1. Call to Order

2. Chair's Opening Remarks

3. Approval of Agenda

4. Approval of Minutes of May 11, 2017

5. Regional Evaluation Framework 2.0

   a. REF 2.0 Subsection 4.2 c) Decision Statutory Plan amendments resulting in boundary changes

   **Recommended Motion:** That the Capital Region Board amend the Regional Evaluation Framework (REF) 2.0 by adding the word “growth” before hamlet in Subsection 4.2 c) and refer the amended REF 2.0 to the Province.

   b. Member Motion, Edmonton – Amendment to subsection 4.2 c)

   **Recommended Motion:** That the Capital Region Board amend subsection 4.2 (c) of REF 2.0 to read:

   c) The proposed statutory plan amendment would result in a change to the boundaries of an area structure plan, area redevelopment plan, intermunicipal development plan, urban service area, growth hamlet or hamlet that is not designated a growth hamlet in a Municipal Development Plan and the boundary change includes a population gain of more than 200 and/or an increase in area of 32 ha or more in the hamlet.

6. Transition Task Force

   a. Update from the Chair
b. Board Governance Structure for Approval  

**Recommended Motion:** That the Capital Region Board approve the Board Committee, Task Force and CAO Standing Committee Governance Model for the Edmonton Metropolitan Region Board as recommended by the Transition Task Force.

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c. Revised Delegation of Authority for Approval  

**Recommended Motion:** That the Capital Region Board approve the Delegation of Authority Schedule as recommended by the Transition Task Force.

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d. Board Standing Committee, Task Force(s) and CAO Standing Committee Terms of Reference for Approval  

**Recommended Motion:** That the Capital Region Board approve the Board Committee, Task Force(s) and CAO Standing Committee Terms of Reference as recommended by the Transition Task Force.

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e. Board Corporate Policies for Approval  

**Recommended Motion:** That the Capital Region Board approve CRB Administration to make the non-substantive changes to the Corporate Policies of the Board once the new Regulation comes into effect, and that the policies requiring additional review, be addressed by the appropriate Standing Committee of the Edmonton Metropolitan Region Board and be presented to the Board for approval.

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f. Board Transition & Orientation Plan for Information  

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g. 2018-2022 Strategic Plan for Approval  

**Recommended Motion:** That the Capital Region Board approve the schedule for the 2018-2022 Strategic Plan as recommended by the Transition Task Force.

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h. Board Evaluation for Approval  

**Recommended Motion:** That the Capital Region Board approve the development of a Board Evaluation process and tool by Administration with the Executive Committee providing the oversight as recommended by the Transition Task Force.

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7. Selection of the Chair Process  

**Recommended Motion:** That the Capital Region Board approve the recommendation from CRB Administration to authorize a subset of the Transition Task Force, along with the Board Chair and Vice Chair, to oversee the recruitment and hiring of the Board Chair.
8. Committee/Task Force Chair Updates

9. Administrative Items
   a. CEO’s Update
   b. Information Request Update

10. Adjournment

   The Board Farewell and Celebration will begin at 11:30 a.m. in the Grand Ballroom.
Minutes of the meeting of the Capital Region Board held at Grand Ballroom, Chateau Louis Conference Centre on Thursday, May 11, 2017

Delegates in Attendance:

Mayor Nolan Crouse – St. Albert/Chair  
Councillor Kathy Barnhart – Beaumont (alternate)  
Mayor Randy Boyd – Bon Accord  
Mayor Karl Hauch – Bruderheim  
Mayor Wally Yachmetz – Calmar  
Mayor Stephen Lindop – Devon  
Mayor Don Iveson – Edmonton  
Mayor Gale Katchur – Fort Saskatchewan  
Mayor Bill Skinner – Lamont  
Reeve Wayne Woldanski – Lamont County  
Mayor Greg Krischke – Leduc  
Mayor John Whaley – Leduc County  
Mayor Carol Tremblay – Legal  
Mayor Lisa Holmes – Morinville  
Mayor Rod Shaigec – Parkland County  
Councillor Lori Lumsden – Redwater (alternate)  
Mayor Stuart Houston – Spruce Grove  
Mayor William Choy – Stony Plain  
Mayor Roxanne Carr – Strathcona County  
Mayor Tom Flynn – Sturgeon County  
Councillor Lloyd Jardine – Thorsby (alternate)  
Mayor Charlene Smylie – Wabamun  
Mayor Ralph van Assen – Warburg

Absent:

Councillor Louise Bauder – Gibbons  
Bruce McDonald – Government of Alberta

CRB Administration:

Malcolm Bruce, CEO  
Sharon Shuya, Project Manager  
Neal Sarnecki, Project Manager  
Stephanie Chai, Project Manager  
Loreen Lennon, Communications Manager  
Charlene Chauvette, Office Manager  
Leslie Chivers, Operations Manager  
Brandt Denham, GIS Coordinator  
Amanda Borman, Executive Assistant  
Allyson Jacques, Administrative Assistant
1. Call to Order

Called to order 9:00 a.m.

2. Chair’s Opening Remarks

- Sturgeon County has advised they may give Notice of Motion for the July Board meeting.
- Currently the agenda has been cleared for August, September and October however; should there be an urgent matter or a REF, the Board will have to meet.
- A reminder that the deadline to Opt In to the Economic Development is May 24.
- The Canadian Institute of Planners will be recognizing the Edmonton Metropolitan Region Growth Plan with an award of honour.

3. Approval of Agenda

Moved by Mayor Tremblay. Accepted by Chair.

 Motion: That the Capital Region Board approve the agenda of May 11, 2017.

Motion carried unanimously.

4. Approval of Minutes of April 13, 2017

Moved by Mayor Tremblay. Accepted by Chair.

 Motion: That the Capital Region Board approve the Minutes of April 13, 2017.

Motion carried unanimously.

5. Regional Evaluation Framework 2.0

a. REF 2.0 Subsection 4.0 c) Decision Statutory Plan Amendments resulting in boundary changes

Moved by Mayor Flynn. Accepted by Chair.

 Motion: That the Capital Region Board amend the Regional Evaluation Framework (REF) 2.0 by adding the word “growth” before hamlet in Subsection 4.2 c) and refer the amended REF 2.0 to the Province.

Mayor Iveson, Edmonton arrives and takes a seat at the table, replaces Councillor Ed Gibbons.

 Mayor Iveson, Edmonton, moves an amendment to subsection 4.2.
AMENDMENT: d) The proposed statutory plan amendment occurs in a hamlet that is not designated as growth hamlets in a Municipal Development Plan and the proposed statutory plan amendment would result in a change to the boundaries of a hamlet that exceeds a population gain of 200 people and/or an increase in size of 32ha or more.

Mayor Holmes, Morinville arrives and takes a seat at the table, replaces Councillor Nicole Boutestein.

Mayor Flynn, Sturgeon moves that the Board postpone the Regional Evaluation Framework (REF) 2.0 matter to the June 8 Board meeting.

Moved by Mayor Flynn. Accepted by Chair.

Motion: That the Capital Region Board postpone the Regional Evaluation Framework (REF) 2.0 matter to the June 8 Board meeting.

Motion carried unanimously.

6. Governance, Priorities & Finance Committee

a. Adjusted 2017/18 Budget for Approval

Information Request: How will the $300,000 Economic Development grant be spent, in detail?

Moved by Mayor Boyd. Accepted by Chair.

Motion: That the Capital Region Board approve the adjusted 2017/18 Budget.

and

That the Capital Region Board leverage municipal contributions to seek $134K in matching funding from the Province for the Regional Agriculture Master Plan.

Motion carried unanimously.

b. Housing Policy for Approval

Moved by Mayor Boyd. Accepted by Chair.

Motion: That the Capital Region Board approve Policy G020: Housing Policy.

Motion carried unanimously.
7. Housing Committee

a. Regional and Sub-Regional Housing Planning Model

Presentation given by Thom Stubbs and Gary Gordon from Headwater Group.

**Information Request:** Are there any funding opportunities from CMHC available to the for-profit sector?

**Moved by** Mayor van Assen. **Accepted by** Chair.

**Motion:** That the Capital Region Board approve the Regional and Sub-Regional Housing Planning Model to be used for the Regional Housing Plan, as recommended by the Housing Committee.

**Motion carried unanimously.**

8. Land Use & Planning Committee

a. 2017 Regional Transportation Priorities Report, Integrated Regional Transportation Master Plan

**Moved by** Mayor Flynn. **Accepted by** Chair.

**Motion:** That the Capital Region Board approve the 2017 Regional Transportation Priorities Report.

Chair Crouse relinquishes the Chair position to Vice Chair Mayor Greg Krischke, (Chair of the Advocacy & Monitoring Committee), in the absence of Mayor Camille Berube, Chair of the Governance, Priorities & Finance Committee.

Vice Chair Mayor Greg Krischke relinquishes the Chair position back to Chair Crouse.

**Motion carried unanimously.**

9. Transit Committee

a. 2017 Regional Transportation Priorities Report, Integrated Regional Transportation Master Plan

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

**Motion:** That the Capital Region Board endorse the Capital Region High Occupancy Vehicle (HOV)/ Transit Priority (TPM) Study Report and support Strathcona County and
Edmonton to develop a Baseline Road/98 Avenue HOV/TPM Pilot Study as Phase 2 of the HOV/TPM Study, subject to funding.

**Motion carried unanimously.**

10. **Transition Task Force**

   a. **Update from the Chair**

      Mayor Choy, Task Force Chair, provided an update to the Capital Region Board members.

   b. **Revised Transition Task Force Terms of Reference**

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

      **Motion:** That the Capital Region Board approve the Transition Task Force amended Terms of Reference as recommended by the Transition Task Force.

      **Motion carried unanimously.**

   c. **Chair Recommendation**

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

      **Motion:** That the Capital Region Board approve the Transition Task Force recommendation to hire an external Chair for the first two years of the new Board with the option to extend the term.

      **Motion carried unanimously.**

   d. **Board Celebration and Farewell**

      Sharon Shuya, Regional Project Manager, provided an update to the Capital Region Board members.

11. **Member Motions**

   a. **Revised Transition Task Force Terms of Reference**

      **Motion:** That the Capital Region Board request the Government of Alberta to consider the activation and implementation of requisition powers within the proposed Capital Region Board regulation, similar to other Boards, Committees and Commissions.

      **Motion withdrawn** by Mayor Choy, Stony Plain. **Accepted by** Chair.

   b. **Sturgeon County – Approval of Sturgeon Valley Special Study Area**
Notice of Motion for July 13: That the Capital Region Board approve the Sturgeon Valley Special Study Area addendum for insertion into the Edmonton Metropolitan Region Growth Plan, as presented by the City of St. Albert, the City of Edmonton, and Sturgeon County.

12. Committee/Task Force Chair Updates

13. Administrative Items

a. CEO’s Update
   • EcDev Incubation: Updated documents containing redline comments from members have been sent out for further consideration.
   • Collaborate to Compete still has some space for attendees, May 31 – June 1 in Ottawa.

14. Adjournment

The Chair declared the meeting adjourned at 10:34 a.m.

__________________________  __________________________
CRB Chair, Nolan Crouse       CRB CEO, Malcolm Bruce
REF 2.0 Subsection 4.2 c) Decision Statutory Plan amendments resulting in boundary changes

Recommended Motion

*That the Capital Region Board amend the Regional Evaluation Framework (REF) 2.0 by adding the word “growth” before hamlet in Subsection 4.2 c) and refer the amended REF 2.0 to the Province.*

Background

- On March 9, 2017, the Board approved the following motions:

  “That the Capital Region Board approve the proposed Regional Evaluation Framework (REF) 2.0 and refer it to the Province for approval in conjunction with the Edmonton Metropolitan Region Growth Plan.”

