# Board Meeting

**Comprehensive Agenda**

February 13, 2020 8:30 AM to 12:00 PM

Chateau Louis Conference Centre, Grand Ballroom
11727 Kingsway NW, Edmonton, AB

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>1. Opening</strong></td>
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<tr>
<td><strong>1.1 Call to Order</strong></td>
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<tr>
<td><em>Action: Declaration</em></td>
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<tr>
<td><em>Lead: Chair Abbott</em></td>
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<tr>
<td><strong>1.2 Chair’s Opening Remarks</strong></td>
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<tr>
<td><em>Action: Information</em></td>
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<tr>
<td><em>Lead: Chair Abbott</em></td>
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<tr>
<td><strong>2. Approval of Consent Agenda</strong></td>
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<tr>
<td><em>Action: Approval</em></td>
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<tr>
<td><em>Lead: Chair Abbott</em></td>
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<tr>
<td><strong>Recommended Motion:</strong> That the Edmonton Metropolitan Region Board approve the Consent Agenda of February 13, 2020.</td>
<td></td>
</tr>
<tr>
<td>i) Approval of December 12, 2019 Board Minutes</td>
<td></td>
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<tr>
<td>iii) Shared Investment for Shared Benefit – December 6, 2019 Minutes</td>
<td></td>
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<tr>
<td>iv) CEO Update</td>
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<tr>
<td>v) Next Meeting – April 9, 2020, 8:30 a.m. – 12:30 p.m., Chateau Louis Conference Centre, Grand Ballroom</td>
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<td><strong>3. Approval of Meeting Agenda</strong></td>
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<td><em>Action: Approval</em></td>
<td></td>
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<tr>
<td><em>Lead: Chair Abbott</em></td>
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<tr>
<td><strong>Recommended Motion:</strong> That the Edmonton Metropolitan Region Board approve the Meeting Agenda of February 13, 2020.</td>
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</tbody>
</table>
### 4. In Camera

*Action: Approval*

*Lead: Chair Abbott*

### 5. Board Governance

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

*Action: Approval*

*Lead: Chair Abbott/CEO Wichuk*

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

#### 5.2 Update – Board Governance

*Action: Information*

*Lead: Chair Abbott*

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

*Action: Information*

*Lead: Chair Abbott/CEO Wichuk*

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

#### 6.1 Chair Update

*Action: Information*

*Lead: Chair Katchur*

### 7. Regional Energy Corridors Advocacy Strategy Update

*Action: Information*

*Lead: Chair Abbott/CEO Wichuk*

### 8. Member Motions

### 9. Member Updates

### 10. Adjournment

*Action: Approval*

*Lead: Chair Abbott*

**Recommended Motion:** That the Edmonton Metropolitan Region Board meeting of February 13, 2020 be adjourned.
Minutes of the meeting of the Edmonton Metropolitan Region Board held at Chateau Louis, Grand Ballroom on Thursday, December 12, 2019.

Delegates in Attendance:
Dr. Jodi L. Abbott – Board Chair
Mayor John Stewart – Beaumont
Mayor Ray Ralph – Devon
Mayor Don Iveson – Edmonton
Councillor Michael Walters – Edmonton
Mayor Gale Katchur – Fort Saskatchewan
Mayor Bob Young – Leduc
Mayor Tanni Doblanko – Leduc County
Mayor Barry Turner – Morinville
Councillor Sarah Hall – Morinville (Alternate)
Councillor Phyllis Kobasiuk – Parkland County (Alternate)
Mayor Cathy Heron – St. Albert
Mayor Stuart Houston – Spruce Grove
Mayor William Choy – Stony Plain
Mayor Rod Frank – Strathcona County
Mayor Alanna Hnatiw – Sturgeon County
Thomas Djurfors – Government of Alberta

EMRB Administration:
Karen Wichuk, CEO
Sharon Shuya, Director, Regional Growth Planning
Bryan Haggarty, Director, Strategic Initiatives & Operations
Charlene Chauvette, Office Manager
Debra Irving, Senior Project Manager
Alex Bonkoski, Project Manager
Stephanie Chai, Project Manager
Taylor Varro, Project Manager
Dan Rose, Senior Communications Advisor
Carol Moreno, Project Coordinator
Agata Lewandowski, Executive Assistant
Raquel Chauvette, Administrative Assistant
Joseana Lara, Municipal Planning Intern

Attendance in Gallery: 51
1. Opening

1.1 Call to Order

Chair Abbott calls the meeting to order at 8:45 a.m.

1.2 Chair’s Opening Remarks

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

Chair Abbott acknowledges the busy few months leading up to the Board Meeting and acknowledges the dedication and commitment of the Board and the hard work of the member municipalities, consultants and EMRB Administration. Chair Abbott shares that the full agenda is testimony to the momentum, progress and advancement of strategic and corporate initiatives. Chair Abbott asks all member to submit their 2019 expense claims no later than January 6, 2020. Chair Abbott provides background and procedures on the inclusion of a consent agenda.

2. Approval of Meeting Agenda

Moved by Mayor Heron. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board approve the Meeting Agenda of December 12, 2019.

Mayor Frank makes an amendment to the meeting agenda to remove Item 13.2 In Camera – City of St. Albert and City of Edmonton – Regional Transit Services Commission Project – Section 24 – Advice from Officials.

Mayor Iveson leaves the table at 8:57 a.m.

5 in favour. 8 opposed. Supported by 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population of the Edmonton Metropolitan Region. Motion carried.

Moved by Mayor Heron. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board approve the Meeting Agenda of December 12, 2019, as amended.

Motion carried unanimously.
3. Approval of Consent Agenda

Moved by Mayor Katchur. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board approve the Consent Agenda of December 12, 2019.

Motion carried unanimously.

4. In Camera

Moved by Mayor Stewart. Accepted by Chair.

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

Motion carried unanimously.

Chair Abbott left In Camera, replaced by Mayor Choy as Vice Chair. Mayor Turner left In Camera, replaced by Councillor Sarah Hall.

