregate significant to the Board's financial statements or independent auditor's report. Disagreements may arise over:

- Selection or application of accounting principles;
- Assumptions and related judgments for accounting estimates;
- Financial statement disclosures;
- Scope of the audit; or
- Wording of the independent auditors' report.

We are pleased to inform you that we had no disagreements with management during the course of our audit.

Consultation With Other Accountants (Second Opinions)

Management may consult with other accountants about auditing and accounting matters to obtain a "second opinion". When an entity requests that another accountant provide a written report or oral advice on the application of accounting principles to a specific transaction or the type of opinion that may be rendered on the entity's financial statements, we are required to ensure that the accountant has ensured that the reporting accountant has knowledge of all facts and circumstances and has conducted the engagement in accordance with Canadian generally accepted auditing standards on the Reports on the Application of Accounting Principles.

We are not aware of any consultations that have taken place with other accountants.
Issues Discussed

The auditor generally discusses among other matters, the application of accounting principles and auditing standards, and fees, etc. with management in during the initial or recurring appointment of the auditor during the normal course of business. There were no major issues discussed during our audit with regards to our retention that were not in the normal course of business.

Difficulties Encountered During the Audit

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

We shall be pleased to discuss with you further any matters mentioned above, at your convenience.

This communication is prepared solely for the information of the board and is not intended for any other purpose. We accept no responsibility to a third party who uses this communication.

To ensure there is a clear understanding and record of the matters discussed, we ask that you sign the acknowledgement in the space provided below. Should any member of your committee or the board of management wish to discuss or review any matter addressed in this letter or any other matters related to financial reporting, please do not hesitate to contact us at any time.

Yours truly,

KING & COMPANY

Shannon M. Troke

Acknowledgement on Behalf of the Board

We have read and reviewed the above disclosures and understand and agree with the comments therein:

Signature _____________________ Title _____________________ Date ___________________
Audit & Finance Committee
Recommendation to the
Edmonton Metropolitan Region Board
June 11, 2020

2019-2020 Annual Report

Recommended Motion: That the Edmonton Metropolitan Region Board approve the 2019-2020 Annual Report.

Background

Preparation and submission of the EMRB Annual Report to the Minister of Municipal Affairs is a legislated requirement under Section 708.09(1) of the Municipal Government Act (MGA).

708.09(1) A growth management board must, within 120 days after the end of every financial year, submit to the Minister a report summarizing its activities during the financial year.

The EMRB is therefore required to submit the EMRB 2019-2020 Annual Report to government no later than August 29, 2020; however, the ACP Conditional Grant Agreement (CGA) requires provision of the Audited Financial Statements within 90 days of the end of the financial year.

To satisfy the earlier CGA requirement for submission of the Audited Financial Statements by July 30, 2020, and to allocate sufficient time for review and endorsement by the Audit & Finance Committee, the Annual Report and Audited Financial Statements are presented for concurrent review prior to their consolidation for Board approval.

A text-only draft of the EMRB 2019-2020 Annual Report has been developed specifically for the purposes of Audit & Finance Committee review and endorsement in anticipation of completion of the graphic design, and a draft version suitable for publishing to be presented to the Board for approval and signature at the June 11, 2020 Board meeting.

Of note in the EMRB 2019-2020 Annual Report:

- Enhanced reporting regarding organizational performance including activities, results and accomplishments, and extensive contributory involvements required in the development and implementation of Regional Strategic Initiatives.
- Supportive alignment of activities in relation to the objectives of the EMRB Strategic Plan.
- More clearly demonstrate the relationship of EMRB activities and expenditures to objectives and intended Regional outcomes.
- Reporting on activities undertaken in support of EMRB Continuous Improvement, including Board and Corporate Initiatives.
Next Steps

1. Upon Board approval, the EMRB 2019-2020 Annual Report will be printed for distribution to the Minister of Municipal Affairs, EMRB member municipalities, and copies retained for future EMRB distribution and use.

2. An interactive EMRB 2019-2020 Annual Report will be posted to the EMRB website.

Attachments

1. Edmonton Metropolitan Region Board 2019-2020 Annual Report
MESSAGE FROM THE HONOURABLE KAYCEE MADU

I want to wish all the members of the Edmonton Metropolitan Region Board (EMRB) the best in 2020.

Regional cooperation and collaboration is very important to the quality of life of all Albertans. The EMRB continues to do a great deal to ensure the region has a strong and viable future. With the COVID-19 pandemic creating unprecedented challenges for Alberta communities, this work is more important now than ever before.

I want to thank the EMRB for all the work it has done so far, and wish its members all the best for the future.

The Honourable Kaycee Madu
MLA for Edmonton-South West
Minister of Municipal Affairs
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- EMRB Growth Plan and Strategic Initiatives
- MRSP Metropolitan Region Servicing Plan
- Implementation of the Edmonton Metropolitan Region Growth Plan
- RAMP Regional Agriculture Master Plan
- IRTMP Integrated Regional Transportation Master Plan
- RECAS Regional Energy Corridors Advocacy Strategy
- REF Regional Evaluation Framework
- Strategic Initiatives to Advance the EMRB Role in Regional Leadership and Collaboration
- SISB Shared Investment for Shared Benefit
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- Notes to Financial Statements
50 YEAR VISION

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

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

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

- Introduction
- A Message from the Chair of the Edmonton Metropolitan Region Board
- A Message from the Members of the Edmonton Metropolitan Region Board
- A Message from the Chief Executive Officer of the Edmonton Metropolitan Region Board
The Edmonton Metropolitan Region Board (EMRB) is a corporation comprised of 13 participating municipalities as represented on the Board by the chief elected official (Mayor) of each respective municipality.

As mandated by the Government of Alberta, the EMRB functions to promote the long-term sustainability of the Edmonton Metropolitan Region; ensure environmentally responsible land-use planning, growth management and the efficient use of land; and to develop policies regarding the coordination of regional infrastructure investment and service delivery.

The EMRB works to ensure regional planning decisions are coordinated and consistent and is committed to working together for responsible growth and development that incorporates the land uses and resources required to enhance the quality of life for current and future generations.

The EMRB strives to establish streamlined organizational and operational efficiencies, reduce costs and administrative burdens to all levels of government and provincial ratepayers, maximize cost effectiveness through economies of scale, and to utilize regional cohesiveness and municipal synergies to enable a harmonized and coordinated approach to the development, implementation and delivery of priority regional Strategic Initiatives.

The EMRB leverages increased capacity and support to successfully deliver on its provincial mandate through the value-added involvements and in-kind contributions of a broad and diverse network of established strategic partnerships and relationships with stakeholders including municipalities, business and industry, non-governmental organizations, and academia.

The EMRB 2019-2020 Annual Report, provides a summary of the Corporate and Strategic Initiatives undertaken by the Board and EMRB Administration in the support and execution of the Mandate of the Board under the Edmonton Metropolitan Region Board Regulation. The Annual Report further provides the audited financial statements and audit opinion as prepared by independent auditor.

The EMRB 2019-2020 Annual Report is therefore presented by the Board in satisfaction of Section 708.09(1)(2) of the Municipal Government Act:

708.09(1) A growth management board must, within 120 days after the end of every financial year, submit to the Minister a report summarizing its activities during the financial year.

(2) On receiving the report under subsection (1), the Minister must lay a copy of it before the Legislative Assembly if it is then sitting or, if it is not then sitting, within 15 days after the commencement of the next sitting.
A MESSAGE FROM THE CHAIR OF THE EDMONTON METROPOLITAN REGION BOARD

The past year marks the third year of my term serving as Chair of the Board, and I am, once again, pleased to report on the significant progress of our regional initiatives. With each passing year, I am increasingly impressed by the work undertaken to realize the vision of our ambitious Growth Plan; a plan that I am confident will improve the quality of life, attractiveness and sustainability of the Region for generations to come.

We have much to celebrate over the last year, and even more to look ahead to as we make progress on our regional initiatives. But this report also comes amidst the peak of the novel coronavirus pandemic and a time of incredible social and economic upheaval for the institutions, families, and businesses of the Region.

Our communities are not the same communities they were before COVID-19. The COVID-19 pandemic has challenged every corner of this Region in ways we could never have predicted. I am impressed by the leadership demonstrated in all thirteen member municipalities and the diligence shown by regional citizens to protect our communities. As we look to recovery, the path ahead remains uncertain. What is certain is that regional collaboration will be more important than ever.

Reflecting on the resilience of this Region, I find myself asking what defines this Region? The answer to me seems clearer. The Region is us; bound together by the land we share, and caring for one another in times of prosperity and in times of trouble. This truth is shown to me every day in my interactions with the diverse people that call this place home.

It is the healthcare practitioner, the first responder, the virtual teachers, and the essential workers who show their courage by compassion and their strength by kindness. It is the convenience store and grocery clerk, the farmer and truck driver, who kept our shelves stocked. It is the public servants who keep our communities running. It is all those who make a sacrifice in their own lives for the benefit of our community.

When I reflect on our work as a Board over the last year, I remember who it is we serve and why. I am pleased to report that the Board has continued to deliver on our Mandate and commitment to the citizens of the Region.

I am also pleased with the work the Board has done to move toward establishing a Charter which serves to define and support our work as a Board, clarify our roles and responsibilities, and reestablish guiding principles to fully realize the potential of this Region. This work will position the Board to be responsive to the challenges ahead, and guide our efforts to provide the leadership needed to ensure a more resilient, sustainable and vibrant future for the Region.

With my Board colleagues, I remain hopeful and optimistic for the future of our Region and for all our residents.

Dr. Jodi L. Abbott
May 2020
Our regional strength and advantage has always been found in working together, in sharing our individual challenges, and in sharing the benefits of our successes.

A MESSAGE FROM THE MEMBERS OF THE EDMONTON METROPOLITAN REGION BOARD

The thirteen Mayors who comprise the EMRB welcome your review of the EMRB 2019-2020 Annual Report.

Through our work over the last year we have continued deliver on our vision of responsible regional growth through our key Strategic Initiatives. Of particular note, we are pleased to have delivered the inaugural Metropolitan Region Servicing Plan, which was unanimously passed by the Board in December 2019. The Board will now move forward with the establishment of four Regional Collaboratives which will enhance the sharing of information and best practices to inform the delivery of key services in our Region.

Significant focus of the Board was directed towards a strategic review and the development of a renewed strategic plan. The strategic review exercise sought to assess and evaluate EMRB regional initiatives, and confirm the direction of efforts underway and their alignment to the EMRB Mandate and implementation of the Edmonton Metropolitan Region Growth Plan.

This important exercise was framed through visioning sessions and through which several key regional themes emerged. It is through this lens that the strategic review is being completed, gaps are being identified and a renewed strategic plan will be finalized. This work continues within the context of a drastically altered environment in light of the novel coronavirus pandemic. This new challenge has been exacerbated by economic uncertainties in the Region and will undoubtedly test municipalities of the Region, and its businesses, institutions and citizens.

Through these shared challenges, we find opportunity for a new level of collaboration. We
are committed, more than ever to creating the conditions for regional success and to providing the supports necessary for sustainable communities. COVID-19 has shown us precisely how integrated our communities, services and infrastructure are, and has offered a new lens to view regional partnerships and service delivery. To be successful, and to meet the critical needs of the Region, we cannot proceed unilaterally. Our regional strength and advantage has always been found in working together, in sharing our individual challenges, and in sharing the benefits of our successes.

The Board has spent meaningful time in the last year to reflect internally, and to review our governance and committee structures, in order to best support our collective efforts, maximize our time together, and to position the Board to identify and focus on those matters of strategic importance to the Region.

The Region is not an island unto itself. The Board will continue to reach out to our many partners, stakeholders, and the provincial government to work together, and to rise to meet this challenging and defining moment of our time.

THE EDMONTON METROPOLITAN REGION BOARD JUNE 2020
A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER OF THE EDMONTON METROPOLITAN REGION BOARD

On behalf of the EMRB Administration, I am pleased to present our 2019-2020 Annual Report for your review. Like our Board colleagues, our EMRB Administrative team has shared in the challenges and upheaval this year has brought for the Region. Since joining the EMRB, I have come to know our Board, staff, municipal colleagues, and regional partners well. In light of the COVID-19 pandemic, we, like all citizens of the Region, have had to adapt and adjust to a new normal.

Despite the physical distance we now face, this Region, and its citizens, are resilient. In that spirit of resilience, our work continues. Revisioning the way we work brings with it an opportunity to bring reimagine how the Region comes together, and to chart a regional future that sees citizens and business come out stronger on the other side of the adversity we share.

Our 2019-2020 Annual Report is an opportunity to recognize the hard work of the EMR Board and Administration over the past year, and to acknowledge the significant participation of our municipal colleagues and stakeholders who provide us with the expertise and capacity necessary to deliver on our Mandate.

The diverse perspectives of our regional partners are invaluable in the development and implementation of our regional initiatives. Through ongoing outreach and engagement with stakeholders, the EMRB has made significant progress towards achieving our long-term vision for the Region.

Looking back at the past year, I am proud to report that EMRB Administration worked effectively and efficiently to deliver tangible progress on the regional initiatives approved by the Board. Over the course of the year, our team has enhanced corporate communications, project management and administrative processes to provide greater organizational oversight, accountability and performance reporting. As a team, we are committed to collaboration and innovation to improve the way we work.

With that commitment in mind, our 2019-2020 Annual Report serves to clearly report on our performance including specific activities, milestones and outcomes of our regional initiatives. Moreover, the 2019-2020 Annual Report better demonstrates the alignment of our activities to the objectives of our Strategic Plan.

Also captured in our Annual Report are details of the creation of a Corporate Risk Profile, the development of a Corporate Bylaw and Policy Framework, and other process improvement initiatives to enhance our administrative and financial accountability.

The efforts of the Board and the steadfast support provided by EMRB Administration continues to be transformational and legacy work for this Region. We are more committed than ever to delivering on our Edmonton Metropolitan Region Growth Plan and the Metropolitan Region Servicing Plan to create a more attractive, resilient, competitive and sustainable Region for generations to come.

Karen Wichuk
MAY 2020
THE EMRB OPERATING ENVIRONMENT

- EMRB Region at a Glance
- EMRB Governance
- Statement of Accountability
- The Role of the Government of Alberta
- The EMRB Organizational Structure
- EMRB Administration
- Relationships and Partnerships
A DEMOGRAPHIC SNAPSHOT OF OUR REGION

We are thirteen unique municipalities accounting for over 1.4 million citizens and nearly a third of the province’s population and economic activity. From farmers to factories, community halls to shopping malls, and tool sheds to tech startups, the Edmonton Region has it all.

The diversity of rural counties, towns and urban cities define the Region, offering an unparalleled quality of life and destination for investment our economy and the talent that calls this Region home.

The Edmonton Metropolitan Region covers nearly 9,500 square kilometers in the heart of central Alberta. The network of roads, rails and runways stretching across the Region in every direction and to every community connect our citizens and economy to the markets around the globe.
Our Region is connected by more than just transportation networks. We are connected by jobs, families and the amenities that make this Region such an attractive place to work and live, and we are connected by a shared vision of a region that plans without boundaries for the future.

The Edmonton Metropolitan Region is the second youngest and second fastest growing Region in Canada – and we are a Region on the move. This is what sets us apart.

4,655 Farm Operators Generating $3.7B in annual revenue

1.7 million acres of farmland making agriculture the #1 land-use

$105 billion dollars of economic activity

Home to Canada’s largest hydrocarbon processing region

Home to Canada’s 5th busiest airport, moving 8.2 million passengers in 2018

The Region covers 9,439 square kilometres and accounts for 32.5% of Alberta’s population
**EMRB GOVERNANCE**

The Edmonton Metropolitan Region Board is a not for profit corporation established under the Edmonton Metropolitan Region Regulation and is comprised of 13 members municipalities as represented by each respective Mayor; a non-elected Board Chair (non-voting); and a Provincial Government of Alberta Liaison (non-voting).

The Edmonton Metropolitan Region Regulation 189/2017 further specifies the Mandate, powers and duties of the Board, and voting rights.

**OUR GUIDING PRINCIPLES**

**COLLABORATION:**
**WORKING TOGETHER**
We are committed to working together to achieve our vision.

**INNOVATION:**
**CREATIVE AND NIMBLE**
We are leaders that embrace better ways to achieve long-term prosperity.

**BUILD TRUST:**
**RESPECT**
We will foster healthy relationships and build trust by taking ownership of our results.

**UNIFIED:**
**ONE VOICE**
We are champions for the Region and work towards our shared outcomes.
STATEMENT OF ACCOUNTABILITY

The EMRB is accountable to member municipalities, residents, key stakeholders and the Government of Alberta to ensure the execution of the Board Mandate under Regulation and the priorities identified therein to ensure the sustainability of the Region for future generations.

The Board is committed to transparency and the conduct of meetings in public subject to the limited exceptions to disclosure in Division 2 of Part 1 of the Freedom of Information and Privacy Act.

The Board is supported by a comprehensive corporate governance model which provides clear written policy and procedures to govern both Board and administrative matters and includes:

- Preparation of a Business Plan, updated annually which sets direction, establishes priorities and reports on progress towards Growth Plan objectives.
- Adherence to fiscal management and reporting in compliance with the Financial Administration Act and Canadian public sector accounting standards.
- Preparation of an Annual Report to the Minister of Municipal Affairs as required by the Municipal Government Act.
- Commitment to monitor the implementation of the Growth Plan by reporting on performance measures related to the operations of the Board and the Growth Plan.
- Commitment to an evergreening of the Growth Plan every 5 years.
- Ongoing advocacy in support of regional priorities.
- Communication with member municipalities, stakeholders and the public.

OUR VALUES

RESPECT

We build open and honest relationships through collaboration.

We are service oriented and treat others as we want to be treated.

INTEGRITY

We lead by example as guided by our principles.

As professionals, we honour our word and own the results.

ACCOUNTABILITY

We deliver excellence through diligence and service.

As a team, we are responsible for ourselves and each other.

INNOVATION

We are solutions oriented.

We take risks as we embrace better ways, and drive change.
Originally created in 2008, the Edmonton Metropolitan Region Board is one of two provincially-mandated regional growth management boards in Alberta. The Board is enabled by the Municipal Government Act, specifically the Edmonton Metropolitan Region Regulation.

Amended in 2017, the Edmonton Metropolitan Region Board Regulation served to transition the Capital Region Board (CRB) to the Edmonton Metropolitan Region Board (EMRB) and reduced the composition of the Board from 24 to 13 member municipalities with populations of 5,000 or more. The amended Regulation also enhanced our Mandate to prepare an integrated growth management plan for the Edmonton Metropolitan Region, and to develop a Metropolitan Region Servicing Plan (MSRP).

The updated Edmonton Metropolitan Region Growth Plan was also approved by the Government of Alberta on October 26, 2017. Endorsement from the Province guides our work to implement the Growth Plan, approve statutory plans through the Regional Evaluation Framework (REF), and
implement the MSRP, among other initiatives that will improve the economic competitiveness and quality of life in the Region.

In addition to enabling the work of the EMRB through the Regulation, the Government of Alberta provides funding to the EMRB for core operations and Strategic Initiatives through a grant agreement under the Alberta Community Partnership (ACP) Grant Program. Additional funding for regional Strategic Initiatives is provided by the member municipalities of the Board.
THE EMRB ORGANIZATIONAL STRUCTURE

The EMRB Decision-Making Structure function is supported through:

- **Executive Committee and the Audit & Finance Committee** which support our governance, strategic priority setting, and financial and audit accountabilities.

- **Task Forces** which provide strategic guidance, direction and support to the implementation of key project initiatives.
> **Working Groups** which provide the operational and technical expertise necessary to manage and develop projects and activities in support of key initiatives of the Board.

Decision making occurs as a result of recommendations from the Committees and Task Forces as advanced for the full deliberation and approval of the Board.

Each level in the EMRB Committee structure is supported by formalized Terms of Reference.

“Regional collaboration is our gateway into a positive and resilient future, and we are fortunate to be part of a region that makes this a priority. As we evolve as a city, a region and a network of communities, we are committed to collaboration that sees all partners benefit.”

**MAYOR BOB YOUNG**
**CITY OF LEDUC**
EMRB ADMINISTRATION

In support of the implementation of the Edmonton Metropolitan Region Growth Plan and regional Strategic Initiatives, the Board maintains a dedicated staff of project managers, subject matter experts, and administrative professionals. EMRB Administration provides essential support to deliver on the vision of the Board while ensuring transparency and accountability in project and financial management.