  And,

  “That the Capital Region Board refer the proposed Regional Evaluation Framework (REF) 2.0 to administration to further discuss section 4.2(c) and come back to the Capital Region Board with a recommendation on whether to revise our recommendation to the Province.”

- On April 13, 2017, the Board referred subsection 4.2 c) to the Land Use & Planning Committee for further discussion with direction to come back to the next Capital Region Board with a recommendation on whether to revise REF 2.0 before sending it to the Province.

- On April 27, 2017, the Land Use & Planning Committee approved a motion to amend Subsection 4.2 c) by adding the word “growth” before hamlet as follows:

4.2 Amendments to Statutory Plans

A municipality must refer to the Board any proposed amendment to a statutory plan that meets one or more of the following conditions:

- The proposed statutory plan amendment would result in a change to the boundaries of an area structure plan, area redevelopment plan, intermunicipal development plan, urban service area or **growth** hamlet.
Rationale

Within one year of the Edmonton Metropolitan Region Growth Plan (EMRGP) being approved by the Government of Alberta member municipalities must submit a Regional Context Statement to the CRB for information. Regional Contexts Statements are the transition mechanism that will be used by members to describe how existing MDPs will be brought into conformance with the new Growth Plan. Within the Regional Context Statement a municipality must identify growth hamlets with the rural area.

A growth hamlet is defined in the EMRGP as:

**Growth Hamlet** - Hamlets identified by member municipalities as locations to accommodate growth with servicing capacity or the ability to tie into servicing.

The EMRGP supports growth in the rural area “in built-up urban areas, brownfield sites and greenfield areas in towns, villages and **growth hamlets** in a contiguous pattern and compact form to optimize existing and planned infrastructure and servicing capacity, and to meet the targets in Schedule 6.” Schedule 6 requires Growth Hamlets to have a minimum density of 20 du/nrha and Other Hamlets have no density requirement. Further EMRGP policy states that growth hamlets shall have servicing capacity and/or the ability to tie into servicing.

Those hamlets identified in the Regional Contexts Statements as growth hamlets will be subject to REF pursuant to the proposed subsection 4.2 c).

Next Steps

At the April 13, 2017 Board meeting, the Board indicated clear direction that regardless of the outcome of the recommendation from the Land Use & Planning Committee, REF 2.0 would be forwarded to Province following the May 11, 2017 Board meeting. In this regard, if the subject motion fails, REF 2.0 will be forwarded as approved on March 9, 2017 (see first motion above).

Attachments

1. REF 2.0 – Approved by the Board on March 9, 2017
2. Amended REF 2.0 – Proposed by Land Use & Planning Committee
1.0 Introduction

The Capital Region Board (the "Board") has been directed through the Capital Region Board Regulation to implement the Edmonton Metropolitan Region Growth Plan subsequent to its adoption by the Government of Alberta. The Regional Evaluation Framework provides the Board with the authority to evaluate and approve member municipal statutory plans to ensure alignment with the principles and policies of the Edmonton Metropolitan Region Growth Plan.

2.0 Purpose

The purpose of the Regional Evaluation Framework (the “REF”) is to provide member municipalities with criteria to determine when new municipal statutory plans and statutory plan amendments must be submitted to the Board for approval and procedures for submission. Further, the REF establishes statutory plan evaluation criteria and procedures for the Board to follow in the review and approval of local plans of regional significance to ensure they are consistent with the long-term regional interests identified in the Edmonton Metropolitan Region Growth Plan.

3.0 Definitions

In addition to the definitions contained in the Capital Region Board Regulation (the "Regulation"), words defined in the Edmonton Metropolitan Region Growth Plan shall be given the same meaning for the purposes of this Regional Evaluation Framework.

4.0 Statutory Plan Referral by a Municipality

A municipality must review and refer to the Board any proposed statutory plan or statutory plan amendment pursuant to the following:

4.1 New Statutory Plans

A municipality must refer to the Board any proposed new statutory plan, except for

a) a new sub-area structure plan that is subordinate to and consistent with its higher order area structure plan or area redevelopment plan;

b) a new area structure plan for country residential development within the zoned and/or designated country residential areas as depicted on Schedule 2: Edmonton Metropolitan Regional Structure to 2044 in the Edmonton Metropolitan Region Growth Plan; or,

c) a new area structure plan in a town or village with a population of less than 5000 that is consistent with the town or village municipal development plan.
4.2 Amendments to Statutory Plans

A municipality must refer to the Board any proposed amendment to a statutory plan that meets one or more of the following conditions:

a) The proposed amendment to a municipal development plan is pursuant to Chapter 5, section 5.1.3 of the Edmonton Metropolitan Region Growth Plan for the purpose of updating the municipal development plan to conform to the Growth Plan.

b) The proposed amendment to a municipal development plan would result in the development of new country residential outside of zoned and/or designated country residential areas as depicted on Schedule 2: Edmonton Metropolitan Regional Structure to 2044 in the Edmonton Metropolitan Region Growth Plan.

c) The proposed statutory plan amendment would result in a change to the boundaries of an area structure plan, area redevelopment plan, intermunicipal development plan, urban service area or hamlet.

d) The proposed statutory plan amendment is outside Downtown Edmonton, as depicted on Schedule 3A: Major Employment Areas in the Edmonton Metropolitan Region Growth Plan, and would result in the conversion of lands within a major employment area from major employment uses to non-employment uses and/or would result in a change to the boundaries of a major employment area.

e) The effect of the proposed statutory plan amendment requires the extension and/or increase in the capacity of the Regional Water and Wastewater Lines, as identified on Schedule 8A: Infrastructure Corridors in the Edmonton Metropolitan Region Growth Plan, or to Regional Water or Wastewater treatment facilities.

f) The boundaries of the proposed amendment to the statutory plan are within 0.8 km of a pipeline corridor as depicted on Schedule 8B: Energy Corridors in the Edmonton Metropolitan Region Growth Plan.

g) The proposed statutory plan amendment results in a decrease of the planned density of the statutory plan area.

h) The effect of the proposed statutory plan amendment requires improvements to a road identified on Schedule 10A: Transportation Systems – Regional Roads to 2044 in the Edmonton Metropolitan Region Growth Plan.

i) The boundaries of the proposed amendment to the statutory plan intersect with a Recreation Trail Corridor as depicted on Schedule 10B: Transportation Systems – Regional Transit and Trails to 2044 in the Edmonton Metropolitan Region Growth Plan.

j) The plan area of the proposed amendment to the statutory plan includes a Park and Ride or Planned LRT line or the boundaries of the proposed amendment to the statutory plan are within 0.8 km of a Park and Ride or Planned LRT line as identified on Schedule 10B: Transportation Systems – Regional Transit and Trails to 2044 in the Edmonton Metropolitan Region Growth Plan.

k) The boundaries of the proposed statutory plan amendment are within 1.6 km of the boundaries of the Edmonton International Airport or the Alberta’s Industrial Heartland Area Structure Plans in Sturgeon County, Lamont County, Strathcona County, Fort Saskatchewan, and the Edmonton Energy and Technology Park in Edmonton.
4.3 Statutory Plan Consolidations and Housekeeping Bylaws

Notwithstanding sections 4.1 and 4.2 above, municipalities do not need to submit proposed statutory plans and/or statutory plan amendments to consolidate bylaws into one bylaw or bylaws to correct or update clerical, technical, grammatical, and/or typographical errors and omissions that do not materially affect the statutory plan in principle or substance in accordance with the Municipal Government Act.

5.0 Referral of Statutory Plans

5.1 Statutory plans or statutory plan amendments referred to the Capital Region Board pursuant to sections 4 must be referred to the Board after 1st reading and before 3rd reading of a bylaw or bylaws.

5.2 A statutory plan or statutory plan amendment referred by a municipality to the Board must include:

a) the proposed statutory plan or statutory plan amendment bylaw;

b) sufficient documentation to explain the statutory plan or statutory plan amendment;

c) sufficient information to ensure that the statutory plan or statutory plan amendment can be evaluated pursuant to the evaluation criteria in section 8.0; and

d) a copy of the most recent amended plan without the proposed amendment.

6.0 Board Administration Review

6.1 Within 25 working days of the date on which the statutory plan or statutory plan amendment referral is found to be complete by the Board, the Board Administration must present to the Board a report and recommendation to either approve or reject the statutory plan or statutory plan amendment.

7.0 Board Review and Decision

7.1 At the meeting at which the Board administration report and recommendation are presented the Board may, by consensus, approve or reject the statutory plan or statutory plan amendment.

7.2 In the event that consensus is not achieved a formal vote of the Board must be conducted, in accordance with the voting and notification provisions of the Capital Region Board Regulation and the Board's procedural bylaw.

7.3 Prior to a vote on a statutory plan or statutory plan amendment the Board must hear:

a) from the Board administration; and,

b) from the municipality proposing the statutory plan or statutory plan amendment.
8.0 Evaluation of a Statutory Plan or Statutory Plan Amendment

8.1 When evaluating a statutory plan or statutory plan amendment, the Board must consider whether approval and full implementation of the statutory plan or statutory plan amendment would result in development that is consistent with the Edmonton Metropolitan Region Growth Plan.

8.2 Notwithstanding 8.1 above, when evaluating a statutory plan amendment to a statutory plan, other than a municipal development plan, approved by the Board under the Capital Region Growth Plan: Growing Forward, the Board may use the density targets of that plan rather than the density provisions within the Edmonton Metropolitan Region Growth Plan. All other provisions of the Edmonton Metropolitan Region Growth Plan shall be in effect for evaluation purposes.
Regional Evaluation Framework (REF) 2.0

1.0 Introduction

The Capital Region Board (the "Board") has been directed through the Capital Region Board Regulation to implement the Edmonton Metropolitan Region Growth Plan subsequent to its adoption by the Government of Alberta. The Regional Evaluation Framework provides the Board with the authority to evaluate and approve member municipal statutory plans to ensure alignment with the principles and policies of the Edmonton Metropolitan Region Growth Plan.

2.0 Purpose

The purpose of the Regional Evaluation Framework (the “REF”) is to provide member municipalities with criteria to determine when new municipal statutory plans and statutory plan amendments must be submitted to the Board for approval and procedures for submission. Further, the REF establishes statutory plan evaluation criteria and procedures for the Board to follow in the review and approval of local plans of regional significance to ensure they are consistent with the long-term regional interests identified in the Edmonton Metropolitan Region Growth Plan.

3.0 Definitions

In addition to the definitions contained in the Capital Region Board Regulation (the "Regulation"), words defined in the Edmonton Metropolitan Region Growth Plan shall be given the same meaning for the purposes of this Regional Evaluation Framework.