4.1 Board Chair Appointment – Section 17 – Disclosure Harmful to Personal Privacy

In Camera Participants:

Mayor John Stewart – Beaumont
Mayor Ray Ralph – Devon
Mayor Don Iveson – Edmonton
Mayor Gale Katchur – Ft. Saskatchewan
Mayor Bob Young – Leduc
Mayor Tanni Doblanko – Leduc County
Councillor Sarah Hall – Morinville
Councillor Phyllis Kobasiuk – Parkland County
Mayor Stuart Houston – Spruce Grove
Mayor Cathy Heron – St. Albert
Mayor William Choy – Stony Plain
Mayor Rod Frank – Strathcona County
Mayor Alanna Hnatiw – Sturgeon County
Karen Wichuk – EMRB CEO

Moved by Mayor Doblanko. Accepted by Chair.

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

Motion carried unanimously.
Moved by Mayor Heron. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board approve the In Camera recommendations of the negotiating team.

Motion carried unanimously.

Mayor Choy hands the Chair back to Chair Abbott.
Mayor Turner replaces Councillor Sarah Hall at the table at 9:15 a.m.

5. Shared Investment for Shared Benefit

5.1 Chair Update

Chair Frank provides an overview of the agendas from the October 4, 2019 and December 6, 2019 Task Force meetings. Chair Frank shares information regarding the environmental scan being brought to the Task Force in February, which will inform SISB Framework and design of SISB Model.

5.2 Strategic Guidance for Shared Investment for Shared Benefit

Moved by Mayor Frank. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board approve the Strategic Guidance document to inform the Shared Investment for Shared Benefit strategic initiative.

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

6. Integrated Regional Transportation Master Plan Task Force

6.1 Confirmation of Chair and Vice Chair

Moved by Mayor Choy. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board confirm Mayor Gale Katchur as Chair of the Integrated Regional Transportation Master Plan Task Force as of October 24, 2019.

Motion carried unanimously.

Moved by Mayor Katchur. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board confirm Mayor John Stewart as Vice Chair of the Integrated Regional Transportation Master Plan Task Force as of October 24, 2019.

Motion carried unanimously.
6.2 Chair Update

Chair Katchur thanks members for confirming her role as Chair, and Mayor Stewart’s role as Vice Chair of the IRTMP Task Force. Chair Katchur provides background and goals for the IRTMP. Chair Katchur provides an overview of the agendas from the October 24, 2019 and November 28, 2019 Task Force meetings.

7. Metropolitan Region Servicing Plan Task Force

7.1 Chair Update

Chair Ralph states he is pleased to bring forward the Final Metropolitan Region Servicing Plan. Chair Ralph provides overview from the November 21, 2019 Task Force meeting and provides background on all the steps taken toward the completion of the Plan. Chair Ralph provides insight into the work that will take place in the New Year.

7.2 Final Metropolitan Region Servicing Plan

Ms. Shuya congratulates the Task Force for the completion of the MRSP being brought forward. Ms. Shuya provides a presentation and walks members in depth through the Final MRSP. Ms. Shuya provides next steps for the MRSP.

Chair Ralph thanks everyone for their support and reaffirms the importance of the MRSP strategic initiative.

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

**Motion:** That the Edmonton Metropolitan Region Board approve the Metropolitan Region Servicing Plan.

**Motion carried unanimously.**

7.3 MRSP Implementation – Standing Committee

Chair Ralph provides background on the MRSP Implementation and the role of a Standing Committee.

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

**Motion:** That the Edmonton Metropolitan Region Board resolve to create an MRSP Standing Committee by February 2020.

Mayor Choy makes a friendly amendment to add “and that the MRSP Standing Committee is subject to change based on the current governance review.” **Accepted by Chair Ralph.**
**Moved by** Mayor Ralph. **Accepted by** Chair.

**Motion:** That the Edmonton Metropolitan Region Board resolve to create an MRSP Standing Committee by February 2020 and that the MRSP Standing Committee is subject to change based on the current governance review.

**Motion carried unanimously.**

### 8. Resolution of Member Motion – June 14, 2018 – REF Amendment Evaluation Criteria

CEO Wichuk provides an update on the REF Amendment Evaluation Criteria and background on the REF, including the creation of the Growth Plan and REF Implementation Working Group. CEO Wichuk shares that the REF Working Group has concluded, from an administrative perspective, the components of the member motion have been resolved. CEO Wichuk highlights that the Working Group has made tremendous progress in the development of the planning toolkit including the introduction of the substantive amendments.

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

**Motion:** That the Edmonton Metropolitan Region Board affirm the June 14, 2018 member motion REF Amendment Evaluation Criteria has been achieved.

**Motion carried unanimously.**

*Chair Abbott calls a 10 minutes break at 10:00 a.m.*

### 9. Board Governance and Strategy Update

Chair Abbott provides an update on the substantial work the Board has undertaken, and the progress made towards Board Governance and furthering the development of the Strategic Plan.

### 10. Audit & Finance Committee

#### 10.1 Corporate Risk Profile and Policy Framework Update

Chair Doblanko provides background on the Corporate Risk Profile.

CEO Wichuk provides an update on the Corporate Risk Profile and next steps towards the implementation. CEO Wichuk shares that concurrent to the Corporate Risk Profile, there has been a completed initial review of the policy suite along with a creation of a draft Policy Framework. CEO Wichuk concludes that the policies will be brought forward as a whole.
11. Member Updates

11.1 City of St. Albert – Waste to Energy Pilot Project

Mayor Heron introduces Kate Polkovsky, Director, at the City of St. Albert running the power point presentation.

Mayor Heron shares the direction of St. Albert Council regarding the Waste to Energy Pilot Project and walks members through the PowerPoint presentation, providing next steps. Mayor Heron shares the potential of using this project as a shared investment for shared benefit piece.

Councillor Walters replaces Mayor Iveson at the table at 10:47 a.m.

12. Regional Agriculture Master Plan Task Force

12.1 Chair Update

Vice Chair Walters provides an update on the progress being made and provides an overview of the agenda from the October 28, 2019 meeting. Vice Chair Walters provides members with the next steps moving forward.

12.2 RAMP Project Update

Vice Chair Walters provides the purpose of the presentation. Vice Chair Walters introduces Mr. Jerry Bouma, the consultant for the RAMP Task Force.

Mr. Bouma walks member through a PowerPoint presentation, providing in depth information and context on what RAMP can accomplish, the economic imperative and what the future would look like without RAMP.

Mayor Iveson replaces Councillor Walters at the table at 11:45 a.m.