EMRB Administration is committed to serving the Board, stakeholders and the citizens of the Region with Respect, Integrity, Accountability, and Innovation.
RELATIONSHIPS AND PARTNERSHIPS

Our Region is the product of the contributions and effort of all those that call it home. In addition to our collaboration with member municipalities, we value the perspectives and insights that business, industry associations, and diverse community organizations across the Region offer to our work.

Our Growth Plan and initiatives will define the form and function of the neighbourhoods, the streets, and public spaces that make up our Region, and will shape the infrastructure and services that families and businesses use every day. Through engagement we can ensure the work is right-sized to the Region, capitalizes on the experience that stakeholders have to offer, and creates the conditions for regional prosperity.

Our commitment to stakeholder engagement will determine the success and value of our work. This past year marked a positive reset in stakeholder engagement for EMRB as we built stronger relationships with associations and individual members of the development industry, academic institutions, regional chambers of commerce, organizations representing land-use planning in the Region, as well stakeholders from the business community.

“Morinville is a proud member of the Edmonton Metropolitan Region Board. Our residents and businesses alike benefit daily from our work. We benefit from an award-winning and integrated land-use plan focused on economic prosperity and quality of life for all citizens of the Edmonton Metropolitan Region. We move seamlessly throughout the Region utilizing our Regional transportation systems. We purchase food from local agricultural producers. And, we choose to live in a Region and in a community that has placed a priority on orderly, economical and environmentally responsible growth. If Morinville is to continue to have a bright and sustainable future ahead of it, we need to continue to be seen as leaders, advancing not only our own, but the Region’s priorities. Our future depends on it!”

MAYOR BARRY TURNER
TOWN OF MORINVILLE
THE 2019-2020 EMRB PERFORMANCE STORY
STRATEGIC AND CORPORATE INITIATIVES

- EMRB Growth Plan and Strategic Initiatives
  - MRSP Metropolitan Region Servicing Plan
  - Implementation of the Edmonton Metropolitan Region Growth Plan
  - RAMP Regional Agriculture Master Plan
  - IRTMP Integrated Regional Transportation Master Plan
  - RECAS Regional Energy Corridors Advocacy Strategy
  - REF Regional Evaluation Framework

- Strategic Initiatives to Advance the EMRB Role in Regional Leadership and Collaboration
  - SISB Shared Investment for Shared Benefit
  - Regional Broadband
  - Growth Plan Key Performance Indicators
  - Edmonton Metropolitan Region Geographic Information Services

- Conclusion

- EMRB Continuous Improvement Board and Corporate Initiatives
INTRODUCTION

The Edmonton Metropolitan Region Board is uniquely positioned to address the challenges and opportunities associated with growth as one integrated, borderless Region. As a Board, we represent four rural and nine urban municipalities, all committed to building a resilient, sustainable and prosperous Region.

Working together, as a growth management board focused on planning for the future, the Board provides regional leadership in the identification of Strategic Initiatives to position the Region to be economically and globally competitive. The EMRB strives to ensure its regional plans are prioritized to provide a measurable return on investment, and that its public policy work enables timely and effective outcomes for the long-term success of the Region.

Throughout 2019/2020, the work of the EMRB focused on three areas:

» Delivering on the Mandate

» Further work on implementation of the Regional Growth Plan

» Pursuing Strategic Initiatives to advance the EMRB’s role in Regional Leadership and Collaboration

DELIVERING ON THE MANDATE

The Board’s roadmap for planning for future growth is the Edmonton Metropolitan Region Growth Plan, *Re-imagine. Plan. Build.* (EMRGP) approved by the Government of Alberta in October 2017. The Growth Plan provides an integrated approach to planning for future growth providing direction for both rural and urban municipalities to work together to achieve shared outcomes. The underlying theme of the Growth Plan is to achieve ‘responsible growth’ characterized by a reduction in the urban footprint through more compact development, implementation of a multi-modal transportation network, strategies to mitigate the impacts of climate change and protect the environment, a plan for the efficient delivery of services and infrastructure, and to enable economic diversification and ensure future food security for all citizens.
The Board’s priority this past year was to deliver on an expanded mandate with the completion of the inaugural Metropolitan Region Servicing Plan (MRSP). The intent of the MRSP was to establish a collaborative mechanism to enable cost-effective planning of regionally significant infrastructure and municipally delivered services, consistent with the outcomes of the 30-year Growth Plan. The objectives of the MSRP were to identify the services required to support the goals of and implementation of the Growth Plan; to support the optimization of shared services; to facilitate orderly, economical and environmentally responsible growth, and to coordinate planning and decisions regarding the optimization of ratepayer dollars.

The development of the MRSP was led by a seven member MRSP Task Force of Mayors and Councillors from across the Region. The work of the MRSP Task Force was further supported by an MRSP Advisory Group comprised of senior municipal administration, and by four Technical Working Groups consisting of subject matter experts from the four service areas.

The inaugural MRSP was completed within 2 years and started with the completion of an Environmental Scan of seven service areas including transportation (roads), regional transit, water, wastewater, stormwater, solid waste and emergency services. The MRSP Environmental Scan provides a concise, region-wide understanding of the current state of these municipal services at a point in time to inform the focus and future work of the MRSP. The EMRB agreed to initially focus
on four service areas, stormwater, solid waste, fire/EMS and emergency management, which it believed to have the greatest potential for achieving greater efficiency and optimization of resources through a collaborative regional approach. For the four remaining service areas, water, wastewater, transportation (roads) and regional transit, the Task Force recognized current mechanisms, existing entities and regional partnerships already exist to effectively plan for future growth.

The inaugural MRSP was approved by the Board in December 2019 and submitted to the Province for approval.

As the Region grows, the costs associated with providing infrastructure and efficient services for another one million regional residents will be greater than what one individual municipality can manage alone. The work of the EMRB through the implementation of the inaugural MRSP will further the spirit of trust, collaboration, and problem solving that defines our Region.

The MRSP includes a proposed governance structure to oversee the implementation of four Regional Collaboratives who will lead the work to achieve these outcomes in time - regional level planning and/or service delivery, prioritization of regional investments, as well as engagement and ongoing collaboration with key stakeholders towards the implementation of the MRSP.

Through continued regional collaboration, the MRSP will facilitate evidence-based decisions and support the identification of cost-effective investments to reduce duplication and redundancy, optimize services between municipalities, and ensure citizens have the full range of services they require.

### 2019/20 ACCOMPLISHMENTS

- Environmental Scan inclusive of all 7 Service Areas.
- Regional Infrastructure Maps for all Service Areas
- Stakeholder Engagement Plan
- Terms of Reference for Regional Collaboratives
- Final Report – MRSP Vision, Guiding Principles and a Vision Statement and Action Plans for each Regional Collaborative
- 4 – Task Force Meetings
- 3 – Advisory Committee Meetings
- 13 – Technical Working Group Meetings (4 Fire/EMS, 4 Solid Waste, 2 Emergency Management, 3 Stormwater)
- 6 – Presentations to half of the Region’s Municipal Councils

### WHO’S INVOLVED

- Task Force (7 Members)
- Advisory Group (13 Municipal Members + Regional Stakeholders)
- Technical Working Groups of 3-5 Members for each of the 4 Service Areas
- Regional Stakeholders – Water Commissions, EPCOR, Fire Chiefs, Solid Waste Ecosystem stakeholders
- EMRB Administration
- Consultant Team

### PROJECT DURATION

- 2 Year Project started
  - November 2017 – completed December 2019

### PROJECT BUDGET

- $554,200

### STRATEGIC PLAN OBJECTIVE

- Responsible and Sustainable Growth
To ensure the momentum behind the MRSP continues, in 2020/2021, the Board is proceeding with the implementation of the recommendations in the Plan. Starting with the standing up of a MRSP Standing Committee and the staged initiation of four Regional Collaboratives — Solid Waste, Stormwater, Fire/EMS, and Emergency Management.

The Regional Collaboratives will be led by a member municipality and each collaborative will include a member from all 13 member municipalities and other subject matter experts, as required. The Regional Collaboratives will concentrate and focus efforts and expertise, provide a supportive forum to foster research, build and share regionally relevant intelligence, and provide the data necessary for evidence-based decisions and actions.

MRSP Task Force Chair Ralph and EMRB Administration will also complete the municipal presentations to councils as part of the implementation and engagement commitment by the Board, seeking input to inform the implementation plan.

“The Metropolitan Regional Servicing Plan represents an opportunity to demonstrate to our citizens the value of collaboration. The delivery of transportation, water, waste and emergency services directly impact the daily lives our residents. Now that the Plan is in place, EMRB members can generate momentum around regional projects and realize their benefits. It is going to be an exciting time to be part of this Region.”

MAYOR WILLIAM CHOIY
TOWN OF STONY PLAIN
The Edmonton Metropolitan Region Growth Plan is an integrated plan which includes six interconnected regional policy areas. The policy areas respond to the challenges and opportunities facing the Region for the next 30 years and advance the 50-year Vision and guiding principles for planning and managing for growth. The policy areas are interrelated and require a systematic approach to thinking and planning for the future as one seamless, borderless Region.

Throughout 2019/2020, the Board continued to focus on specific initiatives to support the implementation of the Growth Plan. To include the development of a Regional Agriculture Master Plan (RAMP) started in 2018/2019, and the initiation of a project in year, to update the Integrated Regional Transportation Master Plan (IRTMP), initially approved by the Capital Region Board in 2011.

The Board also launched the next phase of work on Regional Energy Corridors with a Strategic Initiative focused on developing a Regional Energy Corridors Advocacy Strategy (RECAS). Other significant projects included further work on the Regional Evaluation Framework (REF), the preparation of the annual 2019 Transportation Priorities Report. Finally, a project to identify outstanding data sources for seven new Growth Plan Key Performance Indicators (KPIs) with an added enhancement to identify key drivers which can influence the results of the Growth Plan KPIs to enable better understanding of the results.

The first amendment of the Growth Plan was implemented this year with the addition of the Sturgeon Valley Special Study Area negotiated policies. The special study area was identified in the Growth Plan as having unique circumstances requiring additional study to address the future development plans within Sturgeon County in collaboration with the City of Edmonton and the City of St. Albert. The study area was approved by the Board in December 13, 2018 followed by the Province on January 23, 2019 and integrated into the Growth Plan in October 2019.
The Board’s work is greatly enhanced through its commitment to ensure the involvement of the people and organizations to provide critical knowledge, insights and experience to inform the discussions around the EMRB table. All the Board’s work is inclusive of broad Stakeholder Engagement involving member municipalities, and in some cases non-member municipalities, academics, other orders of government, the private sector, NGOs and project specific regional stakeholders.

It starts with the commitment of member municipalities through Mayors and Councillors participating on Task Forces and Committees, CAOs and Municipal Administrations working on Advisory Groups, Sub-Committees, Working Groups and Technical committees, supplemented by consultants with subject matter expertise.

Key partnerships include Alberta Capital Region Wastewater Commission (ACRWC), EPCOR, Urban Development Institute (UDI), Edmonton Global, Canadian Home Builder’s Association, University of Alberta, Alberta Land Institute, provincial and federal ministries, Edmonton Food Council, Edmonton Area Land Trust, to name a few, contributing valuable expertise to inform public policy and collaborative planning for a stronger, integrated Region.

“In our Growth Plan our Region committed to advancing growth in a sustainable and efficient way, and in so doing we would save $5 billion. The Metropolitan Region Servicing Plan is an important step on our path toward achieving these goals. I’m excited about the potential ahead as we begin implementing this plan, starting with collaboration on solid waste.”

MAYOR DON IVESON
CITY OF EDMONTON
Agriculture is the largest single land use in the Region, a key economic sector and an irreplaceable resource for local food security. During the Region’s rapid, uncoordinated growth of the past, neither the Province nor municipalities considered ways to conserve prime agricultural lands as a vital component to the sector. Agriculture is of historic, cultural, social, environmental and economic significance to this Region and is becoming increasingly more important to support provincial goals that contribute to economic diversification and ensure local food security and a high quality of life for citizens.

The development of a Regional Agriculture Master Plan (RAMP) was identified as a specific requirement of the implementation of the Growth Plan. The emphasis is on addressing the viability of the Agricultural Sector by addressing land use conflicts. The Growth Plan direction was to consider public policy mechanisms to support the identification and conservation of a supply of prime agricultural land for future food security, minimize fragmentation and conversion of prime agricultural land for non-agricultural uses and promote the diversification and value-added agriculture production and plan infrastructure to support the agricultural sector and regional food system. In addressing these objectives though a regional plan, the EMRB has the opportunity to demonstrate leadership in addressing a policy gap identified in the Provincial Land Use Framework (LUF), to include the development of a process to limit fragmentation and conversion of agricultural lands, in addition to identifying areas for conservation.

MESSAGE FROM THE CHAIR

“As Chair of the RAMP Task Force, I am pleased with the progress we’ve made to date recognizing significant work lies ahead to ensure the viability and vibrancy of the Region’s agricultural sector. RAMP will provide food security and allow the Region to diversify our economy by capitalizing on the tremendous opportunities we have in the global marketplace. To do this, we need to protect our prime agricultural lands. The benefits go well beyond expanding the economic base of our agricultural sector - there are associated health, social and environmental benefits. This is about posterity; taking action for future generations, leaving a legacy the EMRB can be proud of.”

MAYOR ROD SHAIGEC
PARKLAND COUNTY
Agriculture represents a significant economic, environmental and social opportunity for the Region. Some of the best and most productive agricultural lands are located in this Region. This creates a locational and competitive advantage to optimize the use of agricultural land base, recognized as a nonrenewable resource, to enable the growth of the sector, particularly agri-food and value added agriculture at a time in our history, when economic growth and diversification is becoming essential.

The Board appointed a 7-member Task Force of Mayors and Councillors in 2018/2019 to oversee the development of a RAMP within two years of the approval of the Growth Plan. The Task Force also includes representation from the federal and provincial government, Edmonton Global and a subset of members from the RAMP Working Group as technical advisors. The work of the RAMP Task Force is further supported by a RAMP Working Group comprised of senior municipal administration from all 13 member municipalities, and representatives from each of the four Agricultural Service Boards, and the Province through the Ministry of Agriculture & Forestry.

The development of a RAMP is a complex undertaking requiring ongoing input, support and partnerships from other orders of government and a broad range of regional stakeholders. The Task Force has completed an essential piece of work entitled the “Economic Imperative” which serves as the rallying piece behind the importance of agriculture and opportunity for growth driven by investment in value-added and agri-foods to the Region and the role of RAMP. The Economic Imperative highlights the need for a focused

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<th>2019/2020 ACCOMPLISHMENTS</th>
<th>WHO’S INVOLVED</th>
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<th>STRATEGIC PLAN OBJECTIVE</th>
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<tr>
<td>• Economic Imperative for Agriculture – Business Case</td>
<td>• Task Force (7 Members, plus the Province and Federal Government and 5 RAMP Working Group Members as technical advisors)</td>
<td>• 3 Year Project started April 2018 – estimate April 2021</td>
<td>$667,015</td>
<td>• Responsible and Sustainable Growth</td>
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<td>• Draft RAMP Policy Areas</td>
<td>• Working Group – 13 member municipalities and 4 Agricultural Service Board members, and the Province</td>
<td>• Deliverable: Regional Agricultural Master Plan</td>
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<td>• Draft RAMP Policies by Policy Area</td>
<td>• Engagement with Regional Stakeholders – Edmonton Global, Academia, Alberta Land Institute, Producers, Province, Value-added Manufacturers</td>
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<td>• Draft Stakeholder Engagement Plan</td>
<td>• EMRB Administration</td>
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<td>• 4 - Task Force Meetings</td>
<td>• Consulting Team</td>
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<td>• 30 - Working Group Meeting/Sub Working Group Meetings (9 Working Group, 21 Sub-Committee)</td>
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intentional and integrated plan in order to accomplish new growth through a modest increase in value-added food production. The growth and recognition for the sector regionally is envisioned to come from an increase in economic output and employment, attraction of new innovation, new investments and partnerships on the national and international stage.

Work by the Task Force is nearing completion on a draft integrated policy framework to specifically recognize the different areas for agricultural activity in the Region. The aim is to ensure the regional agriculture policy framework and draft policies to provide certainty for agriculture producers and the land development industry to inform future growth. Further work is planned to identify and address critical infrastructure gaps and on developing a strategy and plans to effectively deliver general education and awareness to promote the value and importance of supporting the agricultural system and to enable the productivity and sustainability of the sector.

RAMP is also being developed at a time when our planning must consider the broader challenges facing cities and regions. Like the importance of planning for resiliency including mitigating the effects of climate change, the importance of environmental stewardship, future food security, the broader topic of food sovereignty and ensuring a secure food supply chain for all citizens of the Region and Alberta.

Critical to completing the work required for an inaugural RAMP is to collect the insights and advice from a broad base of stakeholders. Implementation of the Stakeholder Engagement Plan will focus on consulting with individuals and organizations who are vested in or have a vested interest in the growth and sustainability of the sector. The Task Force is working to finalize the policy area framework and policy directions to socialize with municipal councils, producers, industry associations, agri-food processors, consumers, academics, and policy makers, etc. The collective input from these and other stakeholders will help shape the inaugural RAMP and recommendations for implementation.

“Acknowledging the importance of agriculture through the Regional Agriculture Master Plan (RAMP) came at the right time. Recent disruptions in food supply chains have heightened people’s awareness of food security and autonomy, and highlighted the importance of the agriculture industry. This industry is a major economic driver in the Edmonton Metropolitan Region, and has potential to generate $17.3 billion by 2046. RAMP will promote agriculture viability, protect agricultural land, help meet the global demand for 70 per cent more food over the next 30 years, and ensure a robust agriculture industry that benefits the Region today and into the future.”

MAYOR TANNI DOBLANKO
LEDUC COUNTY
The Integrated Regional Transportation Master Plan (IRTMP) was first adopted in 2011, establishing a regional transportation network to serve the growing Region for a period of 35 years. The inaugural IRTMP was implemented through a ranking of capital projects from across the Region with member municipalities for submission to the provincial budget process, called the Regional Transportation Priorities Report.

The adoption of the Growth Plan in 2017 charted a bold new direction for transportation in the Region, especially through the linkages of transportation to the other five policy areas. As an example, the densities of neighbourhoods and employment areas will have an enormous influence on the efficacy of shifting the Region’s population to higher transit ridership; and the provision of transit supports complete communities and essential social services. This broadened understanding of transportation systems and an integrated approach to planning for the Region’s future warrants an equally visionary Integrated Regional Transportation Master Plan.

The IRTMP is one of the projects identified to implement the Growth Plan, by developing a future transportation network and providing policy direction to support growth in the Region to 2044. The IRTMP includes several deliverables to identify the current state of the Region as we prepare to develop transportation strategies to realize the bold direction of the Growth Plan.

The Board appointed a 7-member Task Force of Mayors and Councillors in to oversee the update of the IRTMP. The Task Force also includes

**MESSAGE FROM THE CHAIR**

“The City of Fort Saskatchewan supports the work of the EMRB and as Chair of the IRTMP Task Force, I am proud that we are planning a transportation network without boundaries to ensure our Region is connected, competitive and positioned for growth.”

**MAYOR GALE KATCHUR**
CITY OF FORT SASKATCHEWAN
representative from Alberta Transportation and three members from the Working Group, serving as technical advisors. The work of the IRTMP Task Force is further supported by a 12-member Working Group comprised of senior municipal administration with a range of transportation, land planning, engineering and modelling expertise and a representative from Alberta Transportation.

Planning for the IRTMP is reliant on an updated Regional Travel Model to assist with determining transportation options, understanding the effects of proposed policies, and providing technical outputs for use by municipalities in local transportation planning. The Regional Travel Model will also be key to identify those capital projects that will provide the greatest benefits to the Region during the annual Regional Transportation Prioritization process.

REGIONAL TRANSPORTATION PRIORITIES REPORT

The Regional Transportation Priorities Report is produced on an annual basis and was first developed as an implementation measure of the IRTMP in 2013. Each year, municipalities are invited to submit capital projects for regional transportation infrastructure, which are then collectively ranked for their alignment and furthering of Growth Plan policies. The Board adopts the final list, which is submitted to the Province for consideration in the annual budget process.