4.0 Statutory Plan Referral by a Municipality

A municipality must review and refer to the Board any proposed statutory plan or statutory plan amendment pursuant to the following:

4.1 New Statutory Plans

A municipality must refer to the Board any proposed new statutory plan, except for

a) a new sub-area structure plan that is subordinate to and consistent with its higher order area structure plan or area redevelopment plan;

b) a new area structure plan for country residential development within the zoned and/or designated country residential areas as depicted on Schedule 2: Edmonton Metropolitan Regional Structure to 2044 in the Edmonton Metropolitan Region Growth Plan; or,

c) a new area structure plan in a town or village with a population of less than 5000 that is consistent with the town or village municipal development plan.
4.2 Amendments to Statutory Plans

A municipality must refer to the Board any proposed amendment to a statutory plan that meets one or more of the following conditions:

a) The proposed amendment to a municipal development plan is pursuant to Chapter 5, section 5.1.3 of the Edmonton Metropolitan Region Growth Plan for the purpose of updating the municipal development plan to conform to the Growth Plan.

b) The proposed amendment to a municipal development plan would result in the development of new country residential outside of zoned and/or designated country residential areas as depicted on Schedule 2: Edmonton Metropolitan Regional Structure to 2044 in the Edmonton Metropolitan Region Growth Plan.

c) The proposed statutory plan amendment would result in a change to the boundaries of an area structure plan, area redevelopment plan, intermunicipal development plan, urban service area or growth hamlet.

d) The proposed statutory plan amendment is outside Downtown Edmonton, as depicted on Schedule 3A: Major Employment Areas in the Edmonton Metropolitan Region Growth Plan, and would result in the conversion of lands within a major employment area from major employment uses to non-employment uses and/or would result in a change to the boundaries of a major employment area.

e) The effect of the proposed statutory plan amendment requires the extension and/or increase in the capacity of the Regional Water and Wastewater Lines, as identified on Schedule 8A: Infrastructure Corridors in the Edmonton Metropolitan Region Growth Plan, or to Regional Water or Wastewater treatment facilities.

f) The boundaries of the proposed amendment to the statutory plan are within 0.8 km of a pipeline corridor as depicted on Schedule 8B: Energy Corridors in the Edmonton Metropolitan Region Growth Plan.

g) The proposed statutory plan amendment results in a decrease of the planned density of the statutory plan area.

h) The effect of the proposed statutory plan amendment requires improvements to a road identified on Schedule 10A: Transportation Systems – Regional Roads to 2044 in the Edmonton Metropolitan Region Growth Plan.

i) The boundaries of the proposed amendment to the statutory plan intersect with a Recreation Trail Corridor as depicted on Schedule 10B: Transportation Systems – Regional Transit and Trails to 2044 in the Edmonton Metropolitan Region Growth Plan.

j) The plan area of the proposed amendment to the statutory plan includes a Park and Ride or Planned LRT line or the boundaries of the proposed amendment to the statutory plan are within 0.8 km of a Park and Ride or Planned LRT line as identified on Schedule 10B: Transportation Systems – Regional Transit and Trails to 2044 in the Edmonton Metropolitan Region Growth Plan.

k) The boundaries of the proposed statutory plan amendment are within 1.6 km of the boundaries of the Edmonton International Airport or the Alberta’s Industrial Heartland Area Structure Plans in Sturgeon County, Lamont County, Strathcona County, Fort Saskatchewan, and the Edmonton Energy and Technology Park in Edmonton.
4.3 Statutory Plan Consolidations and Housekeeping Bylaws

Notwithstanding sections 4.1 and 4.2 above, municipalities do not need to submit proposed statutory plans and/or statutory plan amendments to consolidate bylaws into one bylaw or bylaws to correct or update clerical, technical, grammatical, and/or typographical errors and omissions that do not materially affect the statutory plan in principle or substance in accordance with the Municipal Government Act.

5.0 Referral of Statutory Plans

5.1 Statutory plans or statutory plan amendments referred to the Capital Region Board pursuant to sections 4 must be referred to the Board after 1st reading and before 3rd reading of a bylaw or bylaws.

5.2 A statutory plan or statutory plan amendment referred by a municipality to the Board must include:

   a) the proposed statutory plan or statutory plan amendment bylaw;
   b) sufficient documentation to explain the statutory plan or statutory plan amendment;
   c) sufficient information to ensure that the statutory plan or statutory plan amendment can be evaluated pursuant to the evaluation criteria in section 8.0; and
   d) a copy of the most recent amended plan without the proposed amendment.

6.0 Board Administration Review

6.1 Within 25 working days of the date on which the statutory plan or statutory plan amendment referral is found to be complete by the Board, the Board Administration must present to the Board a report and recommendation to either approve or reject the statutory plan or statutory plan amendment.

7.0 Board Review and Decision

7.1 At the meeting at which the Board administration report and recommendation are presented the Board may, by consensus, approve or reject the statutory plan or statutory plan amendment.

7.2 In the event that consensus is not achieved a formal vote of the Board must be conducted, in accordance with the voting and notification provisions of the Capital Region Board Regulation and the Board's procedural bylaw.

7.3 Prior to a vote on a statutory plan or statutory plan amendment the Board must hear:

   a) from the Board administration; and,
   b) from the municipality proposing the statutory plan or statutory plan amendment.
8.0 Evaluation of a Statutory Plan or Statutory Plan Amendment

8.1 When evaluating a statutory plan or statutory plan amendment, the Board must consider whether approval and full implementation of the statutory plan or statutory plan amendment would result in development that is consistent with the Edmonton Metropolitan Region Growth Plan.

8.2 Notwithstanding 8.1 above, when evaluating a statutory plan amendment to a statutory plan, other than a municipal development plan, approved by the Board under the Capital Region Growth Plan: Growing Forward, the Board may use the density targets of that plan rather than the density provisions within the Edmonton Metropolitan Region Growth Plan. All other provisions of the Edmonton Metropolitan Region Growth Plan shall be in effect for evaluation purposes.
Member Motion, Edmonton – REF 2.0

Recommended Motion

That the Capital Region Board amend subsection 4.2 (c) of REF 2.0 to read:

\[
\begin{align*}
c) & \quad \text{The proposed statutory plan amendment would result in a change to the boundaries of an area structure plan, area redevelopment plan, intermunicipal development plan, urban service area, growth hamlet or hamlet that is not designated a growth hamlet in a Municipal Development Plan and the boundary change includes a population gain of more than 200 and/or an increase in area of 32 ha or more in the hamlet.}
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Background

At the May 11, 2017 board meeting, a motion was proposed to be debated at the June 8 board meeting, by Don Iveson, Mayor of Edmonton.

As submitted by The City of Edmonton:

The recommended approach that was proposed by the Land Use & Planning Committee at its April 28, 2017 meeting did further refine what was trying to be captured by this subsection of REF. By changing “hamlet” to “growth hamlet” it was thought to eliminate the need for referring plans that reflect boundary changes that are not regionally significant. While the City of Edmonton agreed with the intent of the proposal, there were potential gaps identified with this approach. As proposed, there is potential for significant hamlet boundary changes to occur without the certainty that it aligns with the Growth Plan Update.

The premise behind including the term “growth hamlet” in this subsection is that municipalities are directed by the new Growth Plan to identify growth hamlets as part of their required Regional Context Statement. These Statements are meant to outline how a municipality’s Municipal Development Plan aligns with the Growth Plan, and outlines changes that are required to bring it into conformance. As currently drafted, the new Growth Plan requires that municipalities complete a Regional Context Statement and submit them to the CRB within 1 year. There is no expected approval process for Regional Context Statements identified in the new Growth Plan.

Until Growth Hamlets are reviewed for compliance with the Growth Plan, through a MDP review by the REF process, there is a potential gap. A municipality could choose to not designate any “growth hamlets,” which based on the proposed change from the Land Use & Planning Committee to subsection 4.2 (c) of REF 2.0 would mean that a boundary change to a hamlet could occur without going through the REF process and could have implications on growth that are regionally significant.
In order to address this potential gap that would still exist based on the proposed change from the Land Use & Planning Committee, the proposed motion has been brought forward. Below are additional considerations that went into the creation of the proposed change to subsection 4.2(c) of REF 2.0.

- There should be a requirement that growth hamlets are identified in MDPs, which would be subject to review under REF 2.0. This would allow for a regional perspective on what is considered to be a growth hamlet.
- Until the identification of growth hamlets in MDPs is complete, there needs to be an interim measure to ensure that growth occurs consistent with the Growth Plan Update.
- There had previously been a suggestion that there should be a population threshold of 500 to trigger review via REF, but for most of the hamlets that are pertinent to this discussion that could be exponential growth (i.e. population of 100 growing to 600). Therefore a lower threshold is being proposed in the interim.
- The previous proposal also did not address a hamlet boundary increasing for non-residential purposes. A size threshold is proposed as well.

It is important that this is addressed as one of the key principles discussed in the creation of the new Growth Plan: that there would be no new urban centres. While this change is not meant to prevent any growth from occurring in hamlets, it is meant to ensure that there isn’t potential for something to occur that would be contrary to this principle without regional oversight.
Board Governance Structure

Recommended Motion:

That the Capital Region Board approve the Board Committee, Task Force and CAO Standing Committee Governance Model for the Edmonton Metropolitan Region Board as recommended by the Transition Task Force.

Background

- On December 8, 2016 the Minister of Municipal Affairs announced a change in the Board membership and mandate as part of the implementation of Growth Management Boards under Bill 21 - Modernization of the Municipal Government Act.

- On February 9, 2017, the Board established a Transition Task Force to prepare a transition plan that considers the proposed changes in the Board’s regulation, the change in Board membership as a result of the upcoming fall municipal election, and transitioning from the current growth plan to the Edmonton Metropolitan Region Growth Plan, once it is approved by the Province.

- The main effort of the Transition Task Force was to define Board Governance Structure for the continuation of the Capital Region Board as the Edmonton Metropolitan Region Board with fewer members and a broader mandate.

- On May 10, 2017, the Task Force passed a motion to endorse the Board Committee, Task Force and CAO Standing Committee Governance Model for the Edmonton Metropolitan Region Board.

- The Governance model includes two Board standing committees - an Executive Committee and an Audit & Finance Committee; Board-appointed ad hoc Task Forces to oversee specific projects, and a CAO Standing Committee.

- The governance model recognizes the important role of CAOs as strategic advisors and of technical committees in supporting the work of the Board, Standing Committees and Task Forces.

- To validate the Board Committee and Task Force, and CAO Standing Committee Governance Model, terms of reference were prepared in accordance with the revised Delegation of Authority Schedule and the new Board and Committee Meeting Schedule.
Rationale:

- Under the proposed new regulation the Board will be reduced to 13 members from 24 members. At the same time, the province has indicated its intent to expand the Board’s mandate. This will require the Board to take on additional work in the form of preparing a Metropolitan Servicing Plan (MSP) that supports implementation of the growth plan. There will also be a requirement to ensure compliance with the MSP through a mechanism similar to the current Regional Evaluation Framework (REF). With these changes, the Board must consider an effective structure to ensure it can continue to deliver on its mandate and regulatory outcomes.

- The current growth plan has been implemented through committees based on functional lines of business – Land Use, Transit, Housing, etc. However, the Edmonton Metropolitan Region Growth Plan is an integrated plan that does not have distinct functional areas. This means that future work will require more cross functional committees, dealing with broader and more interrelated issues, for example Transportation Systems and not just simply Transit. The use of Task Forces has been recommended, as they are as proven to be an effective method of ushering projects through to a successful conclusion. Given the new size of the Board, Task Forces represent a more manageable use of the membership and resources.

- In addition to Task Forces, the Transition Task Force recommends establishing two Board standing committees – an Executive Committee and an Audit & Finance Committee. These two standing committees combine the functions performed today by Governance, Priorities & Finance and the Advocacy & Monitoring Committee. These committees will provide leadership and strategic oversight of the direction set by the Board, and are sounding boards for the CEO. Under this structure the Board remains the key decision maker.

- The CAO Standing Committee is formalized under this model to allow for the systematic engagement of the CAO’s for input on Board initiatives, resourcing strategies and implementation of regional projects.