Mayor Iveson gives notice of motion for the February 13, 2020 Board Meeting, That the Edmonton Metropolitan Region Board endorse the proposed Regional Evaluation Framework and recommend it to the province for approval.

Chair Abbott confirms Board Members, Elected Officials, EMRB CEO, CAOs, Jerry Bouma, Cathy Kiss, Lee Funke and Sharon Shuya will stay in the room for Item 13.1.

13. In Camera

Moved by Mayor Iveson. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board move In Camera, in accordance with the provisions of Section 21 and 24, of the Freedom of Information and Protection of Privacy Act (FOIP), R.S.A 2000, c.F-25.
Motion carried unanimously.

13.1 In Camera – Discussion of Engagement Strategy – Section 21 – Disclosure Harmful to Intergovernmental Relations – Section 24 – Advice from Officials

Moved by Mayor Doblanko. Accepted by Chair.

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

Motion carried unanimously.

14. Adjournment

Moved by Mayor Ralph. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board meeting of December 12, 2019 be adjourned at 12:33 p.m.

Motion carried unanimously.
Audit & Finance Committee

Thursday, January 9, 2020
1:30 p.m. – 3:30 p.m.
Teleconference
Edmonton Metropolitan Region Board Office
Capital Region Boardroom

Members:
Mayor Tanni Doblanko, Leduc County
(Chair) via teleconference
Councillor Wes Brodhead, City of St. Albert
(Vice Chair)
Mayor John Stewart, City of Beaumont via teleconference
Mayor Ray Ralph, Town of Devon via teleconference
Councillor Michael Walters, City of Edmonton
Dr. Jodi L. Abbott, Board Chair via teleconference (Ex-Officio)

Guests:
Gibby Davis, City of Edmonton
Trevor Duley, City of St. Albert
Avril McCalla, City of Edmonton
Tanis Sawatsky, Sturgeon County via teleconference

EMRB Staff and Consultants:
Karen Wichuk, CEO
Bryan Haggarty, Director, Strategic Initiatives and Operations
Sharon Shuya, Director, Regional Growth Planning
Charlene Chauvette, Office Manager
Agata Lewandowski, Executive Assistant
Raquel Chauvette, Administrative Assistant
1. Opening

1.1 Quorum

Chair Doblanko conducts a rollcall to confirm Committee members in attendance in person or by teleconference. Quorum achieved; five of five voting members present.

1.2 Call to Order

Chair Doblanko calls the meeting to order at 1:31 p.m.

1.3 Chair Opening Remarks

Chair Doblanko thanks members for their flexibility in holding the meeting by teleconference due to a light agenda. Chair Doblanko shares the meeting is primarily to receive a Q3 Quarterly Report. Chair Doblanko reminds members the Corporate Risk Profile will be brought to the next Audit & Finance Committee meeting.

2. Approval of Agenda

Motion: That the Audit & Finance Committee approve the January 9, 2020 meeting agenda.
Moved by: Mayor Ralph
Accepted by: Chair
Decision: Carried unanimously

3. Approval of Minutes

Motion: That the Audit & Finance Committee approve the November 29, 2019 meeting minutes.
Moved by: Mayor Stewart
Accepted by: Chair
Decision: Carried unanimously

4. Finance

4.1 Quarterly Financial Report

CEO Wichuk provides an overview of the Q3 Quarterly Report and update of the current EMRB financial position. CEO Wichuk walks members through the noted changes and provides background information as necessary and next steps moving forward.

Motion: That the Audit & Finance Committee receive the Q3 Quarterly Report for information.
Moved by: Councillor Walters
Accepted by: Chair
5. CEO Update

CEO Wichuk provides an overview of outreach and engagement activities taken place since the last Audit & Finance Committee meeting.

6. Next Meeting

- March 12, 2020, 1:30 p.m. – 3:30 p.m., EMRB Office

7. Adjournment

Motion: That the Audit & Finance Committee meeting of January 9, 2020 be adjourned at 2:06 p.m.
Moved by: Mayor Doblanko
Accepted by: Chair
Decision: Carried unanimously

Committee Chair, Tanni Doblanko
Quarterly Financial Report
Q3 - 2019/20 Fiscal Year

On October 10, 2019, the Edmonton Metropolitan Region Board approved the revised 2019-2020 Budget. The budget was accordingly revised in response to written confirmation received from Municipal Affairs on November 28, 2019, regarding the approval of a grant funding carryover, through extension of the Alberta Community Partnerships (ACP) conditional grant agreement (CGA) to March 31, 2020. The revised budget is reflected in this quarterly financial report.

As requested by the Audit & Finance Committee at its meeting on November 29, 2019, the attached quarterly financial report now includes an estimated expenditure forecast.

REVENUE

As at December 31, 2019, revenue was as forecast, with the following understanding:

- The receipt of all municipal contributions - $1,468,000.00
- Approval of the ACP-CGA extension - $1,031,083.00
- Inclusion of deposit Interest - $50,547.00

EXPENDITURES

Total expenditures remain as approved and include the following minor adjustments:

- Collaboration Events is reduced by $20,000.00 (net zero) and budget reallocated to cover additional forecast expenditures for Legal and Professional Fees.
- Legal and Professional Fees are increased to $115,000.00 to support enhanced strategic planning and governance initiatives.
- Metropolitan Region Servicing Plan reduced to $145,276.00 as a result of internal efficiencies and decreased costs for external technical consultants.
- Audited Financials/Annual Report reduced to $24,618.00 due to reduced graphic design and publishing costs and budget reallocated to Advocacy initiatives.
- Advocacy increased by $6,000.00 to support development of Integrated Strategic Communications and Engagement Framework.
- Board Stabilization Reserve remains at $100,000.00; however, no reserve spending is anticipated this fiscal year.
- Marketing & Communications spending significantly lower as work was delayed while awaiting approval of grant extension, remainder to be spent in 2020/21.
SUMMARY

An adjustment in **Total Revenue** of $942,508.00

- Increase from $5,763,869.00 to $6,706,377.00
- This includes: (a) receipt of all municipal contributions, (b) receipt of internship grant funding from the Government of Alberta, and (c) deposit interest.