The Regional Transportation Report is an important investment and communication tool for the Region in that it represents the collective funding request for regionally significant transportation projects through a unified voice. To ensure future relevancy of the annual prioritization process, the IRTMP project includes a review of the existing ranking process and update to include an evidenced-based process that will demonstrate those projects that make the greatest difference to a determined outcome, such as reducing greenhouse gas emission or increasing connectivity. The intent is to provide a deeper understanding of the anticipated returns on proposed capital investments.

2019/2020 ACCOMPLISHMENTS

- Project Kick-Off with establishment of Task Force and Working Group
- Memorandum of Understanding signed between EMRB, Alberta Transportation and City of Edmonton for resourcing the Regional Travel Model
- Draft Environmental Scan completed
- 3 Task Force Meetings
- 8 Working Group Meetings

WHO’S INVOLVED

- Task Force (7 Members, plus the Province and 3 Working Group Advisors)
- Working Group – 12 member municipalities
- Engagement with Regional Stakeholders – Edmonton Global, Alberta’s Industrial Heartland, Edmonton International Airport, CP and CN railways, and Government of Canada
- EMRB Administration
- Consulting Team

PROJECT DURATION

- 2 Year Project started June 2019 – June 2021

DELIVERABLES:
- Integrated Regional Transportation Master Plan
- Regional Transportation Priorities Evaluation Process
- 2021 Regional Transportation Priorities Report

PROJECT BUDGET

- $593,375

STRATEGIC PLAN OBJECTIVE

- Maintaining Momentum
The Environmental Scan was adopted by the Board on May 14, 2020, followed by completion of work on land use forecasting and the transportation network. This work will help the Task Force envision the transportation future for the Region, including the formation of development forecasts for modelling followed by the development of the IRTMP policy framework.

While developing the IRTMP policy document, the Task Force and Working Group will create plan objectives and the means to measure progress towards achieving those objectives and translated into indicators. This work will inform the methodology to develop the Regional Transportation Prioritization Process to determine those capital projects that would provide the greatest return on investment for the Region.

“I’m looking forward to working with regional partners as we embrace innovative technologies and bold new approaches to thinking regionally about transportation. Through the IRTMP, our Region can collaborate to build a more efficient and integrated regional transportation network for citizens and businesses of today, and tomorrow.”

MAYOR JOHN STEWART
CITY OF BEAUMONT
The Edmonton Metropolitan Region is a hub for oil and gas exploration and development in Western Canada and has a vast network of petroleum pipelines and power transmission lines, which frequently occupy the same linear footprint as energy corridors. The Region’s existing energy corridors are at or near capacity and anticipated oil and gas development will require additional energy corridor capacity.

Current models for energy corridors focus on proponent-driven solutions, resulting in land fragmentation, constraints to pipeline expansion, and uncertainty for industry and municipalities. There is no clear authority leading a coordinated approach to energy corridor planning in the Region and municipalities have limited capacity to influence the location of energy corridors. Municipalities are limited to intervener status in regulatory hearings and are not the final arbiter of corridor locations. Municipalities have expressed a need for a stronger voice in the planning and regulatory process, particularly given its impacts on regional growth planning.

The Regional Energy Corridors Advocacy Strategy (RECAS) project is to develop an advocacy strategy for member municipalities to communicate and advocate for greater involvement in energy corridor planning in support of their role in regional land use planning and ensure the objectives of the Growth Plan for responsible growth are not jeopardized.

The outcomes for this project are to identify opportunities for greater involvement of municipalities for a more coordinated approach to energy corridor planning in the Region, and to provide greater clarity and certainty to municipalities and industry. Positioning the Region to prepare for and support anticipated energy investment.

This project builds on previous work specifically addressing recommendations made in the 2014 Capital Region Regional Energy Corridors Policy Framework and the 2016 Capital Region Energy Corridors Master Plan, as well as key takeaways...
from the 2018 Edmonton Region Energy Corridors Forum.

The strategic oversight for this initiative is coming directly from the EMRB.

The final project deliverable will be a comprehensive energy corridors advocacy strategy to promote a more substantive role for municipalities in energy corridor planning within the Region. The advocacy strategy will also propose recommendations for more coordinated regional approaches to energy corridor planning in the Region.

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<thead>
<tr>
<th>2019/2020 ACCOMPLISHMENTS</th>
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<tbody>
<tr>
<td>• Review and analysis of current state of energy corridor planning</td>
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<td>• What We Know report that summarizes the current state review</td>
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<td>• External Stakeholders Interviews energy corridor planning</td>
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<td>• 1 Engagement Session with the Board (Oct 4)</td>
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<td>• What We Heard report that summarizes results of external stakeholder interviews</td>
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<th>WHO’S INVOLVED</th>
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<th>PROJECT DURATION</th>
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<td>• 1 Year Project started July 22, 2019 – May 2020</td>
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<th>STRATEGIC PLAN OBJECTIVE</th>
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<td>• Maintaining Momentum</td>
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On October 26, 2017, the Edmonton Metropolitan Region Board (EMRB) was established under the Modernized Municipal Government Act and EMRB Regulation 189/2017. The EMRB Regulation specified the continuation of the Regional Evaluation Framework (REF) to provide the Board the authority to evaluate and approve member municipality’s statutory plans in order to ensure alignment with the principles and policies of the Growth Plan. With the updating of the Growth Plan, it became necessary to review and update REF to specifically align with a new set of principles and policies, and to recognize the holistic nature of the new regional plan through six integrated policy areas.

The REF provides the legislative authority and is the primary mechanism to ensure local plans are consistent with the goals and policy objectives and outcome of the Growth Plan. Granted through Ministerial Order MSL:111/17, the REF provides member municipalities with specific criteria to determine when new municipal statutory plans and statutory plan amendments must be submitted to the Board for approval as well as the procedures for submission.

The REF provides the Board with the necessary oversight to ensure a harmonized and collaborative approach to land use planning, allowing neighbouring municipalities to plan for growth together and share in the success and benefits of smart regional growth; providing long-term economic prosperity and enhanced quality of life for all citizens of the Region. The REF process ensures growth planning decisions are considerate of responsible land use planning, adhering to the requirement to increased densities to reduce the urban footprint and to coordinate infrastructure investments, and maximizing efficiencies in municipal servicing in order to reduce costs and duplication of efforts.

The Growth Plan and REF Implementation Working Group, initiated in 2018/2019, continued to meet regularly to advance solutions to support the clarification around the interpretation and intent of Growth Plan policies and implementation. The Working Group includes representation from 13
member municipalities who met eight times over this past year. As a result of the dedication and commitment to collaboration by members of this Working Group, several enhancements to the EMRB Planning Toolkit were completed in partnership with members of industry represented by Urban Development Institute (UDI) Edmonton Region. These enhancements include several additional interpretive guides, policy interpretations, and clarity around expectations for submission and evaluation of REF applications. These changes are anticipated to result in fewer REF applications and enabling municipalities greater flexibility in approving development applications.

REF STATS
2019/2020

REF APPROVALS
Reflects the status of REF applications submitted to the EMRB for review.

For 2019-2020

- Applications Submitted: 25
- Applications Approved: 25
- Applications Withdrawn/Rejected: 0

EMRB Performance Standard ➞ 25 days
EMRB Performance Results ➞ 15 days

TARGETTED OUTCOME
Continued collaboration between all stakeholders.

“Over the last decade, communities in the Region have made valuable progress in approaching complex, regional issues with a collaborative mindset through the Edmonton Metropolitan Region Board. We know our municipalities are interconnected in many ways and that our residents often view the Region as borderless. It has been incredibly rewarding for the City of Spruce Grove to be able to contribute to the Board’s initiatives, which not only improve the quality of life for residents of Spruce Grove and across the Region, but is fundamentally helping to shape the future of our communities.”

MAYOR STUART HOUSTON
TOWN OF SPRUCE GROVE
The Working Group continues to be a regional forum for members to discuss emerging issues, request guidance on interpretation from planning peers, engage with members of industry through UDI, and to continue to evolve the EMRB Planning Toolkit to ensure the REF process fulfills the objectives of the Growth Plan.

In conjunction with the Working Group, EMRB Administration will undertake a comprehensive review and update to the EMRB Municipal Planning Toolkit to better integrate new material into the document and to improve the overall usability and accessibility of the information by all stakeholders. It is critically important the EMRB Municipal Planning Toolkit remains current to effectively support member municipalities with the implementation of the Growth Plan.
STRATEGIC INITIATIVES TO ADVANCE THE EMRB ROLE IN REGIONAL LEADERSHIP AND COLLABORATION

In accordance with the Mandate of the EMRB, the Board is not limited in its work to an advisory capacity nor policy development role. While the development and implementation of a Growth Management Plan and a Metropolitan Region Servicing Plan are core responsibilities, the Board has broad authority in the preparation of these plans and to have regard for any other matter relating to the physical, social and economic development of the Edmonton Metropolitan Region.

In 2019/2020, the Board engaged in two transformational Strategic Initiatives – Shared Investment for Shared Benefit and Regional Broadband. These two initiatives are recognized as legacy work being led by the collective 13-member Board itself and considered to be regionally significant. The outcomes will enable continued economic prosperity and enhance the quality of life for all citizens of the Region.

Shared Investment for Shared Benefit is a progressive approach to developing and implementing a collaborative funding model for regionally significant initiatives where a shared investment model will result in broad benefits for the Region. Whereas understanding the Region’s access to the internet holistically, including the quality of connectivity, through a regional broadband study is critical to inform the Region’s economic competitiveness. It is also increasingly important to business retention and growth in addition to investment attraction efforts. These two Strategic Initiatives exemplify the thought leadership and the strength in the collaborative nature of the Board to ensure we are investment ready and able to compete globally while ensuring we continue to be an attractive, livable and affordable Region for all citizens.
Shared Investment for Shared Benefit (SISB) models are decision-making tools to identify initiatives that require a shared approach among partners and quantify the required investment and benefits for those partners. Shared Investment for Shared Benefit can mean much more than allocating dollars into infrastructure; for example, sharing data or expertise for shared regional benefit.

As a region, we know we are stronger when we work together. The Growth Plan identifies the need to prioritize and collaborate on regional investments to support shared growth. The creation of an SISB model recognizes that, as one Region, we are greater than the sum of our parts, and that our common challenges can be solved by shared investments and solutions.

Developing an SISB model will create a truly regional framework reflecting the unique capabilities and shared strengths of regional municipalities. SISB will help the Region identify opportunities and share limited resources for programs, services or infrastructure that will benefit the whole Region, that would otherwise be beyond the reach of one municipality alone.

SISB will offer a transformational approach to regional cooperation with potential to create measurable cost savings, process efficiencies, leverage economies of scale, and provide value to regional citizens.

“Strathcona County is committed to regional and sub-regional approaches that better serve our citizens, and the citizens of regional municipalities. As Chair of the Shared Investment for Shared Benefit Task Force, my primary goal is to secure a promising future for our Region. By leveraging our collective strengths and through continued collaboration, we can advance our Region’s competitiveness, sustainability and appeal on local, national and global scales.”

MESSAGE FROM THE CHAIR

MAYOR ROD FRANK
STRATHCONA COUNTY
The SISB Task Force will continue to refine the requirements of the SISB framework and model. Future discussions will focus on types of initiatives to consider for an SISB approach and an initiative selection criteria mechanism. The framework will be developed with contributions and recommendations from the Task Force and will inform the development of the SISB model.

The model will be developed based on the framework along with further Task Force consultations and will be tested iteratively with the Task Force under a range of scenarios. The model will provide a tool to assist decision making for investment-sharing initiatives and will quantify the distribution of required investment and resulting benefits.

“IT IS MY HONOUR TO SERVE AS MAYOR OF THE CITY OF ST. ALBERT, A MEMBER OF THE EDMONTON REGIONAL METROPOLITAN BOARD AND AS VICE CHAIR OF THE EMRB’S SHARED INVESTMENT FOR SHARED BENEFIT (SISB) TASK FORCE. ST. ALBERT CITY COUNCIL STRONGLY SUPPORTS A REGIONAL APPROACH TO DECISION MAKING. WE KNOW OUR CITY IS PART OF A LARGER WHOLE AND FINDING MUTUALLY BENEFICIAL SOLUTIONS TO COMMON PROBLEMS BENEFITS ALL RESIDENTS OF OUR REGION. SISB HOLDS SUCH PROMISE — BY WORKING TOGETHER, WE CAN MULTIPLY THE VALUE OF OUR INVESTMENTS, BROADEN THE REACH OF OUR INITIATIVES AND REALIZE A BRIGHTER COLLECTIVE FUTURE.”

MAYOR CATHY HERON
CITY OF ST. ALBERT
Internet access is the foundation of education, information, connectivity, and participation in today’s knowledge economy – it is table stakes for any globally competitive region. EMRB is uniquely positioned to be a leader in solving regional issues, to champion and facilitate collaboration on regional broadband.

The Board has recognized the importance of having reliable, ubiquitous access to broadband, which is essential to our future growth, economic diversity and prosperity as a region, and is taking steps to build a regional view of the current state of broadband in the Region. The need to better understand the coverage and capacity of broadband deployment to meet the needs of business and citizens in the Region was first identified in the Board’s 2018-2023 Strategic Plan.

The Edmonton Metropolitan Region Broadband Situation Analysis aims to provide the EMRB and a broad range of regional stakeholders with a comprehensive understanding of the current state of broadband in the Region. With the complete picture being inclusive of non-member municipalities in the Region and supplemented by ecosystem of stakeholders. This work will provide the Board with sufficient evidence to make informed decisions about future initiatives to address critical gaps in access and coverage, and critical to support the outcomes of the Growth Plan including economic competitiveness, complete communities, infrastructure, transportation, and agriculture.

Key outcomes of this initiative, to be completed in 2020/2021, include a comprehensive understanding of the regional current state, a socio-economic impact assessment of broadband from a societal perspective quantifying the monetary value of increased broadband access, and stronger advocacy through a coordinated regional approach which will enable economic prosperity and quality of life for all citizens.

The strategic oversight for this initiative is coming directly from the EMRB.
Moving into 2020/2021, the EMRB Broadband Situation Analysis will be finalized. The results of the Current State Analysis will be shared with the Regional Stakeholders for feedback. Initial findings and observations from the Current State Analysis will guide the development of the following deliverables to complete the Situation Analysis:

- **Socio-economic Impact Assessment**: Assess the impact of increased broadband access from a societal perspective (economic, social and environmental) in quantitative and qualitative terms.

- **Jurisdictional Scan**: Identify best practices of policy triggers that other Canadian or international regions have put in place to address identified broadband gaps.

- **Desired Future State**: Conceptual understanding of the future broadband needs to enable Growth Plan objectives and outcomes.

- **Recommendations and Next Steps**: Options for consideration by the Region for addressing the identified gaps and opportunities.

“Access to high-speed broadband Internet is no longer a luxury but a necessity for our day-to-day lives, for economic prosperity and for regional growth. As long as we have pockets in our Region without connectivity, social and economic disparity will continue, and Sturgeon County is one of those regions within Edmonton Metro where we still have parts of our rural communities without broadband. It impacts commerce opportunities, access to education, health and public safety, cultural enrichment, government operations, and other countless conveniences and efficiencies in our lives. We are certainly very supportive of a Regional Broadband Strategy.”

**MAYOR ALANNA HNATIW**
**STURGEON COUNTY**
The work of the EMRB is founded on the principle of evidence-based decision making and commitment to continuous improvement to enhance and evolve regional data, and information and data visualization tools, to ensure effective analysis and decision making. Monitoring, evaluating, and reporting on changes in the Region and the implementation of the Growth Plan are critical to analyzing and understanding the effectiveness of policies to achieve specific outcomes. The understanding of the information is important to initiate corrective action to improve the policy outcomes intended by the Growth Plan.

In the development of the 2017 EMRGP, the original list of 16 KPIs were re-evaluated and expanded upon to include 26 recommended KPIs based on the six policy areas of the new Growth Plan. The EMRB initiated a project to address gaps in data sources and collection methodologies for seven new indicators and to enhance the overall analytical component of the KPIs to explain data trends in simple terms for each indicator. The work was completed in January of 2020 with the results being integrated into the EMRB custom web dashboard and annual reporting of the KPIs. This work was completed with the assistance of all member municipalities to identify, collect, collate and analyze data to address these seven KPIs.

**MEASURES OF SUCCESS – AN OVERVIEW OF THE REGION**

These 26 KPIs are directly aligned with the EMRB Growth Plan Regional Policies. Monitoring, evaluating and reporting on changes are critical to analyzing and understanding the effectiveness of the Plan and enabling its success. The EMRB completes a comprehensive quantitative report on the Growth Plan KPIs every 5 years in alignment with the release of Federal Census Data. The next release is expected in 2021.
ECONOMIC COMPETITIVENESS AND EMPLOYMENT

IMPROVING

TARGETTED OUTCOME
Continued collaboration between all stakeholders.

Employment Growth
The amount of people employed in the Region is steadily growing.

Employment Diversity
The Region offers diverse employment opportunities.

Employment Density within Centres*
The number of people employed per centres is being monitored.

NATURAL LIVING SYSTEMS

IMPROVING

TARGETTED OUTCOME:
Healthy natural living systems and climate change adaptability.

Fuel Sales and Emissions
Greenhouse Gas emissions relative to fuel sales are being monitored.

Ambient Air Quality
On average the Region continues to experience low risk on the Air Quality Health Index.

Protected Areas
The amount and size of protected and environmentally significant areas remains relatively constant and are being monitored.

Wetland Loss*
The number of wetlands altered or lost is being monitored.

Wetlands Saved/Restored*
The number of wetlands saved or restored is being monitored.

COMMUNITIES AND HOUSING

IMPROVING

TARGETTED OUTCOME
Complete communities and housing diversity.

Housing Mix
The diversity of land use categories is being monitored.

Household Spending
The amount being spent on housing is being monitored.

Diversity of Greenfield Areas
The diversity of land use categories is increasing.

* Denotes 2019 baseline data collection for the KPI.
INTEGRATION OF LAND USE AND INFRASTRUCTURE

IMPROVING

TARGETTED OUTCOME
Compact development and efficient infrastructure.

Total Population and Dwellings
The regional population and number of dwellings are increasing.

Residential Intensification*
The amount of housing development in existing urban areas is increasing.

Planned and As-Built Density of Residential Areas
Planned and as-built residential density is increasing.

Residential Construction
Residential construction has increased since the last census.

Residential Land Supply*
Amount of available land for development in the Region is being monitored.

Industrial Land Supply*
Amount of available land for development in the Region is being monitored.

TRANSPORTATION SYSTEMS

IMPROVING

TARGETTED OUTCOME:
A multi-modal and integrated regional transportation system.

Investments in Regional Road Infrastructure*
The amount of funding for regional road infrastructure is being monitored.

Investments in Intermunicipal Transit
The amount of funding for intermunicipal transit by level of government is being monitored.

Commuting Duration
The average commute has increased.

Community Mode Split
The Region overwhelmingly commutes by car and the number has increased marginally since the last census.

Transit Ridership
Regional transit trips per capita has decreased.

AGRICULTURE

REPORTING ON THE KPIs IN THE POLICY AREA ARE SUBJECT TO COMPLETION OF THE RAMP.

TARGETTED OUTCOME
Ensure the wise management of prime agricultural resources.

Agricultural Land Consumption
The amount of agricultural land being lost.

Agricultural Fragmentation
The amount of agricultural land being sub-divided.

Value of Farm Receipts
The cash receipts from sales of agricultural commodities.

* Denotes 2019 baseline data collection for the KPI.
The Edmonton Metropolitan Region Geographic Information Services (EMRGIS) is an essential tool to enable analysis and visualization in a relational format to support and enhance decision making. The EMRGIS continues to support all on-going EMRB projects through data management, analysis and visualization to assist in decision making.

EMRGIS capabilities have been effective to support spatial analysis and cartography activity for key EMRB projects such as the delineation of RAMP policy areas, mapping of Regional Broadband Assets, mapping of regional infrastructure in support of the work of the MRSP, and supports the spatial analysis in the evaluation of REF applications. EMRGIS continues to evolve in terms of regional GIS capabilities, maps, and open data.