- The Governance Model establishes the framework for the Board Committees, Task Force(s) and CAO Standing Committee Terms of Reference and the Delegation of Authority Schedule.
Board Committee, Task Force and CAO Standing Committee Governance Model

Attachments:

1. Board and Committee Schedule
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<th>BOARD Decisions</th>
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Updated: May 15, 2017
Board Transition Plan - Delegation of Authority Schedule

**Recommended Motion**

*That the Capital Region Board approve the Delegation of Authority Schedule as recommended by the Transition Task Force.*

**Background**

- The Delegation of Authority Schedule is a guide for the governance decisions of the Capital Region Board and identifies the delegated roles and authorities from the Board to its Committees, Task Force(s) and Board Administration.
- The Delegation of Authority Schedule is a key component of the Board’s Governance Manual, approved in December 2016.
- With the implementation of *Bill 21 – Modernized Municipal Government Act*, the Province has indicated its intent to make changes to the Board’s Regulation, specifically to reduce the membership and expand the mandate of the Board. These changes will affect the Board’s current governance structure.
- To prepare for the change in its Regulation, the Board established a Task Force to address the issues of transitioning to a smaller Board and the first priority of the Task Force was to define the appropriate Governance Structure going forward.
- On May 10, 2017, the Transition Task Force approved a motion to endorse a Board Committee, Task Force and CAO Standing Committee governance model, and to recommend it to the Board for approval. The model includes two Standing Committees – an Executive Committee and an Audit and Finance Committee; *ad hoc* Task Forces; and a CAO Standing Committee.
- The Delegation of Authority Schedule identifies the roles and authorities of the Board Committees, Task Forces and Board CEO to enable the Board to fulfil its regulatory and fiduciary obligations.

**Rationale:**

- The Delegation of Authority Schedule has been revised to align with the recommended roles and responsibilities of the new Board Committee and Task Force structure.
- The Board remains the key decision maker in the revised Delegation of Authority Schedule.
- The Transition Task Force recommends the Board Governance Manual be updated to include the revised Delegation of Authority Schedule, once the new Regulation comes into effect.

**Attachments:**

1. Delegation of Authority Schedule
June 8, 2017

Delegation of Authorities Schedule

This Delegation of Authority Schedule outlines the Capital Region Board’s governance decisions and describes the duties delegated from the Board to Standing Committees, Task Force(s) and the Board CEO.

The Delegation of Authority is based on the Principles:

- Meet the Regulatory and Fiduciary obligations of the Board
- Ensure accountability, transparency, effectiveness & efficiency
- Ensure proper delegation of authority and decision-making to support Board Objectives
- Operate with integrity, consistency and code of conduct of the Board

Definitions

<table>
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<tr>
<th>Term</th>
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<tr>
<td>Approve</td>
<td>To judge favorably for obligation and execution</td>
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<tr>
<td>Recommend</td>
<td>Give opinion of direction (usually to Board)</td>
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<tr>
<td>Receive</td>
<td>To acknowledge without further action</td>
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<tr>
<td>Accountable</td>
<td>Subject to the obligation and execution of direction</td>
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<tr>
<td>Responsible</td>
<td>To do what is right or to do the things that are expected or required</td>
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Note:

- Alpha Numeric References in brackets shown in the table below refers to Board Policies, and are subject to change.
<table>
<thead>
<tr>
<th>Duties</th>
<th>Delegation of Authority</th>
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<tr>
<td></td>
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<tr>
<td>1 May specify and delegate powers and duties to Committees, Task Forces and other individuals of the Board, and will review Delegation of Authority schedule a minimum of once every two years or commensurate with a change in legislation, organizational change or change in mandate</td>
<td>Approve</td>
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<td>2 Identify criteria and process for the engagement of regional stakeholders in Board affairs</td>
<td>Approve</td>
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<td>3 Appoint a Chair (or Interim Chair) and Vice Chair of the Board and determine remuneration (G010)</td>
<td>Approve</td>
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<td>4 Board Remuneration (G003)</td>
<td>Approve</td>
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<tr>
<td>5 Board Chair review (G012)</td>
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<tr>
<td>6 CEO recruitment, hiring and succession planning</td>
<td>Approve</td>
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<td>7 CEO Annual Performance Review</td>
<td>Approve</td>
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<tr>
<td>8 Staff Performance Review (H001)</td>
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<tr>
<td>9 Staff Recruiting and Hiring (H004)</td>
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<tr>
<td>10 Form Committees and Task Forces (G012)</td>
<td>Approve/ Recommend</td>
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<tr>
<td>11 Committee and Task Force Chair and Vice Chair Approvals (G012)</td>
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<td>12 Committee and Task Force Terms of Reference Approvals (G012)</td>
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<tr>
<td>13 Meeting Agenda and Minutes (G004) (G013)</td>
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<td>14 Report on project progress and outcomes</td>
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<td>15 Policy Development and review (G001)</td>
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<td>16 Requisition of funds (subject to Regulation)</td>
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<td>17 Annual Report</td>
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<td>18 Appointment of the Auditor (G009)</td>
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<td>19 Financial Statements, audited and unaudited (F005)</td>
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<td>20 Strategic Plan</td>
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<td>21 Business Plan (G006)</td>
<td>Receive Quarterly Updates</td>
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<td>22 Budget (G006)</td>
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<td>23 Policies for sharing of costs (shared benefit)</td>
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<tr>
<td>24 Coordinate investment in infrastructure and service delivery –i.e. Transportation Prioritization and GreenTRIP</td>
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<tr>
<td>25 Edmonton Metropolitan Region Growth Plan</td>
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<td>26 Advise and make recommendations regarding the preparation and implementation of the Growth Plan</td>
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<tr>
<td>Duties</td>
<td>Delegation of Authority</td>
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<td><strong>Board</strong></td>
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<td>27 Facilitate the resolution of issues arising from the Growth Plan¹</td>
<td>Receive for Information/ Approve</td>
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<td>28 To establish and administer the approval process for compliance of statutory plans with the Growth Plan, in accordance with direction from the Minister (REF process)</td>
<td>Approve</td>
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<tr>
<td>29 Ensure conformity of participating municipalities with the Growth Plan (REF application)</td>
<td>Approve</td>
</tr>
<tr>
<td>30 Prepare a five-year Metropolitan Servicing Plan that meets the requirement of the Regulation</td>
<td>Approve</td>
</tr>
<tr>
<td>31 Ensure consistency with the Metropolitan Servicing Plan</td>
<td>Approve</td>
</tr>
<tr>
<td>32 Monitor and Report on the Growth Plan KPI’s and Board Strategic Plan KPI’s (G017)</td>
<td>Receive</td>
</tr>
<tr>
<td>33 Monitor and Report on the outcomes of the Business Plan (G017)</td>
<td>Receive</td>
</tr>
<tr>
<td>34 Board Operations i.e. Document Management System (A003); Risk Management</td>
<td></td>
</tr>
<tr>
<td>35 Promote awareness and ensure implementation of the Board's mandate (G014)</td>
<td></td>
</tr>
<tr>
<td>36 Promote established outcomes of the Edmonton Metropolitan Region Growth Plan (G014)</td>
<td></td>
</tr>
<tr>
<td>37 Promote the long term sustainability of the Region</td>
<td></td>
</tr>
<tr>
<td>38 Ensure environmentally responsible land use</td>
<td></td>
</tr>
</tbody>
</table>

¹ Examples of Implementation Issues to be approved by the Executive Committee – Population & Employment Forecast and inclusion of Municipal Census data; amendments to the Growth Plan arising from completed work on implementation; KPI results requiring Plan amendments; changes to REF Process to recognize Metropolitan Servicing Plan; and priority of effort for Implementation. All other matters are referred to the Board for a decision.
<table>
<thead>
<tr>
<th>Duties</th>
<th>Delegation of Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>planning, growth management and efficient use of land</td>
<td></td>
</tr>
<tr>
<td>39 Ensure the delivery of core regional servicing and other services</td>
<td>Responsible</td>
</tr>
<tr>
<td>40 Promote the economic well-being and competitiveness of the Region</td>
<td>Responsible</td>
</tr>
<tr>
<td>41 Coordinate investment in infrastructure, core regional servicing</td>
<td>Responsible</td>
</tr>
<tr>
<td>42 Share and coordinate information within the region, including</td>
<td>Responsible</td>
</tr>
<tr>
<td>43 Carry out any other functions and duties as the Minister directs</td>
<td>Responsible</td>
</tr>
<tr>
<td>44 Maintain effective relationships with key stakeholders (G014)</td>
<td>Responsible</td>
</tr>
<tr>
<td>45 Authorization to Purchase, Procurement and signing Authority</td>
<td>Approve</td>
</tr>
<tr>
<td>46 Ensure the Board operates within its legal framework</td>
<td>Accountable</td>
</tr>
<tr>
<td>47 Media Relations (A004, A007)</td>
<td>Approve</td>
</tr>
<tr>
<td>48 Communications Strategy (A004)</td>
<td>Approve</td>
</tr>
<tr>
<td>49 Investment Activity (F006)</td>
<td>Approve</td>
</tr>
<tr>
<td>50 Reserve transitions, re-designations, revisions and new reserve</td>
<td>Approve</td>
</tr>
<tr>
<td>51 Advocacy</td>
<td>Responsible</td>
</tr>
</tbody>
</table>

Comprehensive CRB Agenda Pkg. June 8/17
Page 31 of 67
<table>
<thead>
<tr>
<th>Duties</th>
<th>Delegation of Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Board</td>
</tr>
<tr>
<td>52 Board Performance</td>
<td>Accountable</td>
</tr>
<tr>
<td>53 Develop Policy for Public Engagement</td>
<td>Approve</td>
</tr>
</tbody>
</table>
Board Committees and Task Force Terms of Reference

Recommended Motion

That the Capital Region Board approve the Board Committee, Task Force(s) and CAO Standing Committee Terms of Reference as recommended by the Transition Task Force.

Background

- In preparation for a change in the Capital Region Board Regulation, and to enable the implementation of Growth Management Boards under Bill 21 - Modernized Municipal Government Act, the Capital Region Board established a Transition Task Force to oversee the development of a Board Transition & Orientation Plan.
- The Task Force consisted of five Elected Officials, five regional CAOs and the Board CEO with a mandate to prepare a Board Transition & Orientation Plan that considers the proposed changes in
  - Board Regulation;
  - Board membership due to a fall municipal election; and
  - Transition from the current growth plan – Growing Forward to the Edmonton Metropolitan Region Growth Plan, Re-imagine. Plan. Build. once it is approved by the Province.
- The Transition Task Force’s initial focus was to define the appropriate governance model for a smaller Board and a broader mandate being proposed in the new Regulation, then to align all other components of the Transition Plan: the Delegation of Authority, the Committee Terms of Reference, and the Board and Committee Schedule, to ensure the continued effectiveness of the Board.
- The recommended Board Committee and Task Force governance model includes: two Board Standing Committees: an Executive Committee, and an Audit and Finance Committee; Board appointed ad hoc Task Forces to oversee specific projects; and a CAO Standing Committee.
- Under this governance model the Board remains the key decision-maker. The two Standing Committees combine the functions of the current Governance Finance & Priorities and Advocacy & Monitoring Committees, and will continue to provide leadership and strategic oversight of the direction set by the Board.
- At its meeting of May 10, 2017, the Transition Task Force passed a motion to endorse the Board and Committee governance model, which was vetted with the regional CAOs. At the same meeting, the Transition Task Force also passed a motion to endorse the Board
Committee, Task Force and CAO Standing Committee terms of reference and recommend them to the Board for approval.