An adjustment in **Total Expenditures** of $1,138,866.00

- Increase from $1,381,572.00 to $2,520,438.00

**Attachments**

1. Quarterly Financial Report (Q3) October 1 to December 31, 2019
### Quarterly Financial Report as of December 31, 2019

#### Revenue

<table>
<thead>
<tr>
<th>Item</th>
<th>Budget April 2019</th>
<th>Actual Q3 2019-12-31</th>
<th>Estimated Spending 2019/20</th>
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<td>GOA Regular Grant</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
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<tr>
<td>GOA ACP Internship program</td>
<td>$21,500</td>
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<td>Membership Contribution</td>
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<td>Carry over/extension</td>
<td>$1,031,083</td>
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<td>Deposit Interest</td>
<td>$-</td>
<td>$50,547</td>
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<td>Other Income</td>
<td>$-</td>
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<td><strong>Total Revenue</strong></td>
<td><strong>$6,655,830</strong></td>
<td><strong>$6,706,377</strong></td>
<td><strong>$149,400.00</strong></td>
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#### Expenditures

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<td>$79,294</td>
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<td>Collaboration Events</td>
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<td>DMS/ Record Management</td>
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<td><strong>$1,162,098</strong></td>
<td><strong>$4,185,939</strong></td>
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*see breakdown on Page 2
## Consulting Fees

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<tr>
<th>Regional Mandate</th>
<th>2019/20 Budget</th>
<th>Q3</th>
<th>Estimated spending 2019/20</th>
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<td>MRSP</td>
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1. Membership Contribution- received all municipal contributions
2. Carry over/extension- received approval from Municipal Affairs to extend grant to March 31, 2020
3. Collaboration Events- do not anticipate spending, reallocate $20,000 to Legal & Professional Fees
4. Legal & Professional Fees- anticipate spending $115,000, reallocation of $20,000 from Collaboration Events
5. MRSP- reduced as a result of internal efficiencies, decreased costs for external technical consultants
6. Audited Financials/Annual Report- anticipated costs lower than expected, reallocate $6,000 to Advocacy
7. Advocacy- anticipate spending $46,000, reallocation of $6,000 from Audited Financials/Annual Report
8. Board Stabilization Reserve- do not anticipate spending $100,000
9. Marketing & Communications - work delayed while awaiting approval of grant extension, remainder to be spent in 2020/21
Shared Investment for Shared Benefit (SISB) Task Force

Friday, December 6, 2019
1:00 p.m. – 4:00 p.m.
La Cité Francophone, Hall Jean-Louis Dentinger
8627 Rue Marie-Anne Gaboury NW, Edmonton, AB

Task Force Members:
Rod Frank, Strathcona County (Chair)
Cathy Heron, City of St. Albert (Vice Chair)
John Stewart, City of Beaumont
Ray Ralph, Town of Devon
Don Iveson, City of Edmonton
Gale Katchur, City of Fort Saskatchewan
Bob Young, City of Leduc
Tanni Doblanko, Leduc County
Barry Turner, Town of Morinville
Rod Shaigec, Parkland County
Stuart Houston, City of Spruce Grove
William Choy, Town of Stony Plain
Alanna Hnatiw, Strurgeon County

Guests:
Grant Bain, Leduc County
Teaka Broughm, City of Beaumont
John Dance, City of Fort Saskatchewan
Gibby Davis, City of Edmonton
Trevor Duley, City of St. Albert
Jordan Evans, Leduc County
Ian Gallagher, City of Edmonton
Tom Goulden, Town of Stony Plain
Sarah Hall, Town of Morinville
Michelle Hay, City of Leduc
Jennifer Lavallée, Sturgeon County
Larissa Lindmark, Parkland County
Nancy Lyzaniwski, Strathcona County
Ken MacKay, City of St. Albert
Avril McCalla, City of Edmonton
Brenda Otto, Town of Stony Plain
Jackie Porayko, Strathcona County
Kendra Raymond, City of Beaumont
Paul Ross, City of Edmonton
Kevin Scoble, City of St. Albert
Martin Stout, City of Beaumont
Laura Swain, Parkland County
Patrick D. Tighe, Sturgeon County
Matthew Wispinski, City of Edmonton

EMRB Staff:
Karen Wichuk, CEO
Bryan Haggarty, Director of Strategic Initiatives and Operations
Alex Bonokoski, Project Manager
Taylor Varro, Project Manager
Dan Rose, Senior Communications Advisor
Carol Moreno, Project Coordinator

Consultants:
Slavi Diamandiev, Deloitte
Dalibor Petrovic, Deloitte
Sabrina Reschny, Deloitte
Karen Gilchrist, Karen Gilchrist and Associates
1. Opening

1.1 Quorum

Quorum achieved; 11 of 13 voting members present.

1.2 Call to Order

Chair Frank called the meeting to order at 1:00 p.m.

1.3 Chair’s Opening Remarks

Chair Frank welcomed members of the Task Force and regional stakeholders. Opening remarks included reviewing the purpose of the Strategic Guidance document, highlighting the value of the municipal realities presentations, and looking forward to a common understanding of potential SISB models.

Mayor Turner joined the meeting at 1:02 p.m.

2. Approval of Agenda

Motion: That the Shared Investment for Shared Benefit Task Force approve the December 6, 2019 meeting agenda.
Moved by: Mayor Ralph
Accepted by: Chair
Decision: Carried unanimously

Mayor Young joined the meeting at 1:04 p.m.

3. Approval of Minutes

Motion: That the Shared Investment for Shared Benefit Task Force approve the October 4, 2019 meeting minutes.
Moved by: Mayor Heron
Accepted by: Chair
Decision: Carried unanimously

4. SISB Project Description, Project Team, and Work Plan

Chair Frank provided brief introductions to Deloitte’s team of consulting advisors. Mr. Petrovic led the Task Force in an overview of the project team structure including the Task Force, Working Group, and EMRB Staff as well as Deloitte’s Core Team and Advisory Panel. He described the purpose of the SISB project and invited members of the Task Force to share their ideas on characteristics of success.
Responding to a question from the Task Force, Mr. Diamandiev communicated that while the model will focus on economic and financial benefits, it will allow room to consider social and community benefits, especially in selecting which projects to apply the model.

Mr. Diamandiev introduced the planned project phases as well as their tasks and deliverables. The framework will not dictate which projects should proceed with the Shared Investment for Shared Benefit arrangement but may inform the approach to selecting the most appropriate applications. He described an iterative process as the project team will test and refine the model to ensure the final product meets stakeholder expectations.