The EMRGIS is but one component of the EMRB commitment to implementing effective decision making through establishing an information, monitoring and knowledge system to ensure the Region is in a position to continuously improve on regional land use planning and public policy to enable effective outcomes that provide measurable benefits to the Region and its citizens.
CONCLUSION

2019/2020 has been a year of tremendous activity, progress and accomplishment on the part of the Board. In this past year, the Board has overseen and directed the greatest number of Strategic Initiatives in its history in an effort to advance and deliver on its Mandate as a Growth Management Board. The hard work of realizing the Vision for the Region is felt every day through its commitment to regional leadership focused on building consensus on the right Strategic Initiatives and priorities to ensure an integrated and cohesive Region that is resilient, sustainable and prosperous.
EMRB CONTINUOUS IMPROVEMENT
BOARD AND CORPORATE INITIATIVES

BOARD INITIATIVES

GOOD GOVERNANCE

The Board commenced work and discussion in relation to good governance beginning in May 2019 with individual Board Member interviews. In July 2019, the Board held its first Board Development session with an express purpose to review the Board governance and committee structure.

Further development of the governance structure, including the creation of a draft Board Charter was continued in dedicated governance sessions and discussions held in September and November of 2019 and continuing in January 2020. Through these discussions, the Board confirmed the value in the Board’s role and focus on strategy and the strategic direction of the EMRB. A final draft of the Board Charter will be prepared for implementation in 2020.

STRATEGIC REVIEW/STRATEGIC PLANNING AND PRIORITY SETTING

The Board commenced the Strategic Review and Planning process in September 2019. In November 2019, a joint Strategic Review and Planning Session was convened with both Board Members and CAOs to further the work. To build on and develop a context for the strategic review and discussion, the group participated in a facilitated discussion to ensure a shared understanding of the environmental and operating context of the Region, including operating in a ‘Complex Adaptive System’, and its influence in establishing priorities and objectives for the EMRB.

A January 31, 2020 Strategic Review and Planning Session continued work on the foundational context and establishing a set of shared assumptions by which the current strategic priorities can be reviewed, and the renewed Strategic Plan validated. This work began by developing shared Regional Outcomes. The Board focused on:

- Identifying future outcomes and impacts achieved through EMRB;
- Internal and external factors that will accelerate or impede success; and
- Understanding competitive variables that will inform strategic direction and priorities.

In anticipation of additional Strategic Review and Planning Sessions, Board Members and CAOs were provided with extensive background materials for review, including comprehensive data regarding each EMRB Strategic Initiative. Board Members were also provided with reference documentation to demonstrate the linkages between EMRB Policy Areas and Strategic Initiatives and their alignment to the priorities and shared outcomes of the Government of Alberta.

Such materials provided a detailed knowledge and information base, and support shared understanding, in order to conduct the Strategic Review, support fact and evidenced-based decision making, and to ensure EMRB, municipal, and provincial alignment within a common contextual frame of reference.
CORPORATE INITIATIVES

EMRB Administration commenced a number of operational and administrative initiatives in 2019/2020 to increase management rigor and oversight, to improve internal process, and to enhance external strategic relationships and partnerships.

ENHANCED COMMUNICATIONS

Enhanced communications support remains a priority of the Board and the CEO, and significant progress was made in the development of an Integrated Strategic Communications and Engagement Framework to be presented to the Board in June 2020. This framework will align with and reflect the renewed Strategic Plan including the strategic priorities of the Board.

Concurrent to the development of the overarching communications framework, a number of communication products and enhancements were introduced in 2019/2020 in order to support Board Members in their efforts to stay apprised of the Board’s work and be able to communicate this to municipal councils, the public and stakeholders. This includes:

- Post-meeting summaries for Board and Task Force meetings;
- Strategic Initiative Update Bulletins;
- New supporting webpages;
- Enhanced social media presence; and
- Dedicated strategic communications support resources within the RAMP, IRTMP and SISB Strategic Initiatives.

CORPORATE RISK PROFILE

EMRB Administration has made significant progress in the development of the Corporate Risk Profile (CRP) including completion of the data gathering component of the project, an environmental scan and multiple key stakeholder interviews. Work in relation to the data analysis, including the assessment framework has also been developed and completed. An overview presentation of the methodology was presented to the Audit & Finance Committee on November 29, 2019. The findings and recommendations of the CRP were then presented to the Audit & Finance Committee in March with a recommendation to be advanced to the Board for review and approval in June 2020.

CORPORATE BYLAW & POLICY FRAMEWORK AND POLICY SUITE REVIEW

A review of the complete suite of EMRB policies has been completed and a Corporate Bylaw and Policy Framework has been developed to prescribe the manner of development, review, category of instrument, approvals, documentation, format, publication and communication of EMRB official policy documents.

This work will ensure the application of a uniform, objective and transparent policy standard across the organization and in support of the Board. The renewed policy suite and the and Corporate Bylaw & Policy Framework will be presented to the Board for review and approval in tandem with presentation of the CRP in 2020.

ADMINISTRATIVE AND OPERATIONAL REVIEW

EMRB Administration commenced the Administrative and Operational Review with an objective to improve the efficiency of the agenda management process for the EMRB and stakeholders including the implementation of a new agenda management program. The review also encompasses the management of M-files, records management, the RFP and tendering process, as well as EMRB procurement policy and practices.
ENHANCED ACCOUNTING AND FINANCIAL REPORTING

EMRB Administration has made significant progress in improving accounting and financial reporting, and operational planning and reporting. This includes the establishment of full-cost accounting practices for each Strategic Initiative and the provision of budget and expenditure forecast within quarterly financial reports.

These enhanced planning and reporting initiatives will continue to advance in the upcoming 2020 business planning cycle through the introduction of operational planning and key activity reporting integrated with activity based costing and financial variance reporting.

EDMONTON METROPOLITAN REGION BOARD PROJECT MANAGEMENT OFFICE

Dating back to 2018, EMRB Administration identified the need to promote greater efficiency and consistency in its systematic support of Board Strategic Initiatives. Throughout 2019, Administration has prioritized the development of a Project Management Office to formalize and streamline the number of processes, procedures and documentation that constitute the framework of our project-based organization.

Enlisting the expertise of MacEwan University’s Project Management faculty, EMRB Administration participated in six half-day training sessions over the course of three months to ensure a common understanding and application of project management principles and best practices, following industry standards in the Project Management Institute’s Project Management Body of Knowledge.

Extensive work has been conducted in relation to project charters, risk registers, project status reporting, lessons learned registers, and full-cost accounting for project expenses. Further work on additional processes and document templates is planned to continue well into 2020 as EMRB Administration remains committed to delivering high quality results that clearly demonstrate this organization’s value as a driver of regionally significant initiatives.
FINANCIAL REPORTING
FOR THE YEAR ENDED MARCH 31, 2020

- Independent Auditor's Report
- Management's Responsibility for Financial Reporting
- Statement of Financial Position
- Statement of Operations and Accumulated Surplus
- Statement of Changes in Net Financial Assets
- Statement of Cash Flows
- Notes to Financial Statements
INDEPENDENT AUDITOR’S REPORT

To the Members of Edmonton Metropolitan Region Board

Opinion

We have audited the financial statements of Edmonton Metropolitan Region Board (the Board), which comprise the statement of financial position as at March 31, 2020, and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Board as at March 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Board in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation 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.

In preparing the financial statements, management is responsible for assessing the Board's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Board or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Board's financial reporting process.

(continues)
Independent Auditor's Report to the Members of Edmonton Metropolitan Region Board  (continued)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Board’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Board to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Edmonton, AB
June 11, 2020

King + Company  
CHARTERED ACCOUNTANTS
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 the responsibility of management. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring 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 used.

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

The external auditors, King & Company Chartered Accountants, 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 Edmonton Metropolitan Region Board and meet when required.

On behalf of the Edmonton Metropolitan Region Board:

Karen Wichuk
Chief Executive Office
June 11, 2020
Edmonton, Alberta
## STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2020

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FINANCIAL ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash (Note 2)</td>
<td>$3,001,610</td>
<td>$5,135,564</td>
</tr>
<tr>
<td>Goods and Services Tax recoverable</td>
<td>$39,818</td>
<td>$17,069</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$3,041,428</td>
<td>$5,152,633</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities (Note 3)</td>
<td>$358,069</td>
<td>$133,490</td>
</tr>
<tr>
<td>Deferred revenue (Note 4)</td>
<td>-</td>
<td>$3,032,558</td>
</tr>
<tr>
<td>Deferred lease inducement (Note 5)</td>
<td>$82,814</td>
<td>$104,897</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$440,883</td>
<td>$3,270,945</td>
</tr>
<tr>
<td><strong>NET FINANCIAL ASSETS</strong></td>
<td>$2,600,545</td>
<td>$1,881,688</td>
</tr>
<tr>
<td><strong>NON FINANCIAL ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible capital assets (Note 7)</td>
<td>$219,347</td>
<td>$238,162</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>$16,342</td>
<td>$15,397</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$235,689</td>
<td>$253,559</td>
</tr>
<tr>
<td><strong>ACCUMULATED SURPLUS</strong></td>
<td>$2,836,234</td>
<td>$2,135,247</td>
</tr>
</tbody>
</table>

ON BEHALF OF THE BOARD:

Dr. Jodi L. Abbott  
CHAIR

Mayor William Choy  
VICE CHAIR
### Statement of Operations and Accumulated Surplus

#### Year Ended March 31, 2020

<table>
<thead>
<tr>
<th></th>
<th>Budget (Note 11)</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Province of Alberta operating grant (Note 4)</td>
<td>$3,031,083</td>
<td>$3,031,083</td>
<td>$2,954,160</td>
</tr>
<tr>
<td>Member contributions</td>
<td>1,468,000</td>
<td>1,468,000</td>
<td>1,351,000</td>
</tr>
<tr>
<td>Interest and other income</td>
<td>-</td>
<td>65,292</td>
<td>46,067</td>
</tr>
<tr>
<td>Alberta Community Partnership grants (Note 4)</td>
<td>21,500</td>
<td>22,975</td>
<td>41,525</td>
</tr>
<tr>
<td></td>
<td>4,520,583</td>
<td>4,587,350</td>
<td>4,392,752</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board and committee expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Honoraria</td>
<td>32,400</td>
<td>36,200</td>
<td>25,758</td>
</tr>
<tr>
<td>Meetings</td>
<td>25,000</td>
<td>26,916</td>
<td>70,779</td>
</tr>
<tr>
<td>Travel</td>
<td>12,000</td>
<td>5,525</td>
<td>3,048</td>
</tr>
<tr>
<td></td>
<td>69,400</td>
<td>68,641</td>
<td>99,585</td>
</tr>
<tr>
<td>Administrative expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>1,953,387</td>
<td>1,822,200</td>
<td>1,763,535</td>
</tr>
<tr>
<td>Consulting fees</td>
<td>2,664,150</td>
<td>1,337,402</td>
<td>547,701</td>
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<tr>
<td>Office lease and operating costs</td>
<td>310,000</td>
<td>256,166</td>
<td>238,277</td>
</tr>
<tr>
<td>Professional fees</td>
<td>115,000</td>
<td>114,890</td>
<td>81,512</td>
</tr>
<tr>
<td>Office</td>
<td>186,295</td>
<td>97,489</td>
<td>120,281</td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>-</td>
<td>55,963</td>
<td>48,665</td>
</tr>
<tr>
<td>Travel</td>
<td>86,500</td>
<td>52,801</td>
<td>40,488</td>
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<tr>
<td>Communications</td>
<td>53,000</td>
<td>24,574</td>
<td>27,352</td>
</tr>
<tr>
<td>Insurance</td>
<td>6,000</td>
<td>5,342</td>
<td>4,322</td>
</tr>
<tr>
<td>Loss on disposal of tangible capital assets</td>
<td>-</td>
<td>-</td>
<td>23,469</td>
</tr>
<tr>
<td></td>
<td>5,374,332</td>
<td>3,766,827</td>
<td>2,895,602</td>
</tr>
<tr>
<td>Program Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Municipal Internship</td>
<td>50,000</td>
<td>50,895</td>
<td>46,565</td>
</tr>
<tr>
<td></td>
<td>5,493,732</td>
<td>3,886,363</td>
<td>3,041,752</td>
</tr>
<tr>
<td><strong>ANNUAL SURPLUS (DEFICIT)</strong></td>
<td>(973,149)</td>
<td>700,987</td>
<td>1,351,000</td>
</tr>
<tr>
<td><strong>ACCUMULATED SURPLUS – BEGINNING OF YEAR</strong></td>
<td>2,135,247</td>
<td>2,135,247</td>
<td>784,247</td>
</tr>
<tr>
<td><strong>ACCUMULATED SURPLUS – END OF YEAR</strong></td>
<td>$1,162,098</td>
<td>$2,836,234</td>
<td>$2,135,247</td>
</tr>
</tbody>
</table>
# STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

YEAR ENDED MARCH 31, 2020

<table>
<thead>
<tr>
<th></th>
<th>Budget (Note 11)</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANNUAL SURPLUS (DEFICIT)</td>
<td>$ (973,149)</td>
<td>$ 700,987</td>
<td>$ 1,351,000</td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>-</td>
<td>55,963</td>
<td>48,665</td>
</tr>
<tr>
<td>Purchase of tangible capital assets</td>
<td>-</td>
<td>(37,148)</td>
<td>(99,530)</td>
</tr>
<tr>
<td>Loss on disposal of tangible capital assets</td>
<td>-</td>
<td>-</td>
<td>23,469</td>
</tr>
<tr>
<td>Decrease (increase) in prepaid expenses</td>
<td>-</td>
<td>(945)</td>
<td>83,646</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>17,870</td>
<td>56,250</td>
</tr>
<tr>
<td>INCREASE (DECREASE) IN NET FINANCIAL ASSETS</td>
<td>(973,149)</td>
<td>718,857</td>
<td>1,407,250</td>
</tr>
<tr>
<td>NET FINANCIAL ASSETS – BEGINNING OF YEAR</td>
<td>1,881,688</td>
<td>1,881,688</td>
<td>474,438</td>
</tr>
<tr>
<td>NET FINANCIAL ASSETS – END OF YEAR</td>
<td>$ 908,539</td>
<td>$ 2,600,545</td>
<td>$ 1,881,688</td>
</tr>
</tbody>
</table>
EDMONTON METROPOLITAN REGION BOARD

STATEMENT OF CASH FLOWS
YEAR ENDED MARCH 31, 2020

<table>
<thead>
<tr>
<th>OPERATING ACTIVITIES</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual surplus</td>
<td>$ 700,987</td>
<td>$ 1,351,000</td>
</tr>
<tr>
<td>Items not affecting cash:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>55,963</td>
<td>48,665</td>
</tr>
<tr>
<td>Loss on disposal of tangible capital assets</td>
<td>-</td>
<td>23,469</td>
</tr>
<tr>
<td></td>
<td>756,950</td>
<td>1,423,134</td>
</tr>
<tr>
<td>Changes in non-cash working capital:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goods and Services Tax recoverable</td>
<td>(22,749)</td>
<td>1,681</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>224,579</td>
<td>62,231</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>(3,032,558)</td>
<td>1,047,315</td>
</tr>
<tr>
<td>Deferred lease inducement</td>
<td>(22,083)</td>
<td>(22,083)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(945)</td>
<td>83,646</td>
</tr>
<tr>
<td></td>
<td>(2,853,756)</td>
<td>1,172,790</td>
</tr>
<tr>
<td>Cash flow from [used by] operating activities</td>
<td>(2,096,806)</td>
<td>2,595,924</td>
</tr>
</tbody>
</table>

| CAPITAL ACTIVITY                                         |        |        |
| Purchase of tangible capital assets                      | (37,148) | (99,530) |

| INCREASE (DECREASE) IN CASH                             |        |        |
|                                                        | (2,133,954) | 2,496,394 |

| CASH – BEGINNING OF YEAR                                 | 5,135,564 | 2,639,170 |

| CASH – END OF YEAR                                       | $ 3,001,610 | $ 5,135,564 |
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2020

NATURE OF OPERATIONS

On June 7, 2017, an Act to Strengthen Municipal Government received Royal Assent and contained changes to the Municipal Government Act, including the Edmonton Metropolitan Region Regulation (189/2017), which came into force on October 26, 2017, and served to transition the Capital Region Board (CRB) to the Edmonton Metropolitan Region Board (the “Board”).

In addition to the prescribed mandate to coordinate long range growth planning through the preparation of an integrated growth management plan for the Edmonton Metropolitan Region; the Mandate of the Board was expanded to include the development of a Metropolitan Region Servicing Plan (MRSP). The Board has developed an aggressive Strategic Plan (2018-2023) that identifies a number of key strategic priorities to be undertaken that alongside the prescribed mandate.

Members of the Board include: elected officials of 13 participating municipalities, representing those with populations of more than 5,000. These include six cities: Beaumont, Edmonton, Fort Saskatchewan, Leduc, Spruce Grove, and St. Albert; three towns: Devon, Morinville, and Stony Plain; four counties: Leduc County, Parkland County, Strathcona County, and Sturgeon County.

1. SIGNIFICANT ACCOUNTING POLICIES

   Basis of Presentation
   The financial statements were prepared in accordance with Canadian public sector accounting standards.

   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.

   Financial Instruments
   Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.
Cash
Cash is comprised of cash held with financial institutions and is recorded at cost.

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: 20% declining balance
- Computer equipment: 30% declining balance
- Computer software: 30% declining balance
- Leasehold improvements: 10 years straight line

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 tangible 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.

Contributed 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.

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

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 amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2020

reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in surplus in the period in which they become known. Actual results could differ from these estimates.

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.

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 ten-year term of the related lease as a reduction in office rent.

Pensions
Pension costs included in these statements comprise of the cost of employer contributions for current service of employees during the year.

The Board participates in a multi employer pension plan, the Local Authorities Pension Plan (LAPP), and does not report on any unfunded liabilities. The expense for this pension plan is equivalent to the annual contribution of $166,413 for the year ended March 31, 2020 (2019 – $133,598).

At December 31, 2018 the Local Authorities Pension Plan report a surplus of $3,469,347,000 (2017 – $4,835,515,000).

2. CASH

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>$3,001,610</td>
<td>$2,103,006</td>
</tr>
<tr>
<td>Externally restricted for deferred revenue</td>
<td>-</td>
<td>3,032,558</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$3,001,610</td>
<td>$5,135,564</td>
</tr>
</tbody>
</table>


### 3. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>$245,908</td>
<td>$72,710</td>
</tr>
<tr>
<td>Wages</td>
<td>59,994</td>
<td>23,954</td>
</tr>
<tr>
<td>Vacation</td>
<td>41,179</td>
<td>32,266</td>
</tr>
<tr>
<td>LAPP</td>
<td>10,988</td>
<td>4,560</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$358,069</td>
<td>$133,490</td>
</tr>
</tbody>
</table>

### 4. DEFERRED REVENUE

**PROVINCE OF ALBERTA**

- **2017-2018 Operations**
  - Balance, beginning of year: $ - $1,985,243
  - Recognized as revenue: - (1,985,243)

- **2018-2019 Operations**
  - Balance, beginning of year: 1,031,083 -
  - Amounts received: - 2,000,000
  - Recognized as revenue: (1,031,083) (968,917)
  - Balance, end of year: - 1,031,083

- **2019-2020 Operations**
  - Balance, beginning of year: 2,000,000 -
  - Amounts received: - 2,000,000
  - Recognized as revenue: (2,000,000) -
  - Balance, end of year: - 3,031,083

**ALBERTA COMMUNITY PARTNERSHIP**

- Balance, beginning of year: 1,475 -
- Amounts received: 21,500 43,000
- Recognized as revenue: (22,975) (41,525)

- Balance, end of year: - 1,475

**GRAND TOTAL**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ -</td>
<td>$3,032,558</td>
</tr>
</tbody>
</table>
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2020

Province of Alberta
The purpose of the Province of Alberta grant is to support the Board’s core operations and strategic initiative in support of the regional growth and metropolitan servicing plans, and other initiatives related to provincially mandated responsibilities.

Alberta Community Partnership
Alberta Community Partnership agreed to make a one time conditional grant in the amount of $64,500, by the way of two installments, $43,000 representing the Year One installment and $21,500 representing the Year Two installment. The grant was used to assist the Board with the salary and expenses of a municipal land use planner intern.