Rationale:

- The Board Committee and Task Force governance model is recommended as the most effective governance model for the Board given a membership of 13 and a broader mandate.
- The Board’s capacity to support multiple standing committees has been reduced with fewer members.
- The oversight of the Board’s fiduciary and operational responsibilities has been addressed within the mandates of the two Board Standing Committees.
- Based on experience of the Growth Plan Update Task Force and the work of the Transition Task Force, the use of an *ad hoc* Task Force model has proven to be successful in completing specific projects.
- The use of Task Forces provides the Board with maximum flexibility to address the implementation of the Growth Plan and other Board initiatives by creating the best governance structure for the project.
- Terms of Reference provide a roadmap for the Board Committees and Task Force(s) and contain consistent information on the purpose, scope, authority, reporting, organization and membership coupled with a meeting schedule coordinated with the agendas of the six Board meetings a year.
- Terms of Reference for the Board Committees and Task Force(s) will allow for the smooth transition to the Edmonton Metropolitan Region Board following the Municipal Election and the new regulation, once it comes into effect.
- Once the new Regulation comes into effect, the Transition Task Force recommends the Board Governance Manual be updated to include the revised Delegation of Authority Schedule.

Attachments:

1. Executive Committee Terms of Reference – May 10, 2017_FNL
2. Audit & Finance Committee Terms of Reference – May 10, 2017_FNL
3. Task Force(s) Terms of Reference – May 10, 2017_FNL
4. CAO Standing Committee Terms of Reference – May 10, 2017_FNL
5. Board and Committee Schedule
### Executive Committee – Terms of Reference

<table>
<thead>
<tr>
<th>Description</th>
<th></th>
</tr>
</thead>
</table>
| **Purpose** | The Executive Committee (the “Committee”) provides leadership advice for the governance of the Board, Board priorities and strategic agenda and the monitoring & reporting of the Board’s progress towards its goals in accordance with the Strategic Plan and Regional Growth Plan.  

The Committee makes recommendations to the Board to:  
- improve the overall performance and outcomes of the Board;  
- recommend the need for, and mandate of Task Forces;  
- identify risk and issues that may inhibit the Board’s progress and propose solutions; and  
- identify emerging issues and opportunities to advance the goals of the Board. |
| **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, on matters in respect of the  
- strategic plan;  
- growth plan implementation;  
- monitoring and reporting (KPI’s);  
- policy review;  
- advocacy and communications;  
- Board Chair performance;  
- CEO performance and compensation;  
- Board evaluation;  
- Public engagement;  
- any Board matter requiring a decision between Board meetings;  
- emerging issues, problems and initiatives (serves as a sounding board for management); 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 five (5) appointed members of the Board consisting of:
- Board Chair (non-voting);
- Chair of the Audit & Finance Committee;
- City of Edmonton;
- 3 additional Board members - (1 County, 1 City, and 1 Town); and
- Board CEO (ex-officio, non-voting).

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

Task Force Chairs are non-voting members of the Executive Committee, and are invited to attend Executive Committee meetings.

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 two members on the Committee every two years.

In the event the member is unable to attend, an Alternate member may attend. Alternates for this committee are as follows:
- Board Chair - Alternate – Vice Chair
- Chair of Audit & Finance Committee - Alternate – Vice Chair
- City of Edmonton – Alternate - Board designated Alternate
- 3 Additional Board Members - Board designated Alternate

**Quorum**

A majority of appointed Committee members (50% plus 1) shall constitute a quorum, represented in person or by telephone or other telecommunications device that permits participation.

**Sub-committees**

When deemed necessary, 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,
<table>
<thead>
<tr>
<th>Duties and Responsibilities</th>
<th>Subject to the powers and duties of the Board, the Executive Committee will be responsible to perform the following duties:</th>
</tr>
</thead>
</table>
|                             | i. **Strategic Plan**  
|                             | a. Define the process for the development of the Strategic Plan and recommend to the Board  
|                             | ii. **Growth Plan Implementation**  
|                             | a. Oversee the implementation of the growth plan  
|                             | b. Resolve issues arising from the implementation of the growth plan  
|                             | c. Ensure the effective prioritization of Board resources  
|                             | iii. **Monitoring & Reporting (KPIs)**  
|                             | a. Review and recommend the strategy for Monitoring & Reporting of the Strategic Plan and the Growth Plan KPIs  
|                             | iv. **Policy Review**  
|                             | a. 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 in governance best practices)  
|                             | b. Recommend changes to Board Policies  
|                             | v. **Executive Performance**  
|                             | a. Review and recommend the process to evaluate Board Chair’s performance  

core competencies and experience to contribute to the particular assignment.

The Committee is accountable to the Board for work of any sub-committee.

Remuneration for members.

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 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.
b. Review and recommend the process to evaluate the CEO’s performance

c. Succession Planning for the CEO

vi. Board Performance

a. Recommend a process to assess the effectiveness of the Board in achieving its mandate and specific goals

vii. Advocacy and Communications

a. Provide strategic leadership in the development and oversee the implementation of the Board’s Advocacy and Communication Plan to improve key relationships to enable the achievement of the Board’s goals with:
   i. Regional Stakeholders
   ii. Other Orders of Government
   iii. Municipal Councils
   iv. Media

b. Inform and provide recommendations regarding Legislative, Policy, and Program issues and opportunities affecting the Board’s mandate and priorities to other orders of government.

c. Communication: the Board CEO will act as a single point of contact for all communications requests for the Board and will determine the appropriate level of response required.

d. The Board Chair is the official spokesperson for the Board for media unless determined otherwise by the Board.

viii. Recommend Task Force(s)

a. Recommend the formation of a Task Force to the Board

ix. Public Engagement

a. Oversee the development of criteria and a process for public engagement to meet the requirement of the Board’s Regulation.
Audit & 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 approves, monitors, evaluates, advises and makes recommendations, in accordance with these terms of reference, on matters in respect of:
- 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 five (5) appointed members of the Board, consisting of:
- the Committee Chair
- 4 additional Board members; and
- the Board Chair (ex-officio, non-voting)
- the Board 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 appointed by the Board with the Vice Chair elected by the Committee at its first meeting. The Audit & Finance Committee Chair is also a member of the Executive Committee.

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 one Board member on the committee every two years.

Alternates for each appointed member municipality are to be identified.

<table>
<thead>
<tr>
<th>Quorum</th>
</tr>
</thead>
<tbody>
<tr>
<td>A majority of appointed Committee members (50 % plus 1) shall constitute quorum, represented in person or by telephone or other telecommunications device that permits participation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sub-committees</th>
</tr>
</thead>
<tbody>
<tr>
<td>When deemed necessary, the Committee may form a sub-committee to deal with a specific issue or deliverables within the Committee’s mandate.</td>
</tr>
</tbody>
</table>

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.

Remuneration for members.
<table>
<thead>
<tr>
<th>Voting</th>
<th>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.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings</td>
<td>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. 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.</td>
</tr>
</tbody>
</table>
| Duties and Responsibilities| Subject to the powers and duties of the Board, the Audit & Finance Committee will be responsible to perform the following duties:  
  i. Annual Report  
      a. Review and recommend to the Board  
  ii. Annual Budget  
      a. Recommend the remuneration of the Board Chair  
      b. Recommend the requisition of funds, if needed  
      c. Recommend the annual budget  
      d. Recommend Board remuneration  
  iii. External Audit  
      a. Review and recommend the appointment of external auditors and fees  
      b. Act as the Board’s liaison with external auditors  
      c. Review the performance of the external auditors  
  iv. Risk Management  
      a. Review and recommend to the Board risk management policies and practices including appropriate D&O and other Insurance requirements  
  v. Financial Reporting  
      a. Review and recommend to the Board, the annual audited and unaudited financial statements  
      b. Review and approve quarterly financial statements  
      c. Review and recommend to the Board, the financial content of the annual report  
      d. Monitor the financial reporting to the Board and recommend changes (as required)  
  vi. Audit and Financial Policies and Practices  
      a. Review and recommend financial policies  
      b. Review and recommend financial practices |
<p>| | |</p>
<table>
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</thead>
</table>
| c. | Review and recommend investment policies  
| d. | Review such matters that the Committee or the Board deems advisable or timely |

**vii. Statutory Obligations**

a. The Audit & 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.

**viii. 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 in governance best practices).
Task Force - Terms of Reference

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
</tr>
<tr>
<td>The Board accomplishes much of its work through Committees and Task Forces.</td>
</tr>
<tr>
<td>Task Forces provide flexibility in carrying out the Board’s mandate and are</td>
</tr>
<tr>
<td>purpose built, time bound, to address a specific issue, challenge, or</td>
</tr>
<tr>
<td>opportunity defined in a Terms of Reference approved by the Board.</td>
</tr>
<tr>
<td>Overview</td>
</tr>
<tr>
<td>Only the Board can create a Task Force to carry out a specific mandate or</td>
</tr>
<tr>
<td>project/initiative identified within its Budget.</td>
</tr>
<tr>
<td>The Executive Committee may make a recommendation to the Board to</td>
</tr>
<tr>
<td>establish a Task Force to complete a specific scope of work for the Board.</td>
</tr>
<tr>
<td>The Task Force is responsible for the completion of a specific mandate/</td>
</tr>
<tr>
<td>project/initiative and may choose to form an Advisory Group to provide</td>
</tr>
<tr>
<td>technical assistance for the duration of the project or on an as-needed</td>
</tr>
<tr>
<td>basis to provide advice, and or information relative to a project or</td>
</tr>
<tr>
<td>initiative.</td>
</tr>
<tr>
<td>Composition of a Task Force shall be determined on a case-by-case basis</td>
</tr>
<tr>
<td>and operate within the approved Terms of Reference and Budget.</td>
</tr>
<tr>
<td>Accountability to the Board</td>
</tr>
<tr>
<td>All Task Forces report to the Board.</td>
</tr>
<tr>
<td>A Task Force has no authority to direct management or commit the Board</td>
</tr>
<tr>
<td>unless specifically authorized by the Board through the Task Force Terms of</td>
</tr>
<tr>
<td>Reference.</td>
</tr>
<tr>
<td>Any changes to the terms of reference are to be approved by Board before</td>
</tr>
<tr>
<td>they are adopted.</td>
</tr>
<tr>
<td>Task Forces shall provide progress reports to the Board at specified project</td>
</tr>
<tr>
<td>milestones and upon completion of the final project.</td>
</tr>
<tr>
<td>When a Board meeting closely follows a Task Force meeting, the Task Force</td>
</tr>
<tr>
<td>Chair will provide a verbal report to the Board and the minutes will be</td>
</tr>
<tr>
<td>circulated at the next Board meeting.</td>
</tr>
<tr>
<td>Membership</td>
</tr>
<tr>
<td>Composition of a Task Force shall be identified in the Terms of Reference</td>
</tr>
<tr>
<td>and shall consider the skills and experience necessary to complete the</td>
</tr>
</tbody>
</table>
Consideration should be given to the appropriate size of the Task Force to ensure the effectiveness the Task Force and shall be determined on a case-by-case basis.

Consideration should be given to Task Force representation to include elected officials, non-elected officials\(^1\), and consideration of provincial representation, where applicable.

The Board shall appoint the Chair of the Task Force and the Vice Chair shall be selected by the Task Force at the first meeting.

A Task Force shall include a minimum of three (3) elected officials (voting members) of which one member is the appointed Task Force Chair.

Task Force members are appointed for the duration of the project.

Term limits for the chair, vice chair and members (to include Advisory Group(s)) shall be specified in the Terms of Reference.

Alternates for each appointed voting member of the Task Force municipality shall be identified.

Board Chair and Board CEO are ex-officio, non-voting members of all Task Forces.

<table>
<thead>
<tr>
<th>Quorum</th>
<th>A majority of appointed Committee members (50 % plus 1) shall constitute a quorum, represented in person or by telephone or other telecommunications device that permits participation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advisory Group(s)</td>
<td>When deemed necessary, a Task Force may strike a working group and/or an advisory group to provide technical support or subject matter expertise in carrying out its project/mandate. Advisory Groups are considered a resource for the Task Force and their roles shall be identified in the Terms of Reference for the Task Force. An Advisory Group may be requested to perform research, provide information, complete tasks and provide advice and/or recommendations for the Task Force’s consideration. An Advisory Group may include but is not limited to expert (blue ribbon)</td>
</tr>
</tbody>
</table>

\(^1\) "Non–elected official” may include and not limited to municipal administration (includes CAOs), industry representatives, academics, subject matter experts, and consultants, etc.
panels, technical advisors to include members of the public sector, private sector member and members of the public.