The proposed timeline was designed to allow for an estimated duration but is flexible enough to maintain momentum, should the pace be accelerated. Mr. Diamendiev emphasized the importance of working through iterations and allowing enough time to bring all the partners along. Task Force feedback will be incorporated into the updated Work Plan. Once the Working Group is formed, a workshop schedule will be circulated to align with each of the major milestones.

**Motion:** That the Shared Investment for Shared Benefit Task Force accept the SISB Work Plan as information.

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

5. **Task Force Outcomes from October 4, 2019**

   Mr. Diamandiev explained how discussion items from the previous Task Force meeting may fit into the SISB framework development.

6. **Stakeholder Engagement Approach and Expectations of Task Force and Working Group**

   Ms. Reschny shared the initial list of potential external stakeholders and invited any suggestions from the Task Force. Comments included other chambers of commerce, utility companies or commissions engaging in sub-regional infrastructure management, Urban Development Institute, Edmonton Construction Association, Alberta Roadbuilders and Heavy Construction Association, Indigenous communities, non-EMRB municipalities, and post-secondary institutions.

   An online survey will be conducted in January followed by one on one interviews with each of the Working Group members and identified external stakeholders. Ms. Reschny described the roles of the Task Force and Working Group in the engagement plan. The Task Force suggested Working Group members be incorporated at the Task Force table to provide advice and ensure appropriate communication.
Ms. Reschny shared a word cloud of the most common themes derived from previous SISB meetings and invited Task Force feedback. Comments included the duality of competitiveness as a whole region or between municipalities, possible harmonization of mill rates, the importance of sustainability, potential opportunities to introduce helpful legislation, and the ability to be nimble and reduce timelines towards improvement.

Break 2:30 p.m. to 2:42 p.m.

7. SISB Models – Key Concepts

Mr. Diamandiev led the Task Force in a review of Shared Investment for Shared Benefit models and key concepts. Investment inputs are not limited to financial contributions and the specific sources of funding are not identified or limited. He shared a depiction of four layers of benefits that can result from an SISB arrangement. The model can describe how direct revenues will be shared between partners but cannot direct the allocation of social and community benefits that may result. However, considerations for potential social and community benefits can inform the identification and prioritization of potential SISB projects.

Task Force members commented on the difference between cost-sharing and revenue-sharing arrangement, opportunities to pursue cost avoidance, linkages to Edmonton Global’s mandate, and potential for sub-regional arrangements.

Mr. Diamandiev provided an example of an SISB arrangement in Washington between the City and the County in the form of the Spokane West Plains Public Development Authority. He also provided a list of SISB model features related to the cost sharing mechanisms and to governance. The benefit sharing mechanism could be proportional to the sharing of costs.

8. Next Steps

CEO Wichuk introduced Ms. Gilchrist as the consultant providing communication support throughout the project, in addition to the Integrated Regional Transportation Master Plan (IRTMP). Each EMRB strategic initiative will have a communications bulletin that members can circulate to their Councils and key stakeholders to ensure common understanding and support the valuable work of the Task Force.

Mr. Petrovic listed the next steps to include finalizing Working Group members, sending a request for documents to Working Group members, distributing survey to Working Group members, and arranging interviews with Working Group members and potentially external stakeholders. Task Force members will also have the opportunity to be interviewed.

The Task Force requested that the presentation materials from this meeting be circulated and that future agenda packages include the slides in advance.
Next Meeting:
SISB Task Force
February 13, 2020, 1:00 p.m. – 4:00 p.m.
Chateau Louis, Grand Ballroom
11727 Kingsway NW, Edmonton, AB

9. Adjournment

Chair Frank declared the meeting adjourned at 3:28 p.m.

Task Force Chair, Rod Frank
CEO Update

Our momentum in the new year continues with significant progress made in relation to both EMRB strategic and corporate initiatives. My appreciation as always to the Board, Member Municipalities and EMRB Administration for their dedication and commitment in working for the advancement of the Region.

Building on work initiated last summer, the Board continues to evolve the EMRB governance framework and committee structure in order to establish an enabling governing model that best serves to support the strategic focus of the Board, and continues to foster meaningful and demonstrable progress in the identification, development and implementation of legacy initiatives.

Concurrent to the work in relation to governance, the Board has made considerable progress in development of the Strategic Plan for the Region. This includes a number of context-setting discussions to gain a shared understanding of the EMRB operating environment, and the key influences the Board will need to consider within the planning and priority setting exercises underway. This includes the essential establishment of Regional Outcomes that critically define what success for the Region looks like.

An important component in the strategic planning process also includes a comprehensive and evidenced based Strategic Review by the Board of all current EMRB Strategic Initiatives to examine and assess their continued relevance, validity, support and alignment in achieving our intended Regional Outcomes. As this work progresses, the ongoing implementation of the Growth Plan and the operational execution of supporting Strategic Initiatives and EMRB activities will be evolved and amended in accordance with the Board findings and recommendations resulting from the Strategic Review.

In further relation to EMRB Strategic Initiatives currently underway, the following is of note:

Subsequent to the endorsement of the draft agricultural policy areas framework by the RAMP Task Force, work progresses on the development of the stakeholder outreach and engagement phase of RAMP. This work will include a broad and inclusive scope of stakeholder consultations, including citizens and land holders, municipal councils, the Government of Alberta, and associated business and industry, including the development community. The stakeholder outreach and engagement plan will be developed in collaboration with the RAMP Task Force and will be a significant agenda item at the next Task Force meeting.

With the completion and presentation of the inaugural 2019 EMRB MRSP Report to the Ministry of Municipal Affairs in December 2019, the MRSP Task Force recommended the creation of an oversight and accountabilities committee to ensure work in relation to the MRSP continued to
proceed as planned and in a timely manner. Through work underway within Board Governance, it is proposed that this committee be a Growth Plan and MRSP Accountabilities Committee. This is in line with the amended motion that was passed at the December Board meeting.

In January, the IRTMP Task Force met to review the alignment required between the focus of the IRTMP initiative and the guiding principles of the Growth Plan. The Task Force also reviewed and discussed best practices in regional transportation planning as well as emerging technologies and trends. The Task Force also held a well-attended afternoon workshop for participants to develop transportation scenarios, including the consideration of commuter challenges and how to influence behaviors.