5. DEFERRED LEASE INDUCEMENT

Pursuant to a premises lease agreement for the new office, the landlord provided the Board with a lease inducement. $82,814 was remaining at March 31, 2020. The inducement will reduce lease expense over the next four years based on the following schedule:

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Lease</th>
<th>Lease Inducement</th>
<th>Net Lease</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>$281,140</td>
<td>$(22,083)</td>
<td>$259,057</td>
</tr>
<tr>
<td>2022</td>
<td>281,140</td>
<td>(22,083)</td>
<td>259,057</td>
</tr>
<tr>
<td>2023</td>
<td>281,140</td>
<td>(22,083)</td>
<td>259,057</td>
</tr>
<tr>
<td>2024 (until Jan 31)</td>
<td>234,284</td>
<td>(16,565)</td>
<td>217,719</td>
</tr>
<tr>
<td>Total deferred leased inducement</td>
<td></td>
<td>$82,814</td>
<td></td>
</tr>
</tbody>
</table>

6. LEASE COMMITMENT

The Board is committed to the following annual rent and occupancy expenses under lease for the premises.

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Lease</th>
<th>Lease Inducement</th>
<th>Net Lease</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>$259,057</td>
<td>$(22,083)</td>
<td>$259,057</td>
</tr>
<tr>
<td>2022</td>
<td>259,057</td>
<td>(22,083)</td>
<td>259,057</td>
</tr>
<tr>
<td>2023</td>
<td>259,057</td>
<td>(22,083)</td>
<td>259,057</td>
</tr>
<tr>
<td>2024 (until Jan 31)</td>
<td>217,719</td>
<td>(16,565)</td>
<td>201,154</td>
</tr>
<tr>
<td>Total</td>
<td>$1,077,704</td>
<td>$(82,814)</td>
<td>$994,890</td>
</tr>
</tbody>
</table>
7. **TANGIBLE CAPITAL ASSETS**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Office equipment</td>
<td>$13,052</td>
<td>$3,045</td>
<td>$10,007</td>
<td>$8,699</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>43,616</td>
<td>22,462</td>
<td>21,154</td>
<td>30,220</td>
</tr>
<tr>
<td>Computer software</td>
<td>137,364</td>
<td>80,262</td>
<td>57,102</td>
<td>40,578</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>275,812</td>
<td>144,728</td>
<td>131,084</td>
<td>158,665</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$469,844</td>
<td>$250,497</td>
<td>$219,347</td>
<td>$238,162</td>
</tr>
</tbody>
</table>

8. **RELATED PARTY TRANSACTIONS**

The following is a summary of the Board’s related party transactions:

<table>
<thead>
<tr>
<th>PROVINCE OF ALBERTA</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants received</td>
<td>$</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>-</td>
<td>3,031,083</td>
</tr>
<tr>
<td>Recognized as revenue</td>
<td></td>
<td>3,031,083</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>2,954,160</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MUNICIPAL MEMBERS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions received</td>
<td>$1,468,000</td>
<td>$1,351,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BOARD MEMBERS</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honoraria</td>
<td>$75,977</td>
<td>$25,758</td>
</tr>
<tr>
<td>Consulting fees</td>
<td>60,107</td>
<td>60,944</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>3,785</td>
<td>5,763</td>
</tr>
</tbody>
</table>

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

9. **FINANCIAL INSTRUMENTS**

The Board’s financial instruments consist of cash and cash equivalents, short term investments, accounts receivable and 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.
10. SUBSEQUENT EVENTS

In March 2020, the global pandemic caused by COVID-19 required the implementation of quarantine measures by the Government of Alberta for individuals, businesses and not-for-profit organizations. The date at which these measures will be fully lifted has not been set. The financial impact caused by COVID-19 to the future operations of the Board cannot be determined at this time.

11. BUDGET

The budget figures presented in the financial statements are based on the amended budget approved by the Board on October 10, 2019.

<table>
<thead>
<tr>
<th></th>
<th>Original</th>
<th>Adjustments</th>
<th>Amended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$3,492,000</td>
<td>$1,028,583</td>
<td>$4,520,583</td>
</tr>
<tr>
<td>Expenses</td>
<td>5,026,940</td>
<td>466,792</td>
<td>5,493,732</td>
</tr>
<tr>
<td>Annual Surplus [Deficit]</td>
<td>$(1,534,940)</td>
<td>$561,791</td>
<td>$(973,149)</td>
</tr>
</tbody>
</table>

12. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year’s presentation.
ACKNOWLEDGEMENTS

The Edmonton Metropolitan Region Board 2019-2020 Annual Report was produced by EMRB Administration.

EMRB Administration is thankful for the support and contributions of the Board and respective member municipalities, and is appreciative of assistance from the following organizations:

King & Company Chartered Accountants – Financial Audit; and
Broken Arrow Solutions Incorporated – Graphic Design.

PHOTO CREDITS
Photographs appear courtesy of the member municipalities of the Edmonton Metropolitan Region Board.
Edmonton Metropolitan Region Board – Scope
May 14, 2020

Recommended Motion:

Motion submitted at February board meeting:
That the Edmonton Metropolitan Region Board (EMRB) limit the scope of future projects to relate directly to the monitoring and implementation of the Edmonton Metropolitan Region Growth Plan (EMRGP)

Amended Motion for May board meeting:
1a. That the Edmonton Metropolitan Region Board (EMRB) reaffirms its core mandate is to prepare and implement a Growth Plan and a Servicing Plan and commits to refocus the Board’s efforts and resources to prioritize these mandatory obligations.

1b. That the Edmonton Metropolitan Region Board (EMRB) create a framework to evaluate alignment of future projects to the core EMRB mandate, determine whether or not the proposed project overlaps with the work of other entities, and provide an estimate of the time requirements of Board members and administration.

Background

Section 3(1) of the EMRB Regulation 2017-355 outlines the mandate of the Board, stating that it shall:

(a) strive towards consensus regarding matters before the Board,
(b) promote the long term sustainability of the Edmonton Metropolitan Region,
(c) ensure environmentally responsible land-use planning, growth management and efficient use of land,
(d) develop policies regarding the coordination of regional infrastructure investment and service delivery,
(e) promote the economic well-being and competitiveness of the Edmonton Metropolitan Region, and
(f) develop policies outlining how the Board shall engage the public on the Growth Plan and the Servicing Plan.

In fulfilling its mandate, Section 3(2) of the Regulation states that the Board shall further
(a) prepare a Growth Plan,
(b) prepare a Servicing Plan,
(c) advise and make recommendations to the Minister regarding the implementation of the Growth Plan and the Servicing Plan,
(d) facilitate the resolution of issues arising from the preparation and implementation of the Growth Plan and the Servicing Plan, and
(e) develop and implement policies for the sharing of costs for regional projects of the Edmonton Metropolitan Region.
Discussion

Introduction
In 2017, EMRB Regulation 2017-355 reduced EMRB membership from 24 municipalities to 13. While the regulation increased the mandate of the board to include the preparation of a servicing plan, it contains no defined limits to the projects that may be undertaken. It is incumbent on the board to make informed decisions when considering whether to take on new projects with full consideration of the board's core mandate within the context of our ability to effectively resource initiatives and the work undertaken by the province and other organizations in the region.

Focus on Board’s Core Mandate
The EMRB’s core mandate is the preparation and implementation of the growth plan and the servicing plan. Members of EMRB are well informed, passionate and driven by a desire to make the region better. That means that all suggestions to “do more” will be valid and important to the region. However, no other agency, department or order of government is charged with the growth plan and servicing plan and so the core mandate must be prioritized when considering new projects.

Evaluation of Future Projects
Having a framework to evaluate future projects would allow the board to be fully informed of costs and expectations on administrations before committing to a project. Using a consistent framework for evaluation would ensure that the EMRB takes on new projects in full consideration of the Board’s core mandate, the member’s ability to participate and EMRB administration’s capacity to undertake the project.

Overlap With Other Entities
While Regulation 2017-355 allows for the EMRB to undertake projects that are not directly tied to the preparation of a growth plan and servicing plan, in some cases, the EMRB has undertaken projects that are regulated within the provincial mandate and where advocacy is led by private industry, such as with Energy Corridor Advocacy. Implementation of the current growth plan will also require that the EMRB undertake items that overlap with newly formed regional entities, such as economic development and transit. With the review of the Growth Plan set to occur in the near future, this is an opportunity to refocus on land use. EMRB engagement in activities that overlap with the activities of other entities requires careful consideration of the value added by EMRB engagement.

Administrative Capacity
At its September 2019 meeting, the MRSP task force was provided with an estimate of the amount of staff time required from member municipalities to properly resource the standing committee and the four collaboratives (see attached). Taking average values of 5.5 days of administrative time per meeting, the MRSP estimate translates into approximately 8-9 days of administrative time per month (101 days per year). This does not include the time required on behalf of the elected officials.

In addition to this impending time commitment to implement MRSP, Leduc County averaged 5 additional EMRB meetings per month in 2019. By applying the time commitment estimates from the MRSP projects to other EMRB projects and activities, an additional 27.5 days of administrative time are required per month (330 per year). While it is recognized that some of this time will offset time directed to current activities, to properly resource broad participation in the same board activities as Leduc County, each municipality would need to commit approximately 440 days of administrative time. While
Leduc County sits on more committees and task forces than most, resourcing should not be a fundamental impediment to participation in the activities of the board.

Continuing to expand the scope of work limits the ability of smaller municipalities to fully participate which was not the intent of EMRB and could lead to the loss of rural and small town perspectives in decisions.

**Moving Forward**

For each EMRB member to properly resource broad participation in EMRB activities, three potential paths are available:

1. Each municipality will continue to increase the amount of administrative time that is dedicated to EMRB activities each year,
2. Participation in the activities of the board will become more restricted, or
3. The scope of the Board’s activities will be reduced going forward.

While limiting the scope of EMRB activities will not reduce the *current* workload for municipalities, it will reduce the workload associated with *future* projects through a process of attrition.

**Conclusion**

Prior to our current circumstances, the EMRB was already facing a reduction in provincial budget dollars. Now the shift towards fighting Covid-19 and planning economic recovery will take priority for the province and every municipality. Now is the time for the EMRB to reaffirm its core mandate to prepare and implement a Growth Plan and a Servicing Plan and refocus the Board’s efforts and resources to prioritize these mandatory obligations. A growth plan focused on land use and a servicing plan focused on efficiency will help the region to start recovering from the economic crisis it is currently enduring.
## Going Forward

<table>
<thead>
<tr>
<th>Resource Implication</th>
<th>Current Member Municipal Contribution (estimated)</th>
<th>MRSP Meetings Per Year (proposed)</th>
<th>Membership to Committee/Collaborative (estimated)</th>
<th>Support to Committee/Collaborative (estimated based on current/estimated contributions per meeting)</th>
<th>Costs for Contribution (estimated per municipality based on $1,500 per day)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Standing Committee</strong></td>
<td>Reflected in MRSP Task Force</td>
<td>4</td>
<td>3-5 Elected Officials each at ~0.5 day per meeting</td>
<td>Current range is 0-6 persons; ~0.5 day per CAO; ~0.5 day per admin support; ~1.0 day per senior admin</td>
<td>Elected Officials not costed Range of 2-3 days/meeting ~$3-4 K /meeting ~$12-16 K /year</td>
</tr>
<tr>
<td><strong>Emergency Management</strong></td>
<td>Regular meeting of CREPP◆, Sub-Regional and Inter-municipal</td>
<td>4</td>
<td>1 Senior SME per municipality</td>
<td>Current range is 1-2 persons; ~0.5 day per CAO; ~1-3 days per SME; ~1-2 days support to SME</td>
<td>Range of 3.5-7.5 days/meeting ~$5-11 K /meeting ~$20-45 K /year</td>
</tr>
<tr>
<td><strong>Fire/EMS</strong></td>
<td>Regular Meetings of Regional Fire Chiefs◆, Inter-Municipal</td>
<td>4</td>
<td>1 Senior SME per municipality</td>
<td>Current range is 1-2 persons; ~0.25 day per CAO; ~1-3 days per SME; ~1-2 days support to SME</td>
<td>Range of 3.5-7.5 days/meeting ~$5-11 K /meeting ~$20-45 K /year</td>
</tr>
<tr>
<td><strong>Solid Waste</strong></td>
<td>Regular meeting of ERWAC◆, existing Commission and Authority, Inter-municipal</td>
<td>6</td>
<td>1 Senior SME per municipality</td>
<td>Current range is 1-2 persons; ~0.25 day per CAO; ~1-3 days per SME; ~1-2 days support to SME</td>
<td>Range of 3.5-7.5 days/meeting ~$5-11 K /meeting ~$30-66 K /year</td>
</tr>
<tr>
<td><strong>Stormwater</strong></td>
<td>Regular meeting of Groups/Alliances◆, Watersheds, Inter-municipal</td>
<td>2</td>
<td>1 Senior SME per municipality</td>
<td>Current range is 1-2 persons; ~0.25 day per CAO; ~1-3 days per SME; ~1-2 days support to SME</td>
<td>Range of 3.5-7.5 days/meeting ~$5-11 K /meeting ~$10-22 K /year</td>
</tr>
</tbody>
</table>
EMRB Project Approval Process

**Background**

- The work of the EMRB is guided by its 4-year Strategic Plan which provides direction and outlines measurable goals. The Strategic Plan is a collaborative piece of work developed by the Board and CAO’s and identifies the strategic priorities of the Board. The strategic priorities identify the outcomes the Board is working towards over the term of the Plan. From the strategic priorities, the Board identifies strategic initiatives (or projects) which work towards achieving the specific outcomes identified. The Strategic Plan also includes a Mission Statement, Guiding Principles, and initial strategy development for the three strategic priorities.
  - *Shared Investment for Shared Benefit*
  - *Responsible Growth*
  - *Maintaining Momentum*

- Once the Board has approved the direction of the Strategic Plan, the Board CEO develops a Business Plan and Budget to achieve the outcomes over time which are then approved by the Board.

- The majority of the Board’s work is guided by its mandate set out in its Regulation. The Regulation requires the Board develop and implement a Regional Growth Management Plan and a Metropolitan Region Servicing Plan within a set timeframe. In addition, the Regulation is permissive in allowing the Board to take on additional work, it deems to be in support of the Board’s mandate.

- Once the Growth Plan and Servicing Plan are approved by Province, much of the work shifts to the projects to support the implementation of the plans.
  - For example, as part of the implementation section in the Growth Plan - Section 5.4 lists Future Studies and Initiatives and under Appendix A - a Resource Plan to inform scheduling and resourcing.
  - In addition to the direction in the Growth Plan, projects completed as part of implementation often contain recommendations to inform a further scope of work to be considered by the Board. An example is the development of an Annual Transportation Priorities Report, identified as an important initiative to support the implementation of the Integrated Regional Transportation Master Plan.

- Once a strategic initiative is identified in the Business Plan and resources allocated through the approved Budget, EMRB Administration proceeds with the development of a Project Charter.
Project Approvals

- A project charter is a formal document that authorizes the existence of a project and provides the authority to apply organizational resources to the project.

- The purpose of the charter is to obtain formal approval on the general parameters and structure of the proposed project, including:
  - the project objectives and outcomes, benefits, scope, and risks;
  - the project deliverables, schedule, milestones, and estimated costs; and
  - the project organization, governance structure, and stakeholders.

- Since 2018, draft Project Charters have been reviewed by the Executive Committee prior to being presented to the Board for approval. In some cases, Project Charter may be discussed at the CAO Standing Committee, for Information.

- Over the past 2½ years the Board has approved the following Project Charters:
  - Regional Agriculture Master Plan
  - Metropolitan Region Servicing Plan
  - Regional Energy Corridors Advocacy Strategy
  - Integrated Regional Transportation Master Plan Update
  - Shared Investment for Shared Benefit
  - Edmonton Metropolitan Region Broadband Situational Analysis

Monitoring & Reporting

- The Board receives regular project updates through the Project Chairs, appointed by the Board.
- The Board receives quarterly updates on the progress of the initiatives identified in the Strategic Plan through the Executive and Audit & Finance Committees.
- The Audit & Finance Committee may recommend Budget adjustments for projects, as required and approved by the Board.
- Project Deliverables are presented to the Board for approval.

Attachments:

1. IRTMP Project Charter
Integrated Regional Transportation Master Plan

Project Charter

May 2019
## SECTION 1. CHARTER INTRODUCTION

1.1 Document Change Control

1.2 Executive Summary

1.3 Project Approval

## SECTION 2. PROJECT OVERVIEW

2.1 Project Summary
   - 2.1.1 Project Objectives and Outcomes
   - 2.1.2 Project Scope

2.2 Deliverables

2.3 Project Cost Estimate and Source of Funding
   - 2.3.1 Project Cost Estimate
   - 2.3.2 Additional Sources of Funding

2.4 Dependencies

2.5 Project Risks, Assumptions, and Constraints
   - 2.5.1 Risks
   - 2.5.2 Assumptions
   - 2.5.3 Constraints

## SECTION 3. PROJECT ORGANIZATION

3.1 Project Governance

3.2 Roles and Responsibilities

3.3 Project Facilities and Resources

3.4 Project Stakeholders

## SECTION 4. PROJECT REFERENCES

## SECTION 5. ACRONYMS
Section 1. Charter Introduction

1.1 Document Change Control

This section will record the history of the document from first approval. Only approved changes to scope, budget, resources or schedule will result in changes to the project charter. Changes to the project charter will be documented by adding addenda to the original project charter.

<table>
<thead>
<tr>
<th>Revision Number</th>
<th>Date of Issue</th>
<th>Author(s)</th>
<th>Brief Description of Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>May 14, 2020</td>
<td>D. Irving</td>
<td>Remove 2020 Regional Priorities Report as Deliverable as approved by Board (B2020-37).</td>
</tr>
</tbody>
</table>

1.2 Executive Summary

The Edmonton Metropolitan Region Board (EMRB) adopted the inaugural Integrated Regional Transportation Master Plan (IRTMP) in 2011, which established a regional transportation network and defines key elements of the Region’s future transportation system for 35 years. The IRTMP is based on, and is in policy alignment with, the growth and planning assumptions of the 2009 Capital Region Growth Plan (CRGP). To support the implementation of the IRTMP, the (former Capital Region Board and now the EMRB) supported the development of a shorter-term prioritization of the 10-year roadway and transit projects list starting in 2013, with the first report completed mid-year 2014.

In 2017, the Government of Alberta approved the Edmonton Metropolitan Region Growth Plan (Growth Plan), which charted a bold new direction for the Region including key strategies for planning and managing growth. The implementation of the Growth Plan identified the need to undertake an update of the IRTMP to align with the new direction of the Growth Plan and update the policies and maps from the inaugural IRTMP.

With the significant changes in policy direction and outcomes expected from the Growth Plan, the IRTMP update has been identified as a strategic priority in both the 2018-2023 Strategic Plan and 2018-2020 Business Plan to implement the Growth Plan.

The IRTMP project includes a comprehensive review and reconsideration of the existing transportation project prioritization system employed in developing the annual Regional Transportation Priorities Report. The project will also deliver the first Regional Transportation Priorities Report using the new ranking process in time to inform the 2021 Provincial Capital Budget Cycle.

The IRTMP project will be a collaborative effort involving member municipalities and Alberta Transportation (AT). Through a letter of agreement between the EMRB and AT, both parties recognize that all jurisdictions, including the Government of Alberta, EMRB and member
municipalities, must work together to coordinate planning of the regional transportation system and road network.

1.3 Project Approval

This project charter formally authorizes the existence of the project, the IRTMP, and provides the project manager, appointed at the discretion of the Chief Executive Officer, with the authority to apply organizational resources to project activities described herein. If there is a change in the project scope, the project charter will be updated and submitted for re-approval.

<table>
<thead>
<tr>
<th>Approving Body</th>
<th>Edmonton Metropolitan Region Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval Date</td>
<td>June 13, 2019</td>
</tr>
<tr>
<td>Motion ID</td>
<td>B2019-26</td>
</tr>
<tr>
<td>Project Sponsor</td>
<td>Karen Wichuk, CEO</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Debra Irving, Senior Project Manager</td>
</tr>
</tbody>
</table>

Section 2. Project Overview

2.1 Project Summary

The inaugural Integrated Regional Transportation Master Plan (IRTMP) was developed in 2011, under the direction of the Capital Region Board, which established a regional transportation network to serve the Region for 35 years. The IRTMP policies and resulting transportation network aligned with growth forecasts and land use policies of the Capital Region Growth Plan (CRGP) adopted in 2010. The inaugural IRTMP was implemented through an annual ranking of regional transportation projects using methodology developed in 2013, which is referred to as the Regional Transportation Priorities report. This report has been prepared annually for the past five years with input from all member municipalities and submitted to the province for consideration in budgeting for capital projects.