The composition of an Advisory Group shall consider the needs of the project and ensure the members possess the desired skills, core competencies and experience to contribute to the particular assignment.

The Chair of the Advisory group will be one member of the Board Administration.

Participation is voluntary and any compensation is subject to budget, and Board approval.

The Task Force is accountable to the Board for the work of its Advisory Group.

### General Duties & Responsibilities of Advisory Group(s)

Subject to the powers and duties of the Board or Task Force the Advisory Group shall be responsible to:

- **a)** Provide unbiased technical advice, information in support of the project /or initiative;
- **b)** Provide professional planning and policy advice for consideration;
- **c)** Provide information regarding relevant regional issues, policies, and programs and initiatives that may have an affect on the project and or initiative;
- **d)** Represent the best interests of the region; and
- **e)** Take on and complete assigned tasks as requested, depending on the needs to the project and report back with research, information, advice and/or a recommendation.

### Voting

Each elected official Task Force member will have one vote. The Task Force will work towards consensus, as much as possible. In the event of a tie, the motion is defeated.

All non-elected Task Force members are non-voting members, to include advisory/working groups.

### Meetings

Task Force meeting schedule shall be determined based on the project work plan.

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. Meetings are open to the public, and are subject to FOIP.
### Duties and Responsibilities

Subject to the powers and duties of the Board, a Task Force will be responsible to:

- (a) Deliver on the outcomes identified for the project/initiative in accordance with terms of reference and within the approved budget and project timeline.
- (b) Provide information regarding relevant regional issues, policies, and programs and initiatives that may have an affect on the project and/or initiative.
- (c) Identify project risks and issues that may inhibit the project progress and deliverables and propose solutions.
- (d) Provide progress updates to the Board and report on project milestones.
- (e) Represent the best interest of the region in carrying out the project.
- (f) Bring forward recommendations to the Board for its approval.

### Examples of Task Forces

- Board Transition
- Recreation/Open Spaces/Wildlife Corridors Study
- Ag Master Plan
- Metropolitan Servicing Plan
May 10, 2017_fnl

CAO Standing Committee - Terms of Reference

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
</tr>
</tbody>
</table>
| The CAO Standing Committee exists to provide senior administrative input to support Board decision-making and to provide leadership for operationalization of Board outcomes.  

Note: It is recommended that this Committee’s terms of reference be reviewed in 6 month to determine if changes need to be made. |

| Overview     |
| The CAO Standing Committee has been identified as an opportunity to strengthen and reinforce the support of the CAOs on an ongoing basis under the management structure of the Board.  

During a consultation with the Edmonton Metropolitan Region Board 13 CAOs it was recommended that a Standing Committee be formed working with the Board CEO to allow for a more systematic engagement to enhance communications, improve the timeliness of regional input on projects, to increase the level of commitment for regional initiatives, act a resource for funding and resourcing strategies and enable support for the outcomes of Board through regular meetings with the Board CEO. |

| Accountability to the Board |
| The CAO Standing Committee has no authority to direct management or commit the Board unless specifically authorized by the Board through the Task Force Terms of Reference.  

Any changes to the terms of reference are to be approved by Board before they are adopted.  

The Board CEO shall take the input from the CAO Standing Committee into consideration. |

| Membership |
| The CAO Standing Committee shall include the 13 CAOs of the member municipalities of the Edmonton Metropolitan Region Board, with the Board CEO as the appointed Chair for this Committee.  

Consideration should be given to including provincial representation as a permanent member or along with other key stakeholders may be invited to attend meetings to contribute his/her expertise and knowledge on a specific topic and on an ex-officio basis.  

Members may send an alternate to represent their Municipality should they be unable to attend. |
| Meetings | The CAO Standing Committee shall meet every 6-8 weeks. Meetings will be scheduled one (1) year in advance.  
Agenda will be prepared by the Committee Chair and distributed seven (7) days in advance.  
Provisions can be made for participation by Teleconference.  
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. |
| Duties and Responsibilities | Subject to the powers and duties of the Board, the CAO Standing Committee will be responsible to:  
i. review, share information, discuss, collaborate, coordinate, and provide advice as it relates to and in support of the regional priorities and outcomes of the Board  
ii. review status of Board initiatives  
iii. provide regional input on policy direction  
iv. discuss implementation considerations and alignment of implementation priorities  
v. provide input on funding strategies, resourcing and implications  
vi. identify risks and recommend mitigating measures  
vii. foster an understanding of issues and opportunities from a regional versus an individual municipal perspective to support informed regional decision-making  
viii. provide leadership and support for ensuring municipal councils understand Board initiatives |
<table>
<thead>
<tr>
<th>BOARD</th>
<th>Jun-17</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan-18</th>
<th>Feb</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decisions</td>
<td>Transition Plan</td>
<td>Prelim Budget; Board Orientation; Committee Chair Appointments</td>
<td>Board Orientation</td>
<td>Regional Growth Plan Orientation</td>
<td>Budget Approval; GP KPI’s; Re-appointment of Auditors; REF</td>
<td>Board Admin Publish Bus Plan</td>
<td>Transportation Prioritization List; Audited Financial Statements; Bi annual Budget and Bus Plan Review; Strategic Plan KPI’s; REF</td>
<td>Approval of Annual Report; REF</td>
<td>Strategic Plan KPI update; Preliiminary Draft Budget; REF</td>
<td>Strategic Plan; KPI update; 2019-2023 Strategic Plan approval; Draft 2019 Budget; REF; Board Evaluation; Strategic Plan KPIs</td>
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</tbody>
</table>

| COMMITTEE | Executive | | | | | | | | | | | | | | | | | | |
| Decisions | | | | | | | | | | | | | | | | | | | | |
| Audit& Finance | | | | | | | | | | | | | | | | | | | | |
| Decisions | | | | | | | | | | | | | | | | | | | | |
| Task Force | | | | | | | | | | | | | | | | | | | | |
| Decisions | | | | | | | | | | | | | | | | | | | | |
| CAO Standing | | | | | | | | | | | | | | | | | | | | |
| Potential Discussion Items | | | | | | | | | | | | | | | | | | | | |
Transition Plan - Corporate Policies

Recommended Motion

*That the Capital Region Board approve CRB Administration to make the non-substantive changes to the Corporate Policies of the Board once the new Regulation comes into effect, and that the policies requiring additional review, be addressed by the appropriate Standing Committee of the Edmonton Metropolitan Region Board and be presented to the Board for approval.*

Background

- The Corporate Policies are a key component of the Capital Region Board Governance Manual, approved by the Board in December 6, 2016.
- The Corporate Policies represent the guiding principles and procedures by which the Board manages and operates as an organization.
- In reviewing the Governance Manual as part of the Transition Plan for the Edmonton Metropolitan Region Board, the Transition Task Force has identified six policies requiring a thorough review based on the proposed changes in the Board’s Regulation. All remaining policies will simply require an update of the Board name or Standing Committee to align with the new Governance Structure.

Rationale:

- Once the new Regulation comes into effect, the Capital Region Board will continue as the Edmonton Metropolitan Region Board; the Regulation will have no affect on the overall guiding principles and procedures of the organization.
- The Capital Region Board has invested a lot of time in the development of its Corporate Policies, which will continue to guide the consistent operation of the Board and enable a smooth transition to the new Board following the Municipal Election.

Attachments:

1. Corporate Policies – Table - May 25, 2017
# CORPORATE POLICIES

## ADMINISTRATION

<table>
<thead>
<tr>
<th>Code</th>
<th>Policy Description</th>
<th>Proposed Amendment</th>
</tr>
</thead>
<tbody>
<tr>
<td>A001</td>
<td>Email Distribution List</td>
<td>Name Change</td>
</tr>
<tr>
<td>A002</td>
<td>Appointment of Acting Chief Executive Officer</td>
<td>Name Change</td>
</tr>
<tr>
<td>A003</td>
<td>Records and Information Management</td>
<td>Name Change</td>
</tr>
<tr>
<td>A004</td>
<td>Media &amp; Communications</td>
<td>Name Change</td>
</tr>
<tr>
<td>A005</td>
<td>Access to Public Information</td>
<td>Name Change</td>
</tr>
<tr>
<td>A006</td>
<td>Information Technology</td>
<td>Name Change</td>
</tr>
<tr>
<td>A007</td>
<td>Media Relations</td>
<td>Name Change</td>
</tr>
<tr>
<td>A008</td>
<td>Advocacy &amp; Communications</td>
<td>Name Change</td>
</tr>
</tbody>
</table>

## FINANCE

<table>
<thead>
<tr>
<th>Code</th>
<th>Policy Description</th>
<th>Proposed Amendment</th>
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</thead>
<tbody>
<tr>
<td>F001</td>
<td>Authorization to Purchase</td>
<td>Name Change</td>
</tr>
<tr>
<td>F002</td>
<td>Procurement</td>
<td>Name Change</td>
</tr>
<tr>
<td>F003</td>
<td>Capitalization</td>
<td>Name Change</td>
</tr>
<tr>
<td>F004</td>
<td>Signing Authorities</td>
<td>Name Change</td>
</tr>
<tr>
<td>F005</td>
<td>Financial Reporting</td>
<td>Name Change</td>
</tr>
<tr>
<td>F006</td>
<td>Investments</td>
<td>Name Change</td>
</tr>
<tr>
<td>F007</td>
<td>Reserves</td>
<td>Name Change</td>
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</table>

## GOVERNANCE

<table>
<thead>
<tr>
<th>Code</th>
<th>Policy Description</th>
<th>Proposed Amendment</th>
</tr>
</thead>
<tbody>
<tr>
<td>G001</td>
<td>Policy Development</td>
<td>Name Change</td>
</tr>
<tr>
<td>G002</td>
<td>Indemnification of CRB Members and Employees</td>
<td>Name Change</td>
</tr>
<tr>
<td>G003</td>
<td>Remuneration and Expenses for Board, Committee and Task Force Members</td>
<td>Name Change</td>
</tr>
<tr>
<td>G004</td>
<td>Board Meeting Minutes</td>
<td>Name Change</td>
</tr>
<tr>
<td>G005</td>
<td>Board Meeting Procedures</td>
<td>Name Change, minor changes – Voting Model</td>
</tr>
<tr>
<td>G006</td>
<td>Budgeting</td>
<td>Name Change</td>
</tr>
<tr>
<td>G007</td>
<td>Insurance</td>
<td>Name Change</td>
</tr>
<tr>
<td>G008</td>
<td>Regional Capital Projects</td>
<td>Name Change, review required</td>
</tr>
<tr>
<td>G009</td>
<td>Appointment of the Auditor</td>
<td>Name Change</td>
</tr>
<tr>
<td>G010</td>
<td>Selection of Chair and Vice Chair/ Interim Chair and Interim Vice Chair</td>
<td>Name Change, minor Changes – Voting Model</td>
</tr>
<tr>
<td>G011</td>
<td>Board, Committee, and Task Force Member Code of Conduct and Ethics</td>
<td>Name Change</td>
</tr>
<tr>
<td>G012</td>
<td>Committee and Task Force Terms of Reference</td>
<td>Name Change, review required</td>
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</tbody>
</table>
### Corporate Policies