The SISB Working Group met February 3rd to continue to advance the discussions commenced by the SISB Task Force in relation to the exploration of potential SISB models and requirements, and key SISB concepts. The SISB Working group also established guidelines for discussions, Working Group expectations, and initiated a preliminary discussion of a potential engagement strategy.

Discussions continue regarding ways in which to make improvements to the REF. I have been pleased to work with Stephanie McCabe, who has taken a leadership role on behalf of member municipalities to advance discussions, as well as members of the development community. My thanks to Andrew Usenik, Chair of the Board of UDI, for leading on the engagement for discussions.

Work is nearing completion on several interdependent EMRB corporate initiatives that are proceeding in parallel. Presentation of the findings and recommendations of the Corporate Risk Profile (CRP) to the Audit & Finance Committee is anticipated in March 2020. The review of the EMRB policy suite and development of the Corporate Policy Framework is essentially complete but awaiting the findings of both the CRP and the evolving governance and committee structures in order to ensure organizational alignment, and to incorporate any additional policy recommendations or requirements which may arise. Similarly, the development of the Integrated Communications and Engagement Strategy and Framework continues to progress. New or enhanced communication products continue to be developed and provided to Board and Task Force Members on an ongoing basis while the strategy undergoes completion. These three substantial corporate initiatives will be brought to the Board for review and approval in April 2020.

My outreach and engagement calendar remains full in continuing my bilateral meetings with municipal elected officials and municipal administrations. My thanks to Mayor Katchur, Mayor Ralph, Mayor Choy, Mayor Heron and Mayor Young for taking the time to meet. I am grateful as well in having the opportunity to meet with Councillor Michael Walters, Councillor Dave Anderson, Simon Farbrother, Stephanie McCabe, Troy Fleming, Mike Schwirtz and Kevin
Scoble. Meetings with Deputy Minister, Paul Wynnyk, and Assistant Deputy Ministers Gary Sandberg and Dale Beesley have also taken place. I also want to note my meeting with Dr. Lars Hallstrom, Director of the Alberta Centre for Sustainable Rural Communities. We will be meeting again at the end of February to explore opportunities for alignment.

I have been fortunate to attend a couple of notable events in the Region including AIHA’s 2020 Stakeholder Event; and the Edmonton Public Library’s “Building a City for 2 Million People”. On February 11th I will be presenting to the Greater Edmonton Region Chambers of Commerce. I am very sorry to have missed Mayor Katchur’s State of the City Address.

Finally, EMRB Administration continues to engage and align with Edmonton Global. Malcolm Bruce and I continue our monthly meetings and my thanks to Edmonton Global for their thoughtful participation in a number of our initiatives including: RAMP, Broadband, RECAS and SISB.

In keeping with my commitment to keep you informed as to the status and performance of the Regional Evaluation Framework (REF) within the CEO Update, attached please find the summary 2019 Final REF Report. You will note 25 Total REFs for the year; 24 approved and 1 in appeal period. The average length of time for an EMRB REF review remains at 15 working days. The first quarterly update for 2020 will be provided in April.

Best regards and my best wishes to everyone in this new year.

Karen Wichuk, CEO
Edmonton Metropolitan Region Board

**Attachment:** 2019 Final REF Report
2019 Total REFs*

25

24 approved
1 in appeal period

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Length of EMRB Review

The average length of an EMRB REF review was 15 working days

(Does not include 28-day appeal period.)

*Note: Year to Date stats current as of February 5, 2020.
Edmonton Metropolitan Region Growth Plan and Metropolitan Region Servicing Plan Accountabilities Committee

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

Background

- On December 12, 2019, the Edmonton Metropolitan Region Board (EMRB) approved the inaugural EMRB Metropolitan Region Servicing Plan Report.

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

- On December 12, 2019, the Board unanimously approved the MRSP and also advanced a motion to create an MRSP Standing Committee. The motion to implement a MRSP Standing Committee was amended and carried unanimously to allow for the MRSP Standing Committee to be subject to change based on the current governance review.

- The amended motion was passed in recognition by the Board that such direction and oversight, as specifically proposed for the MRSP Standing Committee, can instead be broadened to serve and support the overall Board governance structure by providing a holistic oversight mechanism to be applied across the suite of EMRB Strategic Initiatives arising from the implementation of the Growth Plan and MRSP.

- A discussion by the Board was included in the January 31, 2020, Board Governance Session, and due to time constraints was deferred to the next Board meeting.

Next Steps

- To approve the Committee Terms of Reference
- To stand up the Committee
- Report back to the MRSP Task Force on Board direction.
- Add Board Direction to Council Presentation

Attachments

1. Edmonton Metropolitan Region Growth Plan and Metropolitan Region Servicing Plan Accountabilities Committee – Terms of Reference
INTRODUCTION

On December 12, 2019, the Edmonton Metropolitan Region Board (EMRB) approved the inaugural EMRB Metropolitan Region Servicing Plan Report.

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

On December 12, 2019, the Board unanimously approved the MRSP and also advanced a motion to create an MRSP Standing Committee. The motion to implement a MRSP Standing Committee was amended and carried unanimously to allow for the MRSP Standing Committee to be subject to change based on the current governance review.

The amended motion was passed in recognition by the Board that such direction and oversight, as specifically proposed for the MRSP Standing Committee, can instead be broadened to serve and support the overall Board governance structure by providing a holistic oversight mechanism to be applied across the suite of EMRB Strategic Initiatives arising from the implementation of the Growth Plan and MRSP.

PURPOSE

To establish terms of reference for an Edmonton Metropolitan Region Growth Plan and Metropolitan Region Servicing Plan Accountabilities Committee (“the” Committee).

DESCRIPTION

The Committee will serve to provide leadership and strategic oversight for the implementation and updates for the Growth Plan and the MRSP. The Committee is responsible to ensure the strategic initiatives approved by the Board are implemented. The Committee will ensure the initiatives are integrated and aligned with the outcomes of the Growth Plan and the MRSP based on direction from the Board. The Committee will report on progress, risks and mitigation strategies and make recommendations of regional and strategic significance to the Board.