In 2017, the Province approved the Edmonton Metropolitan Region Growth Plan (Growth Plan), which establishes a framework for responsible growth for the next 25 years to 2044. The Growth Plan included substantive policy updates including the identification of a Metropolitan Region Structure to 2044, six integrated policy areas, updated growth assumptions, and higher land use density targets for all urban municipalities, all of which are intended to influence future land development patterns and transportation infrastructure needs across the Region.

The Regional Transportation Priorities evaluation criteria and weighting were updated in 2018 to align with the Growth Plan. The Board approved Regional Transportation Priorities Evaluation Criteria Update and 2018 Regional Transportation Priorities reports in June 2018 with the understanding that a comprehensive update of the IRTMP would drive a thorough review and reconsideration of all aspects of the prioritization process.

This project, therefore, includes two major deliverables:

- a thorough IRTMP update aligned with the Growth Plan; and
- a re-evaluation and re-tooling of the Regional Transportation Priorities Evaluation Process to support the implementation of the IRTMP.
Transportation policies in the CRGP focused on increasing transportation choices and ensuring support for transit. The updated Growth Plan, however, recognizes the need to broaden transportation policy for the success of the Region, including integrating land use and infrastructure as a key strategy. The expanded policy direction of the Growth Plan links infrastructure to economic development and diversification, by addressing not only the movement of people, but also goods, with supportive policies on rail facilities, over-dimensional corridors and airports. The Growth Plan also strengthened policies around supporting a shift from single-occupancy-vehicles to multi-modal transportation choices, which was broadened to include active modes of transportation.

The IRTMP update is included in both the 2018-2023 Strategic Plan and 2018-2020 Business Plan as a two-year project commencing in 2019.

2.1.1 Project Objectives and Outcomes

<table>
<thead>
<tr>
<th>No.</th>
<th>Objectives</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>• Update IRTMP to implement policy direction and growth assumptions of Growth Plan.</td>
<td>• An integrated, multi-modal transportation system to serve the Region until 2044.</td>
</tr>
<tr>
<td>2</td>
<td>• Research and compile transportation plans from member municipalities and stakeholder organizations and collaboratively identify regionally significant transportation infrastructure.</td>
<td>• Shared understanding of Regional transportation infrastructure.</td>
</tr>
<tr>
<td>3</td>
<td>• Research and address the implications of emerging and/or disruptive technologies, transportation services and infrastructure.</td>
<td>• A Region positioned to address transportation change.</td>
</tr>
<tr>
<td>4</td>
<td>• Develop a preferred transportation system for the Region in collaboration with member municipalities and Alberta Transportation.</td>
<td>• Harmonized transportation modelling for the Region.</td>
</tr>
<tr>
<td>5</td>
<td>• Evaluate and update annual Regional Transportation Priorities criteria, methodology and process.</td>
<td>• A transparent, efficient process for developing the annual Regional Transportation Priorities report that meets the needs of member municipalities.</td>
</tr>
<tr>
<td>6</td>
<td>• Identify data sets and mapping products of importance to the Region and recommend a process for updating and reporting.</td>
<td>• A clear picture of the evolution of the Region’s transportation infrastructure and progress in implementing the IRTMP.</td>
</tr>
</tbody>
</table>

2.1.2 Project Scope

The IRTMP builds upon the policy direction and growth assumptions of the Growth Plan. The project scope includes activities in support of the update, as well as the development of an evaluation and prioritization process to be used annually to update the Regional Transportation Priorities report. The 2021 Regional Transportation Priorities report will be delivered as part of the project using the finalized evaluation process.
### Activities In Scope

<table>
<thead>
<tr>
<th>Activities In Scope</th>
<th>Activities Out of Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Conduct research on transportation plans, programs, activities, and funding program requirements; identify best practices, emerging technologies; research transportation funding sources and requirements.</td>
<td>1. Preparation of Regional Transportation Priorities Report for 2019.</td>
</tr>
<tr>
<td>2. Develop an updated IRTMP to include principles, objectives, strategies and policies in alignment with Growth Plan.</td>
<td>2. Funding models or strategies.</td>
</tr>
<tr>
<td>3. Develop and model future transportation system scenarios.</td>
<td></td>
</tr>
<tr>
<td>4. Review existing transportation project evaluation process, criteria, and methodology to understand where improvements can be made; develop new prioritization system (methodology, criteria, reporting structure).</td>
<td></td>
</tr>
</tbody>
</table>

As noted in the above table, preparation of a Regional Transportation Priorities report in 2019 is not within the scope of the Project as it is expected that the IRTMP will drive major changes to the prioritization criteria and methodology of establishing transportation priorities. The 2018 Regional Transportation Priorities report will be revisited and updated internally for submission to the Province in September 2019.

### 2.2 Deliverables

The project includes the deliverables outlined in the following table.

<table>
<thead>
<tr>
<th>Project Deliverable 1: Communication Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stakeholders:</strong></td>
</tr>
<tr>
<td><strong>Description:</strong></td>
</tr>
<tr>
<td><strong>Acceptance Criteria:</strong></td>
</tr>
<tr>
<td><strong>Due Date:</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Deliverable 2: Engagement Plan</th>
</tr>
</thead>
</table>
### Project Deliverable 3: Environmental Scan

<table>
<thead>
<tr>
<th>Stakeholders:</th>
<th>Consultant, Working Group, Task Force, Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description:</td>
<td>The environmental scan compiles and reviews information from member municipalities and identified stakeholders, including but not limited to: adopted plans, policy documents, growth and transportation models, commissions, initiatives and studies relating to strategies and plans for all transportation modes. The environmental scan will also identify and present information on: emerging issues and technologies; existing and emerging funding program requirements; and, transportation best practices. Part of the risk and opportunity review will include a lessons learned exercise of the annual transportation priorities ranking process, evaluation criteria and methodology to identify opportunities for improvement. The environmental scan will be delivered as a standalone report.</td>
</tr>
<tr>
<td>Acceptance Criteria:</td>
<td>Working Group validates findings of environmental scan to be correct, and report is detailed enough to inform update of IRTMP and Evaluation Process to the satisfaction of the Task Force and Board.</td>
</tr>
<tr>
<td>Due Date:</td>
<td>December 2019</td>
</tr>
</tbody>
</table>

### Project Deliverable 4: Regional Transportation Scenarios and Technical Report

<table>
<thead>
<tr>
<th>Stakeholders:</th>
<th>Consultant, Working Group, Task Force, Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description:</td>
<td>Building upon accepted findings from the Environmental Scan, the consultant will identify different growth scenarios using Alberta Transportation’s model. Alternative scenarios and methodology will be presented, and assumptions will be agreed upon for modelling. The model would be developed for interim use to inform policy discussion and development and may need adjustment upon drafting of the IRTMP.</td>
</tr>
<tr>
<td>Acceptance Criteria:</td>
<td>Scenarios represent different outcomes and incorporates growth assumptions to the satisfaction of the Task Force.</td>
</tr>
<tr>
<td>Due Date:</td>
<td>June 2020</td>
</tr>
</tbody>
</table>
## Project Deliverable 5: Policy Framework

**Stakeholders:** Consultant, Work Group, Task Force, Board

**Description:** The Policy Framework will guide the development of the IRTMP principles, objectives strategies and policies by establishing a common understanding and approach to the project, as well as how to achieve consensus on policy direction and Work Group outputs. The Policy Framework document will also identify an approach for developing the Regional Transportation Priorities Evaluation Process, to ensure understanding of policy tiebacks prior to IRTMP development.

**Acceptance Criteria:** The Policy Framework clearly outlines the IRTMP policy development and Evaluation Process approach to the satisfaction of the Task Force.

**Due Date:** March 2020

## Project Deliverable 6: Integrated Regional Transportation Master Plan

**Stakeholders:** Consultant, Work Group, Task Force, Board

**Description:** The IRTMP is a long-term strategic plan building upon the objectives and strategies of the Growth Plan. The IRTMP helps guide transportation decisions and public investment by developing a master plan of regionally significant transportation infrastructure and identifying strategies and targets to implement the objectives of the Growth Plan. The IRTMP will identify appropriate data sets for monitoring and reporting to ensure a clear understanding of the Region’s progress in implementing the plan over time.

**Acceptance Criteria:** The IRTMP reflects the policy direction and supports the implementation of the Growth Plan to the satisfaction of the Board.

**Due Date:** December 2020

## Project Deliverable 7: Regional Transportation Priorities Evaluation Process

**Stakeholders:** Consultant, Work Group, Task Force, Board

**Description:** The Regional Transportation Priorities Evaluation Process is an annual review and ranking of regionally significant transportation projects identified by member municipalities, resulting in a collective list of ranked projects approved by the Board for submission to the province for consideration in the Three-Year Capital Plan. The Process will need to be updated, including a review of criteria, methodology and weighting, to align with the updated IRTMP. A manual will be included for populating the proposed matrix or model to ensure consistent application of the Process going forward.

**Acceptance Criteria:** The Process meets requirements of approach identified in the Policy Framework deliverable; methodology is clearly understood; criteria and weighting reflect Growth Plan and IRTMP policies and objectives; instructions on how to use the Evaluation Process tool(s) are clear and easy to follow. The final report will be to the satisfaction of the Board.

**Due Date:** April 2021
**Project Deliverable 8: 2021 Regional Transportation Priorities Report**

<table>
<thead>
<tr>
<th>Stakeholders:</th>
<th>Consultant, Working Group, Task Force, Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description:</td>
<td>Using the finalized Regional Transportation Priorities Evaluation Process, the first annual (2021) Regional Transportation Priorities Report will be developed and delivered as a standalone report.</td>
</tr>
<tr>
<td>Acceptance Criteria:</td>
<td>The Regional Transportation Priorities Report provides transportation rankings with enough detail to support funding requests from the province or other sources, to the satisfaction of the Board.</td>
</tr>
<tr>
<td>Due Date:</td>
<td>June 2021</td>
</tr>
</tbody>
</table>

**Project Deliverable 9: Lessons Learned Register**

<table>
<thead>
<tr>
<th>Stakeholder:</th>
<th>EMRB Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description:</td>
<td>The Lessons Learned Register will be created upon project kickoff and will be used for tracking successes and key learnings throughout the project, as well as the impacts to resources and how to influence positive results under similar conditions.</td>
</tr>
<tr>
<td>Acceptance Criteria:</td>
<td>The Register reflects regular updates and details success, issues, solutions and general observations encountered throughout the project. The Register should be of sufficient detail to inform strategies to be used in subsequent projects.</td>
</tr>
<tr>
<td>Due Date:</td>
<td>Within one month of project completion</td>
</tr>
</tbody>
</table>

Major phases of the project are outlined below, with smaller deliverables noted with icons.

<table>
<thead>
<tr>
<th>IRTMP</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A</td>
<td>M</td>
<td>J</td>
</tr>
<tr>
<td>Project Initiation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental Scan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scenario Modelling</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IRTMP Development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation Process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021 Regional Transportation Priorities Report</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

▲ Communication Plan and Engagement Plans Due  
¶¶ Policy Framework Due  
■ Lessons Learned Register
2.3 Project Cost Estimate and Source of Funding

2.3.1 Project Cost Estimate

The approved 2019/2020 EMRB budget includes $135,290 for the IRTMP, followed by $185,290 in 2020/2021. This budget is inclusive of professional consulting costs, as well as costs for communications, meetings, travel and honoraria.

2.3.2 Additional Sources of Funding

While additional sources of funding have not been identified as part of the initial project budget, EMRB will be reviewing additional funding opportunities.

2.4 Dependencies

A Letter of Agreement was executed between Alberta Transportation and the EMRB to ensure future transportation plans are informed by provincial transportation priorities through more active engagement at the senior executive level. Both organizations indicate a desire to work collaboratively to develop forecasts for travel demand and land use impacts within the Region, through access to the provincial transportation forecasting model.

The IRTMP will implement the transportation policies and objectives of the Edmonton Metropolitan Region Growth Plan. The Project Summary Section of this Charter, starting on page 4, details the policy shifts between the CRGP and the Growth Plan.

EMRB is unaware of other internal or external dependencies associated with the IRTMP. The IRTMP will drive changes to the Regional Transportation Priorities Evaluation Process, which is utilized for ranking transportation priorities on an annual basis for capital funding. The first Regional Transportation Priorities Report using the final Regional Transportation Priorities Evaluation Process will be developed as a deliverable and scheduled for completion in time to inform the 2021 provincial budget cycle.

Many member municipalities have adopted Transportation Master Plans (TMPs), and some are in the process of amending those plans. While the IRTMP and member municipality TMPs are not interdependent, the plans do inform each other and there will be opportunities for alignment.

The environmental scan will further elaborate on the current state of transportation planning in the Region.
2.5 Project Risks, Assumptions, and Constraints

2.5.1 Risks

<table>
<thead>
<tr>
<th>No.</th>
<th>Risk Description</th>
<th>Probability (H/M/L)</th>
<th>Impact (H/M/L)</th>
<th>Risk Management Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Scoping</td>
<td>M</td>
<td>H</td>
<td>Additional deliverables added to project (Policy Framework, prioritization evaluation lessons learned in Environmental Scan) to focus discussion and provide touchbacks for direction.</td>
</tr>
<tr>
<td>2</td>
<td>Political shifts</td>
<td>H</td>
<td>M</td>
<td>AT to participate as non-voting Task Force member; Government of Canada consultation to occur throughout process.</td>
</tr>
<tr>
<td>3</td>
<td>Lack of consensus</td>
<td>M</td>
<td>H</td>
<td>Policy Framework deliverable includes clarity for decision-making during process.</td>
</tr>
<tr>
<td>4</td>
<td>Municipal capacity</td>
<td>H</td>
<td>H</td>
<td>CAOs to assign appropriate Work Group representatives; continuous check-ins through CAO Committee</td>
</tr>
</tbody>
</table>

2.5.2 Assumptions

The following table lists the items that cannot be proven or demonstrated when this project charter was prepared, but they are taken into account to stabilize the project approach or planning. Changes in these assumptions have the potential to impact the success of the project.

<table>
<thead>
<tr>
<th>No.</th>
<th>Assumptions</th>
<th>Potential Area(s) of Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Task Force to include seven municipal voting members</td>
<td>Budget/time implications for larger Task Force</td>
</tr>
<tr>
<td>2</td>
<td>Senior municipal transportation staff to represent municipalities in Working Group</td>
<td>Lack of expertise may affect plan quality and acceptance of deliverables; time/budget implications</td>
</tr>
<tr>
<td>3</td>
<td>Funding to EMRB will remain stable</td>
<td>Changes to EMRB budget may impact project completion</td>
</tr>
</tbody>
</table>
2.5.3 Constraints

The following table lists the conditional factors within which the project must operate or fit.

<table>
<thead>
<tr>
<th>No.</th>
<th>Category</th>
<th>Constraints</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Budget</td>
<td>Budget is pre-determined; changes to scope or timing may impact budget.</td>
</tr>
<tr>
<td>2</td>
<td>Resources</td>
<td>Municipal capacity is finite and scope changes may affect ability of municipalities to meet increased staff resource needs. May affect deliverable quality.</td>
</tr>
<tr>
<td>3</td>
<td>Time</td>
<td>Project plan reflects completion of project by June 2021, with final deliverable informing the 2021 provincial budget cycle.</td>
</tr>
</tbody>
</table>

Section 3. Project Organization

3.1 Project Governance

The Edmonton Metropolitan Region Board is the sponsor for the IRTMP Update Project and provides the authority and support for the project. Oversight for this project will come from a Task Force of elected officials appointed by the Board, which will include a non-voting member from Alberta Transportation. The Task Force will provide strategic direction and oversight on all aspects of the project on behalf of the Board.

The Task Force will be supported by a Project Team consisting of a Project Manager, Working Group(s), and project consultant(s). A Project Manager from EMRB administration will be assigned to oversee the planning, execution and completion of the project. The Project Manager is responsible for project administration, including project resource management, schedule, budget management, and issues management.

The Working Group(s) of senior staff from the region will provide professional policy and technical advice and other related support. Sub-groups may be initiated, as needed, to provide clarity on functional areas.

Participation by member municipalities is essential to support the project. Therefore, Regional CAOs will be consulted throughout the project.

Consultant(s) will be contracted to assist in all phases of project as subject matter experts and prepare the final deliverables.
3.2 Roles and Responsibilities

The following table further clarifies the roles and responsibilities of the project team identified in the previous section.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Board</th>
<th>Task Force</th>
<th>Project Sponsor</th>
<th>Project Manager</th>
<th>Subject Matter Experts</th>
<th>Working Group</th>
<th>CAOs</th>
<th>Member Municipalities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Initiation</td>
<td>A</td>
<td>I</td>
<td>R</td>
<td>R</td>
<td>I</td>
<td>I</td>
<td>C</td>
<td>I</td>
</tr>
<tr>
<td>Define Requirements</td>
<td>I</td>
<td>A</td>
<td>R</td>
<td>R</td>
<td>I</td>
<td>C</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Execute Project Work</td>
<td>I</td>
<td>R</td>
<td>A</td>
<td>R</td>
<td>R</td>
<td>C</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Engage Stakeholders</td>
<td>I</td>
<td>R</td>
<td>A</td>
<td>R</td>
<td>R</td>
<td>C</td>
<td>C</td>
<td>I</td>
</tr>
<tr>
<td>Validate Deliverables</td>
<td>I</td>
<td>A</td>
<td>R</td>
<td>R</td>
<td>R</td>
<td>A</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Approve Major Deliverables</td>
<td>A</td>
<td>R</td>
<td>R</td>
<td>R</td>
<td>I</td>
<td>I</td>
<td>I</td>
<td>I</td>
</tr>
</tbody>
</table>

R = Responsible, A = Accountable, C = Consulted, I = Informed

3.3 Project Facilities and Resources

The project will require both internal EMRB staff resources as well as consultant services in order to complete project deliverables. EMRB staff contributing to the project will include a Project Manager, GIS Coordinator, Project Coordinator, and Administrative Assistant. The
Director of Strategic Initiatives and Operations will also assist with the Engagement Plan and Communications Plan deliverables.

A consultant team will be required for completion of other deliverables, including the environmental scan, identification of transportation scenarios and analysis, IRTMP, Regional Transportation Priorities Evaluation Process and manual, and the 2021 Regional Transportation Priorities Report.

A Memorandum of Understanding will be developed to establish the resources needed for modelling exercises per the August 2018 Letter of Agreement between Alberta Transportation and the EMRB.

EMRB meeting spaces are considered adequate for work group sessions. Task Force sessions are anticipated to need additional seating capacity and the budget reflects associated meeting space costs.

3.4 Project Stakeholders

In addition to input from Working Groups and direction from the Task Force, as identified in Section 3.2, the IRTMP will include consultation with stakeholders throughout the Region. Stakeholders will include, but not be limited to:

- Government of Alberta (Alberta Transportation)
- Edmonton International Airport
- Alberta Industrial Heartland Association
- Edmonton Global
- Government of Canada
- Canadian National Railway
- Canadian Pacific Railway
- Regional Transit Services Commission (and transition team)

An Engagement Plan will be developed as a deliverable prior to completion of the project initiation phase.

Section 4. Project References

More information concerning this project can be found in the following documents:

<table>
<thead>
<tr>
<th>Document Title</th>
<th>Date</th>
<th>Status</th>
<th>Body</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edmonton Metropolitan Region Growth Plan</td>
<td>October 26, 2017</td>
<td>Approved</td>
<td>Government of Alberta</td>
<td><a href="http://emrb.ca/Website/media/PDF/Publications/EMRGP-Interactive.pdf">http://emrb.ca/Website/media/PDF/Publications/EMRGP-Interactive.pdf</a></td>
</tr>
<tr>
<td>EMRB Strategic Plan</td>
<td>June 14, 2018</td>
<td>Approved</td>
<td>Edmonton Metropolitan Region Board</td>
<td><a href="http://emrb.ca/Website/files/83/83fa492b-d3bd-43f4-b5f3-d417b025c8c0.pdf">http://emrb.ca/Website/files/83/83fa492b-d3bd-43f4-b5f3-d417b025c8c0.pdf</a></td>
</tr>
<tr>
<td>Document Title</td>
<td>Date</td>
<td>Status</td>
<td>Body</td>
<td>Location</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>---------------</td>
<td>--------</td>
<td>-------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>IRTMP</td>
<td>September 2018</td>
<td>Approved</td>
<td>Edmonton Metropolitan Region Board</td>
<td><a href="http://emrb.ca/Website/media/PDF/About%20Us/Growth%20Plan%202010/irtmp-approvedsept8-2011.pdf">http://emrb.ca/Website/media/PDF/About%20Us/Growth%20Plan%202010/irtmp-approvedsept8-2011.pdf</a></td>
</tr>
<tr>
<td>2018 Evaluation Criteria Update</td>
<td>June 14, 2018</td>
<td>Approved</td>
<td>Edmonton Metropolitan Region Board</td>
<td><a href="http://emrb.ca/Website/files/0c/0cb61541-43f9-4c92-8710-5f816a95940d.pdf">http://emrb.ca/Website/files/0c/0cb61541-43f9-4c92-8710-5f816a95940d.pdf</a></td>
</tr>
</tbody>
</table>

Several other reports regarding transit and transportation, including strategies and studies, remain in effect since the adoption of the inaugural IRTMP in 2011. These plans and reports are listed in Appendix E of the Growth Plan (page 121).