#### GOVERNANCE

<table>
<thead>
<tr>
<th>Code</th>
<th>Policy Title</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>G013</td>
<td>Committee and Task Force Meeting Procedures</td>
<td>Name Change</td>
</tr>
<tr>
<td>G014</td>
<td>Roles and Authorities of the Board Chair, Interim Chair, and Vice Chair</td>
<td>Name Change</td>
</tr>
<tr>
<td>G015</td>
<td>Role and Responsibilities of Committee and Task Force Chairs and Vice Chairs</td>
<td>Name Change</td>
</tr>
<tr>
<td>G016</td>
<td>Member Municipalities Representation on Committees and Task Forces</td>
<td>Name Change, review required</td>
</tr>
<tr>
<td>G017</td>
<td>Monitoring &amp; Evaluation Board Performance</td>
<td>Name Change</td>
</tr>
<tr>
<td>G018</td>
<td>Geographic Information Services</td>
<td>Name Change</td>
</tr>
<tr>
<td>G019</td>
<td>Capital Region Board Membership Review Process</td>
<td>Name Change, review required</td>
</tr>
<tr>
<td>G020</td>
<td>Housing Policy</td>
<td>Name Change</td>
</tr>
</tbody>
</table>

#### HUMAN RESOURCES

<table>
<thead>
<tr>
<th>Code</th>
<th>Policy Title</th>
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<tbody>
<tr>
<td>H001</td>
<td>Employee Performance Planning and Appraisal</td>
<td>Name Change</td>
</tr>
<tr>
<td>H002</td>
<td>Position Descriptions</td>
<td>Name Change</td>
</tr>
<tr>
<td>H003</td>
<td>Salary Administration</td>
<td>Name Change</td>
</tr>
<tr>
<td>H004</td>
<td>Recruitment and Hiring</td>
<td>Name Change</td>
</tr>
<tr>
<td>H005</td>
<td>Discipline, Suspension, and Dismissal of Employees</td>
<td>Name Change</td>
</tr>
<tr>
<td>H006</td>
<td>Employee Benefits</td>
<td>Name Change</td>
</tr>
<tr>
<td>H007</td>
<td>Hours of Work/ Overtime and Overtime Pay</td>
<td>Name Change</td>
</tr>
<tr>
<td>H008</td>
<td>Employee Business Expense</td>
<td>Name Change</td>
</tr>
<tr>
<td>H009</td>
<td>Employee Training and Development</td>
<td>Name Change</td>
</tr>
<tr>
<td>H010</td>
<td>Leaves of Absence</td>
<td>Name Change</td>
</tr>
<tr>
<td>H011</td>
<td>Vacation and General Holidays</td>
<td>Name Change</td>
</tr>
<tr>
<td>H012</td>
<td>Employee Code of Conduct and Ethics</td>
<td>Name Change</td>
</tr>
</tbody>
</table>

#### Policies to be Developed

- Sponsorships and Advertising
- Energy Corridors
- Public Engagement
- Requisition of Funds

#### Definitions:

**Name Change** means to Edmonton Metropolitan Region Board and or refers to a change in Board Standing Committee
Board Transition & Orientation Plan

Background

- On February 9, 2017, the Board established a Transition Task Force of five Elected Officials and five CAOs from the Region, and the Board CEO, with a mandate to prepare
  a Board Transition & Orientation Plan that considers the proposed changes in
    o Board Regulation;
    o Board membership as a result of the upcoming fall municipal election; and
    o Transition from the current growth plan – Growing Forward to the Edmonton Metropolitan Region Growth Plan, once it is approved by the Province.

- The Board Transition & Orientation Plan is intended to set the new Board up for success by providing the newly constituted Board and other regional stakeholders with a governance framework and a series of information sessions and tools to enable a smooth transition to the Edmonton Metropolitan Region Board.

Status

- The Transition Task Force has considered the implementation of the Transition Plan and the implementation of the Edmonton Metropolitan Region Growth Plan (once approved) as being two important aspects of its orientation for three distinct stakeholders – New Board members; Councils across the Region and Municipal Administrations.
- CRB administration is planning a series of information presentations/workshops starting in September to provide regional stakeholders with the information and tools needed to support and enable the work and outcomes of the Board.
- The attached schedule is a work in progress and will be updated as needed.

Attachments:

1. Board Transition & Orientation Plan Schedule
## Board Transition and Orientation Plan

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Name</td>
<td>Board Meeting</td>
<td>Board Celebration &amp; Farewell</td>
<td>Education Sessions EMRGP Implementation</td>
<td>Education Sessions EMRGP Implementation</td>
<td>Education Sessions EMRGP Implementation</td>
<td>CRB/ EMRB 101 for all Electoral Candidates</td>
<td>Breakfast CRB/ EMRB 101 for all Electoral Candidates</td>
<td>Board Meeting - 1st meeting post Election</td>
<td>Board Meeting</td>
<td>EMRB Regional Orientation</td>
</tr>
<tr>
<td>Lead</td>
<td>Amanda</td>
<td>Sharon</td>
<td>Sharon</td>
<td>Sharon</td>
<td>Sharon</td>
<td>Loreen</td>
<td>Loreen</td>
<td>Leslie</td>
<td>Leslie</td>
<td>Sharon</td>
</tr>
<tr>
<td>Content Support</td>
<td>Admin Staff</td>
<td>CRB Staff</td>
<td>Neal</td>
<td>Neal</td>
<td>Neal</td>
<td>Leslie/ Stephanie</td>
<td>Leslie/ Stephanie</td>
<td>Sharon</td>
<td>Sharon</td>
<td>Neal</td>
</tr>
<tr>
<td>Admin Support</td>
<td>Ally/ Leslie</td>
<td>Ally</td>
<td>Amanda</td>
<td>Amanda</td>
<td>Amanda</td>
<td>Amanda</td>
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<td>Amanda</td>
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<td>Amanda</td>
</tr>
<tr>
<td>Comm Support</td>
<td>Loreen</td>
<td>Loreen/ Stephanie</td>
<td>Email Invite / Event Brite for May 12</td>
<td>Email Invite for June 6</td>
<td>Email Invite for June 6</td>
<td>One Page Flyer for Candidate Packages for June 1</td>
<td>One Page Flyer for Candidate Packages for June 1</td>
<td>Email Invite / Event Brite</td>
<td>Loreen</td>
<td>Loreen</td>
</tr>
<tr>
<td>Objective</td>
<td>Approval of Board Transition Plan from CRB to EMRB</td>
<td>Celebrate 10 Years of the CRB and to Recognize Board Accomplishment</td>
<td>Ensure Municipal Admin understand the goals of EMRGP and implementation expectations</td>
<td>Ensure Municipal Admin understand the goals of EMRGP and implementation expectations</td>
<td>Ensure Municipal Admin understand the goals of EMRGP and implementation expectations</td>
<td>Provide all candidates an opportunity to learn about the CRB</td>
<td>Provide all candidates an opportunity to learn about the CRB</td>
<td>Board Orientation</td>
<td>Board Orientation</td>
<td>Regional Council Orientation</td>
</tr>
</tbody>
</table>
### Responsibilities
- Administrative Items - expenses
- Governance Manual distribution
- Growth Plan distribution

### Logistics / Location

<table>
<thead>
<tr>
<th>Location</th>
<th>St. Albert</th>
<th>Strathcona County-confirmed</th>
<th>Edmonton CRB confirmed</th>
<th>Amanda - TBD</th>
<th>Festival Place, Sherwood Park</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternate</td>
<td>Beaumont</td>
<td>Spruce Grove</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

### Time

<table>
<thead>
<tr>
<th>Time</th>
<th>St. Albert Meeting 9- Noon</th>
<th>Strathcona County Meeting 9- Noon</th>
<th>Edmonton CRB Meeting 9- Noon</th>
<th>Amanda - TBD 7-8:30 PM</th>
<th>Festival Place, Sherwood Park 1:00-4:00PM</th>
</tr>
</thead>
</table>

### Definitions
- CRB – Capital Region Board
- EMRB - Edmonton Metropolitan Region Board
Transition Plan, 2018-2022 Strategic Plan for Edmonton Metropolitan Region Board

Recommended Motion

That the Capital Region Board approve the schedule for the 2018-2022 Strategic Plan as recommended by the Transition Task Force.

Background

- The Capital Region Board’s current four year Strategic Plan is due to be updated in 2018.
- The Transition Task Force has identified the importance of updating the Board’s Strategic Plan as the first priority of the new Board.
- The Task Force has recommended that CRB Administration engage with the CAOs in the Region on the process to collect information for an Environmental Scan to support the 2018-2022 Strategic Plan update. Also recommended was a review of the Environmental Scan with the new Board as part of the background materials for the process.
- The Transition Task Force has proposed the following schedule for the development of the 2018-2022 Strategic Plan
  - **Fall 2017** - Preparation of an Environmental Scan
  - **December 14, 2017** – Introduction to the Board on the Strategic Planning Process
  - **February 2018** – 1 Day Board Retreat
    - Retreat Outcomes
      - Identification of Strategic Priorities
  - **April 2018** – Review of first Draft of Strategic Plan
  - **June 2018** – Board Approval of Strategic Plan
  - **July 1, 2018** – Strategic Plan comes into effect
- Finally, it is recommended that the Strategic Plan be completed with internal resources as much as possible.

Rationale:

- The development of a Strategic Plan is an important senior leadership activity to set direction and goals for the organization and to develop a plan to achieve the goals.
- It serves as a means to prioritize effort and resources, and is influenced by the external environment. The Strategic Plan is also an important communications tool both inside and outside of the organization to message what is important and where the Board adds value and has impact.
- The development of a Strategic Plan early in the tenure of the newly constituted Board will be important to establishing the culture, strategic direction, and priorities of the Edmonton Metropolitan Region Board.
Transition Plan - Board Evaluation

Recommended Motion

That the Capital Region Board approve the development of a Board Evaluation process and tool by Administration with the Executive Committee providing the oversight as recommended by the Transition Task Force.

Background

- During a discussion of the draft Delegation of Authority Schedule on April 13, 2017, the Transition Task Force passed the following:

  MOTION: That the Transition Task Force recommend administration bring back a high level recommendation for implementing a Board Evaluation process similar to a 360 degree feedback, for consideration by the Task Force.

- Administration conducted a preliminary review of Board Evaluation frameworks for measuring the effectiveness of the Board as a whole, and recommended that the scope of a Board Assessment tool be limited to inputs, activities and results (outputs, outcomes and impact) where the Board has influence, control and authority.

- On May 25, 2017 the Transition Task Force discussion was centered on two questions:
  1. Should the Board have a Board Evaluation Tool?
  2. Which Standing Committee should oversee the process of developing the tool and its implementation?

- The outcome of the discussion was that the Task Force endorsed the proposal for creating a Board Evaluation tool with oversight by the Executive Committee, and that the implementation of the tool be administered by a third party until the Board becomes more comfortable with the process.

- The Task Force also identified the need to educate the Board members on their roles and expectations, and directed Administration to prepare a Board member position description for consideration by the Task Force, to be included in the Board Governance Manual.

Rationale:

- The Capital Region Board has been a model of success as a growth management board, having been in existence for almost 10 years and completed two regional growth management plans in that time.

- The implementation of a board assessment tool provides the board an opportunity to understand and improve on its overall effectiveness as a board and can provide valuable lessons learned in the development of growth management boards across the province, addressing regional growth management mandates.
• The adoption of a board assessment tool, coupled with a rigorous process, can be an insightful and invaluable in guiding continuous improvement in board governance, board outcomes, board culture and shared responsibility for the successes of the Board.

• Based on the research of CRB Administration, is it recommended that the focus of a Board Assessment/Evaluation be limited to the Board as a whole, as opposed to a 360 degree feedback.