OUTCOMES

Based on the vision and guiding principles of the Growth Plan and the MRSP principles the intended outcomes of the Committee are:

- Oversee the implementation, integration and alignment of strategic initiatives to support the implementation of the Growth Plan and MRSP;
- Provide ongoing leadership and advice to the Board, to include:
o Reporting on performance and progress towards the outcomes of the Growth Plan;
o Issues management, risks and mitigation strategies arising from implementation; and
o Updates to the Growth Plan and integration of the outcomes of the implementation of the MRSP.

TERMS OF REFERENCE

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

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

3. MEMBERSHIP
The membership of the Committee shall be comprised of elected municipal representation from the member municipalities, or designated alternates. The membership may include 3-7 members with representative from large urban, urban, and rural environments or based on subject matter expertise.

4. TERM
The term of the Committee will be determined by the Board. The Board may elect to have alternating periods for members of the Committee.

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

6. EX-OFFICIO
The Board Chair and Chief Executive Officer will be considered as non-voting ex-officio members of the Committee.

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

8. QUORUM
Quorum is defined as 50 percent plus one of the membership.
9. DISPUTE RESOLUTION
The Committee Chair is accountable for ensuring effective and collaborative committee operations and decision-making. Where the Chair’s efforts are unable to resolve a dispute, the matter will be brought to the Committee of the Whole first for discussion and resolution, however, if the Committee of the Whole is unable to reach a decision, the matter will be forwarded to the Board for discussion and resolution.

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

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

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

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

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

14. STATUS OF MEETINGS
   a. Committee meetings are open to the public including all members of the Board (elected officials and their alternates), administrative representatives from all Board member municipalities and members of the public. The Committee may invite individuals from the province, industry, the public or other Board, Committee, to participate in specific agenda items. Matters emerging and voted on by the Committee will become a matter of public record.
   b. Section 602.08 (1) of the Municipal Government Act (MGA) states that a committee may close all or part of its meetings to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the Freedom of Information and Protection of Privacy Act.
   c. All members (elected and administrative) attending the in camera session shall respect the confidentiality of the in camera items.
15. REPORTING
The Committee is expected to provide the Committee of the Whole and or Board, through established communication channels and schedules, advice, plans and recommendations to resolve existing issues, status and progress as it relates to its mandate and expected outcomes of implementation of the Growth Plan and MRSP.
Briefing Note to the Edmonton Metropolitan Region Board
February 13, 2020

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

Background

On October 10, 2019, the Edmonton Metropolitan Region Board passed the following motion:

**B2019-50** – That the Edmonton Metropolitan Region Board conduct a strategic review of activities as part of its 2019 Strategic Planning Process with an increased emphasis on good governance, process improvements, impact on municipal operations, and red tape reduction, to ensure continued alignment with regional and Provincial outcomes.

While work in relation to good governance, process improvements, red tape reduction and the inclusion of a strategic review within the strategic planning process, commenced prior to the passing of Motion B2019-50, the motion served to reinforce the expectation and imperative of the Board for the urgent and substantive work to be undertaken and completed in this regard.

Status Update

Good Governance

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

- reflect upon a suitable governance framework to support team effectiveness;
- create a common understanding of the value-add of a board and a high performing governance system; and
- develop an action plan to address the governance review and advance the discussion.

Further development of the governance structure, including the creation of a draft Board Charter was continued in dedicated governance sessions and discussions held in September and November of 2019 and continuing in January 2020. Through these discussions, the Board:

- confirmed the value in the Board’s role and focus on strategy and the strategic direction of the EMRB;
- discussed Board Members’ roles on Task Forces;
- discussed their fiduciary obligations, the mandate of the Board and intent of the EMRB Regulation;
discussed the conditions required to introduce a new governing model as well as potential challenges in the successful implementation, ongoing functionality and in maintaining adherence to the new model;
addressed key questions and concerns raised by Board; and
discussed a path towards resolution, including one-on one discussion with the Chair and Members, and dedicated meetings focused on matters of emergent concern to the Board.

A final draft of the Board Charter will be prepared by the end of April 2020.

Strategic Review and Planning

The Board commenced the Strategic Review and Planning process at the September 2019 Board Retreat focused on the following:

- A context setting presentation and discussion of “Why Will They Come, Why Will They Stay?”; and
- Asked the fundamental questions:
  - What is important to us? What is fundamental?
  - What are our priorities, and why?
  - What is our strategy and are we doing the right work?
  - Is the EMR Board a catalyst for change?

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

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

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

In anticipation of additional Strategic Review and Planning Sessions scheduled in February and March 2020, Board Members and CAOs were provided with extensive background materials for review, including comprehensive data regarding each EMRB Strategic Initiative. Board Members
were also provided with reference documentation to demonstrate the linkages between EMRB Policy Areas and Strategic Initiatives and their alignment to the priorities and shared outcomes of the Government of Alberta. Such materials will provide a detailed knowledge and information base, and support shared understanding, in order to conduct the Strategic Review, support fact and evidenced based decision making, and to ensure EMRB, municipal, and provincial alignment within a common contextual frame of reference.

Process Improvements

As identified and approved by the Board in the revised EMRB 2018-2022 Business Plan, EMRB Administration has undertaken a number of operational and administrative initiatives to increase management rigor and oversight, to improve internal process, and to enhance external strategic relationships and partnerships.

Enhanced Communications

Enhanced communications support remains a priority of the Board and the CEO and significant progress has been made in the development of an Integrated Strategic Communications and Engagement Framework to be presented to the Board in April 2020. This framework will align with and reflect the renewed Strategic Plan of the Board.

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

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

Corporate Risk

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

**Corporate Policy Framework and Review**

A review of the complete suite of EMRB policies has been completed and a Corporate Policy Framework has been developed to prescribe the manner of development, review, category of instrument, approvals, documentation, format, publication and communication of EMRB official policy documents. This work will ensure the application of a uniform, objective and transparent policy standard across the organization and in support of the Board. The policy suite and Corporate Policy Framework will be presented to the Board for approval in tandem with presentation of the CRP in April.

**Administrative and Operational Review**

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

**Accounting and Financial Reporting**

EMRB Administration has made significant progress in improving accounting and financial reporting, and operational planning and reporting. This includes the establishment of full cost accounting practices for each strategic initiative and the provision of budget and expenditure forecast within quarterly financial reports. These enhanced planning and reporting initiatives will continue to advance in the upcoming 2020 business planning cycle through the introduction of operational planning and key activity reporting integrated with activity based costing and financial variance reporting.