Section 5. **Acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Name in Full</th>
</tr>
</thead>
<tbody>
<tr>
<td>AT</td>
<td>Alberta Transportation</td>
</tr>
<tr>
<td>EMRB</td>
<td>Edmonton Metropolitan Region Board</td>
</tr>
<tr>
<td>GIS</td>
<td>Geographical Information Systems</td>
</tr>
<tr>
<td>IRTMP</td>
<td>Integrated Regional Transportation Master Plan</td>
</tr>
<tr>
<td>TMP</td>
<td>Transportation Master Plan</td>
</tr>
</tbody>
</table>
EMRB BRIEF – APPEAL MECHANISM

Issue/Situation:

The EMRB is in contravention of Municipal Government Act (MGA) as it does not have an appeal or dispute resolution mechanism. Appeal and dispute resolution mechanisms provide a fair and transparent way to resolve disputes.

Background:

Section 708.23 of the MGA requires a bylaw be created by the Board that establishes an appeal mechanism, a dispute resolution process, or both. Any bylaw passed by the Board would need to be approved by the Minister.

Upon a review of the governing legislation for the EMRB it became clear to Strathcona County the appeal/dispute resolution mechanism required in section 708.23 of the MGA was absent from the Board’s current governance documents.

Strathcona County put forward a Notice of Motion at the February 13 Board Meeting that the Board develop an appeal process to bring it in compliance with the legislation, and in the spirit and substance of exemplary governance.

It is Strathcona County’s position that an appeal mechanism and a proper dispute resolution process would facilitate open discussion between members at meetings as there will always be a way to obtain an impartial and fair judgement on any matters the members are unable to resolve among themselves, including votes.

It is best practice, not to mention a tenet of natural justice, to allow for appeals in matters that can impact rights of parties to a decision. Nearly every decision that impacts the rights of parties can be appealed under statute, including decisions made under the MGA, such as:

- Subdivision Development Appeal Board
- Assessment Review Board
- Calgary Metropolitan Regional Board (in the process of developing one)
- Alberta Utilities Commission
- Land Compensation Board
- Municipal Government Board (MGB)

An appeal/dispute resolution mechanism is not only required by the Board for compliance under the MGA, it would be a positive step for the EMRB.

As the EMRB is currently undergoing a policy and governance review, this is the perfect time to discuss these matters and move forward on them.
**Motions:**

**Motion #1**

THAT the Edmonton Metropolitan Region Board (EMRB) adopt a bylaw that establishes an appeal and dispute resolution mechanism for the purpose of resolving disputes arising from actions taken or decisions made by the growth management board, and send the bylaw to the Minister of Municipal Affairs for approval.

The purpose of this motion is to bring the EMRB into compliance with the MGA. Once a bylaw has been passed by the EMRB, it must be forwarded to the Minister of Municipal Affairs for approval.

The exact structure and process for the appeal must be defined by the Board. Strathcona County, however, proposes a graduated process that includes: good faith negotiations, followed by facilitated mediation and, if necessary, binding arbitration with the arbitrator chosen by municipalities (or the court, if necessary) to ensure the process is expedited. Only once these routes fail to resolve the matter would the process be delegated to a third party, such as the Municipal Government Board, for a final decision.

It is critical that activation of dispute resolution and appeal processes be open to all of the member municipalities and not only left up to the Board to determine whether it will seek an appeal of its own decision.

**Motion #2 – could be postponed to the meeting when the bylaw is presented to the Board**

THAT the EMRB put forward a formal request to the Minister of Municipal Affairs to amend the Municipal Government Act to enlarge the jurisdiction of the Municipal Government Board to include hearing appeals from decisions of growth management boards.

The purpose of this motion is to provide a logical, existing, option for the Board to use for appeals. Strathcona County proposes the Board request the Minister amend the MGA to allow the MGB to hear appeals from an EMRB decision or other disputes between Board members.

The rationale for proposing the MGB includes it being an independent, quasi-judicial board that makes decisions on a wide variety of matters affecting municipalities, including intermunicipal matters as per Section 690 of the MGA. The MGB is very familiar with hearing procedures and principles of fairness.

It is important that an unbiased third party be considered as an option in the appeal process as it will avoid internal issues, political interference, and serve to validate the process.

Given the EMRB is composed of elected officials who are appointed to the Board, and the Board’s decisions may have a detrimental impact on a municipality which has voted against any action or decision, an unbiased third party will serve to ensure that the interests of each municipality are protected.
Additional appeal options for the Board to consider:

- Review by the Minister
- Review by the Courts

**Scope:**

Section 708.23(1):

*A growth management board must at its inception establish by bylaw an appeal mechanism or dispute resolution mechanism, or both, for the purposes of resolving disputes arising from actions taken or decisions made by the growth management board.*

Every decision or action taken by the Board should have an avenue for an appeal or dispute resolution. This will ensure that each decision made will have some avenue available to it for an appeal.

**Required Action:**

The EMRB must develop an appeal process, by bylaw, as required under section 708.23 of the *Municipal Government Act* and submit it to the Minister of Municipal Affairs for approval.
Appeal Process and Dispute Resolution

Background

Section 708.23 (1) of the Municipal Government Act (MGA) requires that a growth management board “…establish by bylaw an appeal mechanism or dispute resolution mechanism, or both…”.

Appeal or dispute resolution mechanism

708.23(1) A growth management board must at its inception establish by bylaw an appeal mechanism or dispute resolution mechanism, or both, for the purposes of resolving disputes arising from actions taken or decisions made by the growth management board.

(2) Section 708.08(2) and (3) apply to a bylaw made under this section as if the bylaw were made under that section.

Currently, the EMRB does not have such a bylaw in place.

For context, the former Capital Region Board (CRB) Regulation 49/2008 through Order in Council 127/2008 provided for a dispute resolution mechanism and addressed an appeal process to the Municipal Government Board (MGB) in matters relating to land as set out below:

Dispute resolution

24(1) A participating municipality may make a complaint in writing to the Capital Region Board if the participating municipality is of the view that there has been a breach of process, improper administration, or discriminatory treatment by the Capital Region Board.

(2) On receipt of a complaint under subsection (1), the Capital Region Board shall attempt to resolve the complaint informally with the participating municipality.

(3) If a complaint cannot be resolved under subsection (2), the Capital Region Board may refer the matter to mediation.

(4) If the parties are not able to resolve the matter through mediation, the Capital Region Board may refer the matter to arbitration under the Arbitration Act.

Matters before the Municipal Government Board

25(1) If under the Act

(a) a matter relating to land within the Capital Region is appealed to the Municipal Government Board, or

(b) the Municipal Government Board is considering an application for an annexation involving 2 or more participating municipalities, the Minister may by order direct the Municipal Government Board to defer its consideration of the matter.

(2) When the Minister makes an order under subsection (1), all steps in the appeal or application, as the case may be, are stayed as of the date of the order until the Minister gives notice to the Municipal Government Board that the appeal or application may be continued.

(3) This section applies to an appeal or application commenced after the coming into force of this Regulation.
CRB Regulation 49/2008 was superseded by Capital Region Board Regulation 38/2012, which continued the above noted provisions with only minor non-material amendments and section re-numbering (s.24 to s.25 and s.25 to s.26).

Of note, under the CRB Regulation, decisions of the Capital Region Board with respect to the approval of statutory plans under the Regional Evaluation Framework were “stated to be final and not subject to appeal” (s.22(5)), and were not subject to the dispute resolution process in s.25.

22 (5) A decision of the Capital Region Board under this section is final and not subject to appeal.

On June 7, 2017, an Act to Strengthen Municipal Government received Royal Assent and contained changes to the Municipal Government Act (MGA), including the Edmonton Metropolitan Region Regulation 189/2017, which came into force on October 26, 2017.

The EMRB Regulation no longer contained a provision for a dispute resolution but did reference that a municipality has no right to a hearing before the Board with respect to approval or rejection of the statutory plan, and the decision of the Board is final and not subject to appeal; however, both such limitations are subject to an appeal or dispute resolution mechanism established under section 708.23(1) of the MGA or as otherwise provided in the Regional Evaluation Framework (REF).

(NOTE: The current REF administrative process provides for a 28-day appeal period. It is understood the current appeal process may not address the purpose and intent of the Board in establishing a suitable redress mechanism for matters and decisions beyond the REF.)

Relevant Supporting Section - Municipal Government Act

**Appeal or dispute resolution mechanism**

708.23(1) A growth management board must at its inception establish by bylaw an appeal mechanism or dispute resolution mechanism, or both, for the purposes of resolving disputes arising from actions taken or decisions made by the growth management board.

(2) Section 708.08(2) and (3) apply to a bylaw made under this section as if the bylaw were made under that section.

Relevant Supporting Section - EMRB Regulation 189/2017

**Approval of statutory plan**

13(1) Statutory plans to be adopted by a participating municipality that meet the criteria set out in the Framework must be submitted to the Board for approval.

(2) In accordance with the Framework, the Board may approve or reject a statutory plan.

(3) A statutory plan referred to in subsection (1) has no effect unless it is approved by the Board under subsection (2).

(4) Subject to an appeal or dispute resolution mechanism established under section 708.23(1) of the Act or as otherwise provided in the Framework, a participating municipality has no right to a hearing before the Board in respect of its approval or rejection of a statutory plan.
Subject to section 708.23(1) of the Act, a decision of the Board under this section is final and not subject to appeal.

This section applies only to statutory plans to be adopted by a participating municipality after the establishment of the Framework.

**Current Context**

At the February 2020 Board meeting, Strathcona County brought forward two notices of motion related to establishing a bylaw for an appeal process.

On March 12, 2020 the Board held a Special Board meeting where members discussed initial thoughts related to establishing a dispute resolution mechanism, or an appeal process or both. It was agreed that there needs to be due diligence in the examination of potential appeal and/or dispute resolution mechanisms.

Since that time EMRB Administration has been investigating the matters that will need to be considered by the Board in order to establish a well thought out, well functioning appeal and dispute resolution process.

EMRB Administration brought initial findings and decision points for discussion to a CAO Working Group. The CAO Working Group has been established to vet the information, provide feedback and ultimately bring forward recommendations and decision points for the Board’s consideration.

Outlined below are the matters for consideration that have been investigated and brought forward to the CAO Working Group.

**Establishing an Appeal and/or Dispute Resolution Mechanism – Matters for Consideration**

There are complex process and jurisdiction matters at issue in the consideration of an appeal and/or dispute resolution mechanism. In order to come to a final decision it is essential to examine and answer fundamental questions:

1. **Intent - Dispute Resolution Mechanism or Appeal Process or Both?**
2. **Scope - What type of decisions or actions will be subject to dispute resolution and/or appeal?**
3. **Decision Maker/Reviewing Body - Who will hear matters at dispute or appeal and render a decision? Will there be an effect on Board autonomy?**
4. **Criteria for Decision Making - How will decisions be adjudicated?**
6. **Further Right of Appeal - Is there additional redress?**
1. **Intent**

While the MGA requires the establishment of an appeal and/or dispute resolution process, it is up to the Board to determine its preference. A determination must be made in relation to the nature of the resolution process preferred by the Board. As always it should be noted that the EMRB Regulation states that the Board shall “strive toward consensus in decision making”.

As the Board considers whether to move forward with dispute resolution, an appeal process, or both, it is worth noting that in general terms the two remedies exists within an escalating incremental continuum from informal to formal mechanisms for redress.

In initial discussions it was suggested that the Board may consider a blended approach that identifies a continuum involving three steps: (1) the Board may be asked by a member to reconsider a matter, failing resolution to the matter, (2) the Board may refer the matter to mediation or some other more formal process for dispute resolution, and if still unresolved (3) the Board may opt for a more formal appeal to a third party.

As work on this continues it might also be prudent to evaluate Part 17.2 to determine if there are some components of the Part that may provide insight into a potential model. (Part 17.2 is related to Intermunicipal Collaborative Frameworks).

**Decision Points:**

A. Dispute Resolution Mechanism Only?
B. Appeal Process Only?
C. Both Dispute Resolution Mechanism and Appeal Process?
D. If both, is a requirement for an appeal first participating in a dispute resolution process?

2. **Scope**

The MGA is explicit in the requirement of the Board to establish an appeal or dispute resolution mechanism; however, the MGA is silent in prescribing limitations on matters subject to appeal or dispute resolution.

Legal counsel for the Board has noted the broadest interpretation of the MGA to include disputes arising from any actions or decisions made by the growth management board, and not limited to those decisions made in relation to statutory plans under the REF. However, legal counsel is not suggesting that is what should be included. It is suggested that this kind of broad latitude would not be wise.

Consideration must be given to the types of decisions or disputes that are subject to review and the basis on which they can be reviewed. The relative significance, material impacts, inherent harm, unintended consequences, errors in administration and other factors must be weighed in determining if a matter under dispute rises to a level of consequence that would merit in the first instance engaging in the dispute resolution mechanism, and then an appeal process.
Should matters of minor demonstrable consequence be subject to dispute resolution or appeal? This question is important as it is conceivable the operation and functioning of the Board could be substantially impaired and introduce additional risk in the effective management of urgent or emergent issues and concerns requiring Board attention.

In the case of the CRB Regulation a conflict resolution mechanism was in place and applied only in the event of:

- Breach of process
- Improper administration
- Discriminatory treatment

Decision Point:
A. What criteria must be met to trigger dispute resolution or appeal process? Are the criteria from the CRB Regulation sufficient?
B. Is the criteria/threshold higher when triggering an appeal rather than engaging a dispute resolution mechanism?
C. Discussion related to Board decisions reviewed on merit versus lawfulness.

3. Decision Maker/Reviewing Body

The EMRB has the direct authority under the MGA to require a decision-maker or body to resolve appeals or disputes and requiring no approval beyond Ministerial approval of a bylaw (s.708.23(1)).

If the Board’s preference is to develop a dispute resolution mechanism and/or appeal process that required the involvement of the Minister of Municipal Affairs, the MGB or the Courts, such involvement may require amendments to the MGA or the EMRB Regulation.

Further, the Board must consider whether it wants to proceed with an external decision-maker/reviewing body, and the consequences of ceding its sole authority for the affairs and conduct of the Board to an outside body. These considerations may impact decisions made related to scope and intent of a dispute resolution mechanism or appeal process.

To somewhat mitigate ceding its authority, the Board may want to consider appointing its own independent third-party appeals committee. There is nothing to stop the Board from pursuing such an option. The Board could seek out individuals who have some knowledge and expertise related to the Board’s mandate. This may give the Board additional confidence in its process.

The Board will want to consider its ability to determine the parameters of authority of any third party decision-maker and what kind of decisions the third party can make.
Decision Points:

*Dispute Resolution Mechanism: Who Decides?*
- A Committee of the Board
- An independent third-party mediator
- A Board appointed independent committee

*Appeal Process: Who Decides?*
- The Board
- The Minister
- A Board appointed independent committee
- An arbitrator
- The Municipal Government Board

Note: The lists above are not meant to be exhaustive.

4. **Criteria**

Decisions made in relation to matters brought forward through a dispute resolution mechanism or appeal process should not be subjective but be founded on established criteria and guided by applicable legislative and regulatory requirements including the MGA, the EMRB Regulation, municipal bylaws and other relevant and instructive guidance.

Such criteria cannot be established in advance of a determination of the scope of the dispute resolution mechanism or appeal process but is essential to ensure fair administration and adjudication of any remedy.

The Board then, would need to agree, establish, and provide clear direction to a decision maker in terms of the applicable requirements and criteria.

For example, the Board could choose to adopt a deferential appeals process where the information before the appeal body is limited to a particular scope of information. Or a de novo appeals process where everything goes before the decision maker and the decision maker steps into the Board’s shoes in the first instance. There are consequences that accompany both options, and legal counsel has suggested that this requires careful consideration.

Decision Points:
- A. What are the parameters for the agreed to criteria?
- B. Determination between a deferential appeals process or a de novo appeals process.
- C. In some instances the Board may be served by stronger governance policies, leading to stronger procedural outcomes rather than contemplating dispute resolution or appeals for related issues.
5. **Timelines and Procedures**

Time and cost consideration are dependent upon the preference of the Board in determining who will constitute the decision-making party, including ministerial review, or such entities as an independent body, the MGB and third-party mediators/arbitrators, or in seeking judicial review.

The Board then, must assess the cost/benefit implications in proceeding. This matter is directly impacted by the decision of the Board in relation to the extent of the scope of matters subject to the dispute resolution and/or appeal process. The Board will also need to determine responsibility/liability for substantial direct costs of the process, and/or determine the authority of the decision-maker to impose awards in relation to costs incurred.

Consideration must be given to the expectations of the Board in obtaining a timely resolution and the human and financial resource costs implications for Board Members and EMRB Administration involved in the process.

It will be critical to ensure that timelines are built into the process, whether the process is blended or a matter goes directly to a formal appeal. In particular a more formal appeal process will have a greater impact on time sensitivities. For example, it would likely be much quicker to get a resolution through a board appointed independent committee or arbitration than to appeal to the MGB.

**Decision Points:**

A. What is the time period for triggering a dispute resolution mechanism or appeal process? Should the timeline be the same? Who triggers? Board Member or member municipality?
B. How long should each process (dispute resolution or appeal) be given to conclude?
C. Who absorbs the costs?
D. Are costs for engaging in dispute resolution assigned in the same way as costs for an appeal?

6. **Further Rights of Appeal**

The dispute resolution and/or appeal process may also incorporate further steps in the redress process in keeping with a progressive escalation to a higher authority, for example, the Minister or to the Courts through Judicial Review.

**Next Steps**

1. EMRB Administration will capture Board discussion and direction at the June 11, 2020 meeting.
2. EMRB Administration will provide the CAO Working Group with a revised document for consideration.
3. EMRB Administration and the CAO Working Group will bring forward material to the next CAO meeting for consideration and feedback.
4. Recommendation for an appeal and dispute resolution process will be brought back to the Board for consideration.
Attachments:

1. Special Board Meeting Notes – March 12, 2020
2. CMRB – Appeal or Reconsideration Mechanism – February 21, 2020 (The CAO Working Group commented on the usefulness of this document and noted the charts in Sections 4 and 5 of the document.)
Special Board Meeting

EMRB Member Municipality Voting Rights

1. Does what we have in place still fit?

- The transition from the large group to the small group: there are new realities. Does size matter?
- Does the current model reflect diversity and geography?
- What else has changed since the transition from CRB to EMRB ex. Requisitioning Authority. Are there other things that are changing?
- Considerations: we are at a specific point in time. Previously, a robust economy.
- Ask ourselves, is the economic condition different?
- Can we do it on our own?
- What are the other comparables out there? ex. Regional Transit Commission. Suggestion that different items to be voted on are weighted differently. What could that be?
- Do we need the same threshold for each item voted on?
- Scope of Board/more issues/spending more time on Regional work. What might a model look like?
- How does an appeal structure, or lack there of, impact the voting structure?
- Do we need to consider representation by interest?
- Do we need something to help trigger other discussions? A voting structure to trigger conversation/interest.
- Does the model limit/prevent a particular group to gain the majority?
- Does the current voting model compromise the Board’s ability to exercise due diligence? ex. Financial Impacts
- Does the voting structure deliver on our mandate?
- How does the current voting structure affect the culture? Does it impact trust?

2. What are the positives of the voting model?

- Captures representation/population and who is paying the bills.
- Encourages discussion and debate (reach out to talk to neighbour).
- Moves to consensus: forces to move discussion as a group. More than simple majority.
- Voting structure is working. The best way to be effective is to have other members of the Board to see the position.
- To date: allowed us to move the Region forward.
- Voting structure/5 municipalities can get together to vote against something: working well up to now.
- Current process allows discussion: make decisions for the best.
- If we do this right it is better than open conflict and alternative.
- Other alternatives could be undesirable results (consolidation and other types of regional governance).
- There is an opportunity in current situation to get this done (with urgency).
3. What are the negatives of the voting model?