• In the design and implementation of an assessment tool, it is recommended that the Board consider where Information Access legislation may apply.

• Finally, it is noted that the Board does have an existing policy G017 – Monitoring & Evaluation of Board Performance.

Attachments:

1. Briefing Note: Summary of some Best Practices Research in the Design of Board Assessment Tools
Summary of Best Practices Research in the Design of Board Assessment Tools

NOTE:
The following is a summary of some of the best practices in Board Assessments based on preliminary secondary research done by CRB Administration. The content is being provided as information and is not to be interpreted as being exhaustive or conclusive in term of the scope and or parameters in which the Board may choose to include/or consider in the development of a Board Evaluation Tool.

Why Board Assessment?

1. Provides members the opportunity to reflect on their mandate and responsibilities
2. Tool to identify perceptions and opinions of board members
3. Identifies areas requiring attention to improve board effectiveness and outcomes
4. Consistent tool to guide continuous improvement
5. Adds credibility to organization
6. Measure of accountability in fulfilling legal and governance responsibilities
7. Tangible means of observing the strengths and areas for improvement for the board
8. Builds trust and unity and a commitment towards board priorities and effectiveness
9. Proper assessment promotes positive change and builds a roadmap to success for the whole organization

What’s being measured?

- Effectiveness of the Board today and tomorrow (*what can be improved*) on the basis of Board Actions & Outcomes
- The Board’s performance as a whole, based on individual member input

The table below provides a summary of possible measurements in terms of outcomes and actions of the Board.

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regulatory Outcomes</td>
<td>Governance Effectiveness (decision-making)</td>
</tr>
<tr>
<td>Strategic Plan</td>
<td>Advocacy</td>
</tr>
<tr>
<td>Key relationships – other orders of government</td>
<td>Communications</td>
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<tr>
<td>Financial Stewardship</td>
<td>Board Structure</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-----------------</td>
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<tr>
<td>Performance Monitoring</td>
<td>Board Culture</td>
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<tr>
<td>Risk Management</td>
<td>Stakeholder Engagement</td>
</tr>
<tr>
<td></td>
<td>Board Processes and Policies</td>
</tr>
</tbody>
</table>

**When to Assess**
1. Every two Years?
2. Prior to review Strategic Plan?
3. After a major change? E.g. change in Regulation

**What to Assess – inputs, activities and results (outputs, outcomes and impact)**
1. Understanding of board mandate
2. Governance model – structure, policies and processes
3. Stewardship – financial and organizational responsibilities
4. Topics - examples
   - How effectively does the board work as a group?
   - Does the Chair provide strategic leadership and direction?
   - Are meetings well organized and effective?
   - Does the board have and maintain effective stakeholder relationships?
   - Does the board have and maintain effective public engagement?
   - Procedures for strategic planning, risk assessment, having the right information to make decisions
   - Timeliness and format of information to make effective decisions
   - CEO Succession Planning
   - What areas need improvement?
   - What can be done to make improvement?
   - Are the governing and policy documents up to date?
   - Are there enough board meetings to take care of business?
   - Is the current committee structure adequate to handle the work of the board effectively?
   - Are Board meetings conducted effectively?
   - Do meeting agendas cover policy rather than administration?
   - How can the value of meetings be enhanced?
• Is there sufficient opportunity for the board members to be heard?
• Recommendations are presented for board consideration

Structure of a Survey Tool

• Yes/No answers are helpful to understand gaps
• Numerical rating (0-10) easiest to rank and compare
• Open ended qualitative questions – helpful for suggesting change
• Keep tool simple and straightforward
• Each question should deal with one performance or capability area only
• Take action on the vital few areas requiring improvement
• Ease of use
• Simple Language
• Reasonable Completion time
• Relevant to how board is organized and functions
• Focus on structures, functions and processes
• Transparency

Other Considerations

• Information Access legislation may apply and must be considered in the evaluation design
Board Chair Selection Process

Recommended Motion

*That the CRB approve the recommendation from CRB Administration to authorize a subset of the Transition Task Force, along with the Board Chair and Vice Chair, to oversee the recruitment and hiring of the Board Chair.*

Background

- 2017/ 2018 is a transition year for the Capital Region Board, including an update to the Board’s Regulation, transition to the Edmonton Metropolitan Region Growth Plan, and an October Municipal Election, which will see new individuals around the table.
- As part of transitioning to a new Board with a smaller membership and expanded mandate, the Board has approved the recommendation of the Transition Task Force, to hire a non-elected Board Chair to lead the Board through the first two years of its transition.
- Under its current Regulation, the Board does not have the authority to hire a Board Chair. This authority will exist under the proposed new Regulation.
- In the interim, the CEO has written a letter to the Province, requesting the Authority to carry out the Board’s direction. Should the Capital Region Board not receive the new Regulation or the interim authority to hire a Board Chair to meet its timelines, it will request approval of the Minister of Municipal Affairs to appoint the Chair as Interim under the current Regulation.
- Target date for a Board Chair appointment is October 16, 2017, which will allow for a two week transition of the chair responsibilities prior to the termination of the current Board Chair appointment.
- The last possible meeting of the Capital Region Board is currently either June 8, 2017 or July 13, 2017. The Board does have meeting dates scheduled for August and September. Unless specific Agenda Items or REFs requiring Board approval arise, these meetings will be cancelled.
- The selection of a Board Chair involves two distinct activities – Recruitment and Hiring.

<table>
<thead>
<tr>
<th>Recruitment / Hiring</th>
<th>Administrative Recommendation</th>
</tr>
</thead>
</table>
| Transition Task Force (subset) | • without CAOs,  
• without the representative for departing municipalities,  
• plus the Board Chair and Vice Chair. |
Rationale:

• Given the short timeframe in which to hire a Board Chair, CRB Administration recommends the mandate of the Transition Task Force be expanded to include the Recruitment and Hiring of the Board Chair.
  o The Transition Task Force already discussed and recommended that the Board hire a non-elected Board Chair to lead through Board transition for the next couple of years. The Board accepted that recommendation.
  o The Task Force already reflects the regional representation typical of Board committees - a County, a City and a Town.
  o The Task Force already has a good sense of the Board’s future needs, as a result of the scope of the discussions around Transition.
The status of CRB Information Requests (IRs) is tracked and reported on the Information Request Tracker. The Tracker is updated after each Board meeting with the most recent and outstanding IRs.

<table>
<thead>
<tr>
<th>IR #</th>
<th>Request Date</th>
<th>From</th>
<th>Request</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017.06</td>
<td>May 11</td>
<td>Spruce Grove</td>
<td>Are there any funding opportunities from CMHC available to the for-profit sector?</td>
<td>Complete May 25</td>
</tr>
<tr>
<td>2017.05</td>
<td>May 11</td>
<td>Leduc County</td>
<td>How will the $300,000 Economic Development grant be spent, in detail?</td>
<td>Complete May 26</td>
</tr>
<tr>
<td>2017.04</td>
<td>Feb. 11</td>
<td>Morinville</td>
<td>What are the legal issues for elected officials regarding approving a membership contribution vs. requisitioning funds? What are the consequences for municipalities that do not pay a membership contribution under the current regulation? How does the municipality collect the funds if requisition occurs (i.e. does this go on the tax notice) and who in the municipality pays?</td>
<td>Complete March 31</td>
</tr>
<tr>
<td>2017.03</td>
<td>Feb. 11</td>
<td>Parkland County</td>
<td>Does Indicator 10 on ‘Household Spending’ include household income?</td>
<td>Complete April 4</td>
</tr>
<tr>
<td>2017.02</td>
<td>Feb. 11</td>
<td>Leduc County</td>
<td>How can we explain the trends in Air Quality? Why did air quality improve in 2016?</td>
<td>In Progress</td>
</tr>
</tbody>
</table>
| 2017.01| Feb. 11      | Fort Saskatchewan | What is or is/not included in Federal Census population figures?  
- Does it include prisoner/correctional institutional populations?  
- How does it count seniors facilities/group homes?  
- Does it include ‘shadow’ population?  
- Are ‘on-reserve’ first nations populations included in the surrounding county? | Complete March 29    |
<table>
<thead>
<tr>
<th>Request Date</th>
<th>From</th>
<th>Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/11/2017</td>
<td>Leduc County</td>
<td>How will the $300,000 Economic Development grant be spent, in detail?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Response Date</th>
<th>From</th>
<th>Response</th>
</tr>
</thead>
</table>
| 6/8/2017      | Leduc County  | A grant, in the amount of $300,000, was received from the Province in April 2017 to fund an environmental scan of existing economic development entities within the region. The Board is administering this funding and the project “in trust” on behalf of this entity.  
The grant criteria were as follows:  

**ENVIRONMENTAL SCAN**

Obtain relevant documentation to:

a) Highlight strategic direction of municipal partners, economic development associations, and other regional partners in economic development  
b) Highlight trends and factors that influence or impact the Edmonton Metropolitan Region and the development of a Regional Level Economic Development Entity  
c) Highlight any duplication of efforts within the Edmonton Metropolitan Region as it pertains to economic development

**ASSET INVENTORY**

Utilizing the most current data, and industry best practices, complete an inventory of community and regional economic development assets to be received by the Capital Region Board and the Edmonton Metropolitan Economic Development Entity:

- People;  
- Business;  
- Industry;  
- Quality of Life; and  
- Natural Environment

**COMMUNITY PROFILE**
Develop and provide a complete regional community profile that follows industry best practices. The community profile shall be in a format that supports economic development efforts in building awareness and understanding about Edmonton Metropolitan Region community and regional economic development assets, improves overall investment readiness and assists in responding to investment inquiries.

The activities listed in these Terms of Reference are the minimum requirements to be undertaken. Respondents may also provide separate pricing on additional requirements they feel would benefit the Edmonton Metropolitan Region in meeting their goals. The proposal should include hourly rates for project team members’ time if required to provide additional services over and above those noted in the proposal.

For this initiative the Capital Region Board is seeking the services of a professional consultant(s) who specializes in business and economic development, investment readiness, in particular the Edmonton Metropolitan Region opportunities.

The successful consultant(s) will work with a the Capital Region Board, Regional Economic Development Associations, and a pool of municipal partner resources who will provide various data inputs to the consultant(s).

### Proposed Budget

<table>
<thead>
<tr>
<th></th>
<th>Revenue</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOA Grant</td>
<td>$ 300,000.00</td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$ 300,000.00</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Support</td>
<td>$ 50,000.00</td>
</tr>
<tr>
<td>Professional fees- Legal/Advisory</td>
<td>$ 20,000.00</td>
</tr>
<tr>
<td>Total Administrative Costs</td>
<td>$ 70,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Costs</td>
<td>$ 200,000.00</td>
</tr>
<tr>
<td>Total Projects</td>
<td>$ 200,000.00</td>
</tr>
</tbody>
</table>

<p>|                        | Total Expenditures | $ 270,000.00 |
|                        | Reserve           | $ 30,000.00   |</p>
<table>
<thead>
<tr>
<th>Request Date</th>
<th>From</th>
<th>Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/11/2017</td>
<td>City of Spruce Grove</td>
<td>Are there any funding opportunities from CMHC available to the for-profit sector?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Response Date</th>
<th>From</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/16/2017</td>
<td>CRB Administration</td>
<td>New Federal funding opportunities through the Canada Mortgage and Housing Corporation (CMHC) are available to a number of housing stakeholders, including the private sector. Further information regarding new funding, grant programs, and policy changes to provide housing for Canadians can be found here: <a href="https://www.cmhc-schl.gc.ca/en/hoficlincl/index.cfm">https://www.cmhc-schl.gc.ca/en/hoficlincl/index.cfm</a>.</td>
</tr>
</tbody>
</table>