- Feeling of inequity around the table.
- Perceived inequity.
- Voting structure coupled with no appeal process: if there is an error there is no way back.
- Blocks forming: current structure may encourage this, or may split the group overall.
- May be more concerned about blocking something than building something.
- Haven’t witnessed any discussion on blocking something.
- There is potential for the hammer: doesn’t create the idea of unity.
- Recognize importance of Edmonton’s role but also having one municipality with a veto can impede success.
- Voting structure coupled with no notice in some cases. Should have notice: both meetings and motions. Need adequate policy. How does policy support or not support this?
- How does the voting structure ensure that Rurals are heard? How do Rurals have a voice at the Board? This is around the concept of legitimacy. Where does this belong?
- The Board is divided by this - it is divisive.
- Doesn’t allow us to take into consideration those things that may impact the Rurals. ex. RAMP.
- Lack of influence that Rurals may have on issues primarily Rural in nature.
- Doing a check-in to make sure that voting structure is well thought out. Governance is the work of the Board. Negative: the level of protecting the voting structure with discussion and questions. The very question of asking about the voting structure is seen as a problem.
- Interesting that the same difficult issues are being discussed around voting. What are the alternatives?

4. What are some alternative models?

- Is there a way to introduce procedural mechanisms that will help trigger new/different conversations ex. Sober Second Thought? Mediation?
- Weighted vote by population and assessment to a super majority of 75% to agree (move more toward consensus). What would happen to requisition? If a municipality increases contribution does this mean greater weighted vote? Would this model encourage participation at the table? How do we get regional engagement?
- Concept behind the model: population, diversity and geography should be represented. Despite not having population base – need to think about future pressures between Urbans and Rurals. How are votes equal? 2/3 support from Rural municipalities?
- Perhaps a) increase the percentages from 2/3 to 75%, and b) reduce the number of members at the table.
- Is that the issue (a rural veto?)
- Does an alternate model bring back greater membership?
- Voting Blocks: 3 blocks and each block has one vote, members must work within the block to bring things forward.
- Unpacking Rural Veto: those impacted by growth are Rurals.
- Taking care of smaller Urbans: there is nothing currently in the structure at EMRB table that ensures that smaller Urbans are currently looked after. (ICF and IDPs)
- Do we need more representation by the smaller municipalities within Rurals or not?
• Sub-regional block voting is a consideration.
• Commitment by member municipality to rural member municipalities regarding voting on motions.

5. Parking Lot – Voting

• Other alternatives – regional elections.
• Absent seat as “yes” vote.
• What is the correlation between work being done/not done at the EMRB table leads to talk of annexation/sense of urgency?
• Three distinct groups at the table.
• How are other smaller municipalities within the Rurals being represented at the table? Does this mean greater representation from before?
• Are smaller municipalities in the Region bound to the Board decision?
• Further clarity required.
• How to manage what to do with municipalities that don’t have resources to contribute?

EMRB Member Municipality Appeal Process / Dispute Resolution Mechanism

1. Important Components / Appeal Process
• Sense of urgency to get this done.
• What are we trying to appeal – defining the “what”.
• What is the bar trigger? Should it be a different determination? Different than the voting model?
• Timeline/timelines need to be defined.
• Once decision is made no further appeal – then move forward.
• Put the emphasis on proactive dispute resolution rather than reactive appeal process. This forces negotiation / brokerage. Order should be first dispute resolution then appeal(s). Not convinced we need an appeal process.
• Dispute resolution more important: don’t cede decision making authority.
• Criteria required regarding what goes to appeal and what to dispute resolution.
• What goes to dispute resolution and what to appeal: must also consider implications of efficiency and cost component of going to an appeal.
• Deterrent for frivolous appeals: if one triggers an appeal then may have to absorb the cost absorption; assignment of costs.
• Cost impact to the members.
• Appeal process: principle and good governance to have appeal process. Should encourage discussion. Process might have more credibility if goes to independent body.
• Can something be appealed that is outside the growth plan; 1) process, 2) bias that has a detrimental impact to a member (the old CRB process). There were steps in place before. Why didn’t the old process come forward. (Looks to have been left out unintentionally).
• Cost could be assigned to unsuccessful party.
• Arbitration is a continuum – but may also need independent reviewer (concern that we need a range).

2. Do We Need Both Appeal Process and Dispute Resolution Mechanism?
   • Both
   • Decision of Board may be a dispute resolution mechanism, but REF’s may go to appeal. As we do the work when we talk about REF we need to talk about that’s on the list / we need to land this.
   • Formalized dispute resolution mechanism: start with good dispute resolution mechanism then determine what else might be needed (based on moving parts).
   • Heavily favour dispute resolution mechanism.
   • For either one we need criteria established which is the next part of the work.
   • (Regulatory matter) Statutory documents go to appeal (but time concerns) so if there is an opportunity for dispute resolution mechanism to provide window for more efficient resolution then good, but ability to take REF application to appeal is important.
   • Does having an appeal process or a dispute resolution mechanism in place change anything related to thoughts on the on voting model?

3. Dispute Resolution Mechanism Options
   • Previous model of CRB
   • To the Chair
   • Standing Dispute Resolution Committee that is ready to receive a dispute. Activate when something comes forward. Would need to determine the composition of the committee.
   • Agree to make a decision as a Board.

4. Appeal Process Options
   • The Board
   • The Minister
   • Independent from the Board
   • Municipal Government Board
   • The courts
   • Think about it in terms of process versus substance. Distinguish between a substance appeal and a process appeal. An appeal process for each. Or a graduated appeal process.
<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>8</th>
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<tbody>
<tr>
<td>Submitted to</td>
<td>Governance Committee</td>
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<tr>
<td>Purpose</td>
<td>For Discussion</td>
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<tr>
<td>Subject</td>
<td>CMRB Appeal or Reconsideration Mechanism</td>
</tr>
<tr>
<td>Meeting Date</td>
<td>February 21, 2020</td>
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</table>

That the Governance Committee provide input to craft the next version of the document to share for input with the CAOs

**Summary**

- The *Municipal Government Act* (MGA) requires the CMRB to approve an appeal mechanism or dispute resolution mechanism by bylaw for the purposes of resolving disputes arising from actions taken or decisions made by the growth management board.

- In response to a request of all ten municipalities by the Chair, Rocky View County submitted a proposal detailing potential mechanisms to be explored by the CMRB.

- At its May 2018 meeting, the Governance Committee provided the following direction to CMRB Administration, “Convene a workshop of member CAOs, providing them with resources needed -including legal if necessary, in order to make a recommendation to the Board regarding a dispute resolution mechanism or appeal process that will satisfy the requirements of the legislation and provide a workable mechanism for the Board in the future."

- CAO workshops were held on July 11, September 11 and December 5, 2018. These meetings were productive and led to a consensus position among the CAOs that there is need to develop a dispute resolution mechanism. This mechanism would be used to mediate disagreements between municipalities in the event a challenge is filed against a recommendation of approval of an IREF application by CMRB Administration.

- At the September 2019 Board meeting, the Governance Committee recommended Proposed Option 2 of the CMRB Dispute Resolution Mechanism for approval by the Board.

- At the October 2019 meeting of the Board, this issue was referred back to the Governance Committee for further discussion.
1. Introduction

The MGA requires the creation of an appeal or dispute resolution mechanism. There are several dispute mechanisms which could be considered by the Board including, but not limited to: mediation, arbitration, mediation-arbitration, referral to an adjudicative body or referral to the courts.

However, Section 13 of the CMRB Regulation states:

(4) Subject to an appeal or dispute resolution mechanism established under section 708.23(1) of the Act or as otherwise provided in the Framework, a participating municipality has no right to a hearing before the Board in respect of its approval or rejection of a statutory plan.

(5) Subject to section 708.23(1) of the Act, a decision of the Board under this section is final and not subject to appeal.

(6) This section applies only to statutory plans to be adopted by a participating municipality after the establishment of the Framework.

It is important to note that the Regulation recognizes the supremacy of the Board in approving statutory plans which are reviewed under the Interim Region Evaluation Framework (IREF).

2. Background

The full text of the pertinent section of the MGA and of the CMRB Regulation are as below.

Municipal Government Act

708.23(1) A growth management board must at its inception establish by bylaw an appeal mechanism or dispute resolution mechanism, or both, for the purposes of resolving disputes arising from actions taken or decisions made by the growth management board.

(2) Section 708.08(2) and (3) apply to a bylaw made under this section as if the bylaw were made under that section

CMRB Regulation

Approval of statutory plan

13(1) Statutory plans to be adopted by a participating municipality that meet the criteria set out in the Framework must be submitted to the Board for approval.
(2) In accordance with the Framework, the Board may approve or reject a statutory plan.

(3) A statutory plan referred to in subsection (1) has no effect unless it is approved by the Board under subsection (2).

(4) Subject to an appeal or dispute resolution mechanism established under section 708.23(1) of the Act or as otherwise provided in the Framework, a participating municipality has no right to a hearing before the Board in respect of its approval or rejection of a statutory plan.

(5) Subject to section 708.23(1) of the Act, a decision of the Board under this section is final and not subject to appeal.

(6) This section applies only to statutory plans to be adopted by a participating municipality after the establishment of the Framework.

3. Work to Date

At the request of the Governance Committee CMRB Administration convened three CAO workshops in an attempt to reach a consensus position on what type of appeal/dispute resolution mechanism would best suit the needs of the CMRB.

The three workshops were successful in framing the issue, exploring the need and applicability of such a mechanism, and determining in what circumstances an appeal mechanism would best serve the needs of the CMRB.

There was wide-ranging discussion at all three workshops, and consensus was reached that a mediation process should be implemented for IREF decisions where another municipality lodges a challenge against a recommendation of approval from the CMRB Administration (this will be discussed further below); however, there was no consensus reached on two critical issues:

1. Whether or not an appeal mechanism should remain internal to the Board or if there should be an external body to which a member can appeal.
   - There were three options discussed on this topic:
     i. That an appeal should be made to an external body, such as the Municipal Governance Board.
     ii. That an appeal should be made to the Minister of Municipal Affairs.
     iii. That it should be a reconsideration process by the CMRB.

2. Whether the appeal mechanism should be available on decisions other than IREF decisions.
   - While much of the discussion on this topic focussed on appeals relating to a denied IREF application, there were municipal representatives who wanted to explore the possibility that the appeal mechanism could have broader applicability.
Considering the lack of consensus among the ten members, the Chief Officer of the CMRB has put forward two questions for feedback from the Governance Committee.

### 4. Appeal vs. Reconsideration Process

The below chart identifies pros and cons of each potential process.

<table>
<thead>
<tr>
<th>Mechanism</th>
<th>Pros</th>
<th>Cons</th>
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<tbody>
<tr>
<td>Appeal to the Municipal Government Board</td>
<td>External body – perception of independence</td>
<td>Cedes primacy of the CMRB on decisions in the Region</td>
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<tr>
<td></td>
<td>Potential to access the expertise of individuals from outside the Region</td>
<td>Requires legislative change</td>
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<td></td>
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<td>Timing no longer controlled by the Board – likely longer process</td>
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<td></td>
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<td>Increased cost to municipalities</td>
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<tr>
<td>Appeal to the Minister of Municipal Affairs</td>
<td>External body – perception of independence</td>
<td>Cedes primacy of the CMRB on decisions in the Region</td>
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<td></td>
<td>Limited additional cost to municipalities</td>
<td>Requires Ministerial agreement to the process</td>
</tr>
<tr>
<td></td>
<td>Potential to access expertise of individuals from outside the Region</td>
<td>Timing no longer controlled by the Board – potentially longer process</td>
</tr>
<tr>
<td>Refer the matter to arbitration before a single arbitrator in accordance with the <em>Alberta Arbitration Act</em></td>
<td>External body – perception of independence</td>
<td>Cedes primacy of the CMRB on decisions in the Region</td>
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<td></td>
<td>Potential to access expertise of individuals from outside the Region</td>
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<td></td>
<td>Requires no legislative changes</td>
<td>Timing no longer controlled by the Board – potentially longer process</td>
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<tr>
<td>Reconsideration process by the CMRB</td>
<td>Requires no legislative changes</td>
<td>Internal body – perception of bias</td>
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<tr>
<td></td>
<td>Timing remains in control of the Board</td>
<td>No ability to access expertise of individuals from outside the Region</td>
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<td></td>
<td>Limited additional cost to municipalities</td>
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<tr>
<td></td>
<td>Cedes primacy of the CMRB on decisions in the Region</td>
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</table>
CMRB Administration is seeking feedback on the four potential mechanisms from the Governance Committee.

5. Applicability of the Appeal/Reconsideration Mechanism

The CMRB has been enabled to provide a number of coordinating functions to member municipalities in the Region. The Regulation provides significant latitude in the range of endeavours the Board can direct Administration to undertake as long as those endeavours are focused on benefiting the members of the Region. One key role of the Region is to develop the Growth and Servicing Plans, the policies necessary to implement these plans, and the Regional Evaluation Framework necessary to ensure member municipalities are meeting the agreed upon commitments made in Growth and Servicing Plans.

The Board has the authority to determine which Board decisions will be subject to an appeal/reconsideration mechanism.

<table>
<thead>
<tr>
<th>Scope</th>
<th>Pros</th>
<th>Cons</th>
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<tbody>
<tr>
<td>Applicable solely to REF/IREF decisions</td>
<td>IREF decisions follow an agreed upon process, measured against mutually agreed upon criteria</td>
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<td></td>
<td>IREF decisions give a clear approval/ refusal – clear what is being appealed</td>
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<td></td>
<td>Recognizes the role of the Board</td>
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<tr>
<td>Applicable to all decisions of the Board</td>
<td>Other decisions of the Board are not measured against a mutually agreed upon criteria</td>
<td>The Board has an existing procedural policy motion in place</td>
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<td>Creates potential to use appeal process to bog down the work of the Board</td>
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It is the opinion of CMRB Administration that limiting the scope of the appeal/reconsideration mechanism to REF/IREF decisions is the most appropriate use of this tool. This is because REF/IREF decisions:

- follow an agreed upon process,
- are subjected to third party evaluation, and
- are measured against a mutually agreed upon criteria.
Other decisions made by the Board are not made or measured in this way, therefore there is no basis to appeal/reconsider a decision.

CMRB Administration requests the feedback of the Governance Committee on this matter. Does the Committee agree that an appeal/reconsideration process should be applicable solely to REF/IREF decisions?

6. Next Steps

Administration will take the input from the Governance Committee to craft the next version of the document to share for input with the CAOs.
CEO Update

It has only been three weeks since my last CEO update for the May 14, 2020 Board Meeting. That said, there has been much accomplished in a short amount of time.

We held our regularly scheduled Audit and Finance Committee meeting in the afternoon of May 14th. The auditor presented the Audited Financial Statements to the Committee. We are pleased with the findings of the Auditor and look forward to bringing the Committee’s recommendation to the Board. I would like to acknowledge Charlene Chauvette for all of her hard work. The Committee also reviewed a draft of the Annual Report. Work to complete the Annual Report has just ended and, as you will have noted, it is in your meeting package. Thank you to all Board Members for providing quotes on the value of our regional work.

Work has also been focused on completing the Strategic Review and Planning exercise undertaken by the Board. A number of CAOs have volunteered to participate in a working group to help advance the work, and a meeting was held on May 29th. There was a rich discussion throughout the course of the meeting which garnered valuable insight and feedback. We are now working to incorporate the material from that meeting into a document and will have it turned around and back to the CAO Working Group in short order. We look forward to bringing it to the Board in the near future.

Another key focus has been the work related to establishing a bylaw for an Appeal Process/Dispute Resolution Mechanism for the Board. We have been undertaking the due diligence required to ensure that recommendations and decision points brought forward to the Board are well thought out and will meet the needs of the Board. A second CAO Working Group has been set up, and met to provide insight and feedback on this work. Next steps include additional CAO feedback on revised material, bringing the work to date to the next CAO meeting in July, and then bringing the item back to the Board.

Thank you to members of both CAO Working Groups, and to all the CAOs across the Region for your willingness to participate and your support of the work underway through at the EMRB.

Thank you to everyone who participated in the webinars hosted by EMRB over the last three weeks. We had a great turnout of both Board Members as well as Councillors from member municipalities, CAOs and stakeholders from across the Region. For the Charlie Hales event there were over 150 combined viewers on Zoom and YouTube. And for the Broadband webinars there were approximately 140 combined viewers.

I was very pleased with the level of participation and the thoughtful questions that were asked during each webinar. Unfortunately, we ran out of time during each webinar and so not everyone had the opportunity to ask a question and engage in the dialogue. While our new reality has forced us to go online for many of the meetings we would have held in person, it has also provided us with the opportunity to reach and engage more stakeholders across the Region. We will continue to seek out opportunities to share the work of EMRB through online engagements.
Briefing Note to the
Edmonton Metropolitan Region Board

June 11, 2020

Work on all of our strategic initiatives continues to progress with various working groups and consultant meetings. There are upcoming Task Force meetings scheduled for SISB, RAMP and IRTMP.

In light of COVID-19, EMRB Administration will continue to work from home over until the end of June when we will reassess the situation. That said, members of EMRB Administration are in the office on a regular basis to ensure efficient operations and administration.

In keeping with my commitment to providing you with semi-annual updates on the status of Municipal Development Plan (MDP) Updates to conform with the Growth Plan. I can confirm that EMRB has approved six to date; Beaumont, Devon, Leduc County, Parkland County, Stony Plain and Strathcona County. A seventh, Spruce Grove MDP, is currently under review. Following Board approval on May 14, 2020, EMRB Administration sent a letter to the Minister of Municipal Affairs requesting an extension of this requirement to June 1, 2021 to allow municipalities more time to complete their updates.

I wish everyone a safe and enjoyable summer.


**Motion – Voting Structure**

1. That the Edmonton Metropolitan Region Board (EMRB) change its voting structure to eliminate the population component and move to a simple one vote per municipality model, with a requirement for supermajority, or 75%, on all matters having a financial impact that would trigger a requisition from member municipalities, and retaining the requirement for 2/3 majority for all other matters.

**Background**

Under its regulation, the EMRB’s voting structure is described as follows:

**Voting rights of representatives**

5(1) Subject to section 708.03(2) of the Act and section 4(4) and (6) of this Regulation, each representative has one vote.

(2) If a decision of the Board is to be made by a vote, the decision must be supported by not fewer than 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population in the Edmonton Metropolitan Region.

(3) Subject to section 2(5), if a representative is not present for a vote of the Board, or abstains from voting, the representative is deemed to have voted in the affirmative.

This double-majority voting structure effectively gives the City of Edmonton the power of veto, as it possesses more than 70% of the region’s total population. This has created a severe power imbalance, weighted toward Edmonton in particular and urban members more generally as they are typically the population centres in the region.

There are numerous examples of Edmonton using its veto power to overturn administrative recommendations and prevent Board approval of statutory plans of neighbouring municipalities. For example, Parkland County’s Acheson Area Structure Plan in 2013 and the Town of Beaumont’s Municipal Development Plan in 2017.

While the frequency of Edmonton utilizing its veto has decreased, a change in leadership at municipal elections could result in a fundamental shift in Board dynamics. It is currently at Edmonton’s discretion whether to utilize its power or not, and without the proper checks and balances in place this power could be employed to the detriment of the region, stymying economic growth and effectively removing municipal power and autonomy from member municipalities.

As a result of this undemocratic structure, residents in the four rural municipalities have an unelected level of government making decisions for them. This is troubling as decisions of elected councils can be overturned by the EMRB and voters have no recourse. This is a clear diminishment of municipal autonomy and residents’ democratic rights, and has been proven to privilege the interests of urban dwellers over rural residents.

Although the current voting structure was established during a different time to serve the interests for the region, providing a veto to one member municipality presently is damaging to individual autonomy.
and collective interests of the region as a whole. By moving to a simple one vote per member model, each vote would be equal and could better represent local interests. Furthermore, the thresholds for a motion to pass would ensure that a large majority of all EMRB members have the ability to inform and direct decisions.

With the changing economic realities, now more than ever member municipalities need the ability to set direction for the region while leveraging the collective wisdom of all EMRB members. Rather than maintaining momentum, the current Board voting structure is standing in the way of capitalizing on the opportunities our region needs to thrive.