**Red Tape Reduction**

Support to Red-Tape-Reduction (RTR) is well underway in relation to the Regional Evaluation Framework (REF). The REF Working Group has made significant process improvements resulting in a streamlined REF that is responsive to municipal and developer issues and concerns. Enhancement made to the REF Toolkit, will result in an anticipated 33% fewer Statutory Plan submissions and 60% fewer Statutory Plan Amendments. The Working Group continues to meet to develop and advance ongoing process improvements and efficiencies. Further changes to the REF are anticipated to be brought to the Board as a result of ongoing Board discussions.
Impact to Municipal Operations

The provision of direct financial support as well as the in-kind contributions of municipalities to the EMRB through the receipt of municipal subject matter expertise, advice and guidance, and incremental capacity, is essential and invaluable in the development and implementation of EMRB Strategic Initiatives. It is acknowledged and understood that member municipalities have varying fiscal and human resource capacity limitations, and within the present environment of fiscal constraints, the work of EMRB places additional financial and human resource demands upon member municipalities.

EMRB Administration has scoped out the budget and human resource requirements, project deliverables and outcomes, and timelines in relation to the Strategic Initiatives currently underway. The Strategic Review will help to further inform development of a Municipal Impact Assessment and inform the renewed Strategic Plan and strategic priorities going forward. Outside of the Strategic Review and Planning process, CAOs will be further engaged in this discussion at the March 5, 2020 CAO meeting.

Next Steps

- Scheduling of follow-up Board Governance Sessions to finalize Board Charter and revised committee structure, including confirmation of the scheduling of dedicated meetings for issue-specific discussions and resolution (i.e. former Executive Committee forum).


- Further streamline REF as the Working Group continues to meet to develop and advance ongoing process improvements and efficiencies.

- March 12, 2020 presentation of Corporate Risk Profile to Audit & Finance Committee in advance of recommendation to the Board on April 9, 2020.

- March 12, 2020 presentation of Corporate Policy Framework and Updated Policy Suite to Audit & Finance Committee in advance of recommendation to the Board on April 9, 2020.

- Presentation of Integrated Communications and Engagement Framework to the Board on April 9, 2020.
• Continued advancement and presentation of administrative and operational improvements to the Board as the 2020 business and operational planning cycle commences.

Attachment:

1. Motion B2019-50 – EMRB Progress Monitoring and Activity Reporting
<p>| RESOLUTION ITEM | INITIATIVE | DATE       | ACTIVITY                                           | OBJECTIVES                                                                                                                                                                                                 | STATUS                     | OUTCOMES / COMMENTS                                                                                                                                                                                                 |
|-----------------|------------|------------|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------Adam 1839-2020                                                                 |
| Good Governance | Board Governance and Committee Structure Review Sessions | May-Jun, 2019 | Board Excellence and Board Member Interviews          | 1. Establish “what’s next” in terms of governance, especially in light of the working being undertaken on Shared Investment for Shared Benefit; 2. Develop a process to deal with conflict, how to manage through conflict and protect the integrity of the Board; and 3. Board Members get to know one another better and focus on relationship, trust and culture building. | In Progress - Ongoing | • Consensus there is an appetite for Board education and development.  • Focus on Board Development.  • Work to build the culture among members.  • Spend more time together as a Board. |
|                 |            | Jul 11, 2019 | Board Development Meeting                           | 1. Think about a framework for governance and team effectiveness; 2. How to optimize our current model of governance and create a common understanding of how boards add value; 3. Defining our assumptions for a high-performing governance system; and 4. Developing an action plan for going forward. | In Progress - Ongoing | • Overview of characteristic of good governance.  • How to support high performing and cohesive teams.  • Plan to move forward with successive governance sessions.  • Decision to develop a Board Charter. |
|                 |            | Sept 4, 2019 | Board Retreat                                       | 1. Generative discussion of governance. 2. Consensus among Board Members in acknowledging the value in the focus of the Board in setting the strategic direction, identifying the priorities and establishing the outcomes for the Region. | In Progress - Ongoing | • The role of Board Members in strategic vs. operational matters.  • Discussion of best use of Board Members time.  • Discussion of environmental and operational context.  • Consensus of the Board to focus on strategy elements – Regional Priorities and Regional Outcomes. |</p>
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| Good Governance | cont…      | Nov 8, 2019| Board Development Meeting       | 1. Regulation 101 - discussion of roles and responsibilities, mandate of the Board under regulation, permissive and enabling intent, and fiduciary obligation.  
2. Translation of previous Board discussions and comment into supportive and enabling governance framework.  
3. Presentation of Draft Charter for Board consideration. | In Progress - Ongoing | • Preliminary introduction and nominal discussion of draft Regional Priorities and Regional Outcomes. |
|                 |            | Jan 31, 2020| Board Governance Session       | 1. Understand the conditions required to gain traction in a new governing model.  
2. Assess and understand gaps in the current state which may be limiting the ability of the Board to gain traction. Test the Board’s commitment to a new governing model.  
3. Review potential changes and additions to the draft Board Charter.  
4. Validate and commit to a plan, process and timeline to finalize the Board Charter. | In Progress- Ongoing | • One-on-one discussion with the Chair and governance advisors.  
- Surface/identify gaps in the current charter.  
- Identify elements of the model that are unresolved (REF, voting structure, etc.).  
- Further understand and map interests – as a person and as a Board member.  
- Resolution on interpretation of the Regulation.  
- External advice as required.  
• Focused meetings to address each element of the model (REF, voting structure, governance, strategic framework etc.) |
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| Enhanced Strategic Planning and Priority Setting | Strategic Review and Planning Sessions | Sept 4, 2019 | Board Retreat           | 1. Establish operating environment, context and influences.                 | In Progress - Ongoing | • Context setting presentation and discussion - “Why Will They Come, Why Will They Stay?”  
• Review of EMR Growth Plan.  
• Review of the EMRB Strategic Plan including review of strategic priorities, strategic initiatives and regional outcomes.  
• Notional Regional Outcomes introduction.  
• Notional Regional Priority introduction.  
• Strategic Alignment introduction. |
|                 |            |            |                         | 2. Answer fundamental questions:                                              |                   | • Build upon the contextual foundation established in September and November.                                                                                                                                                                  |
|                 |            |            |                         | - What is important to us?                                                  |                   |                                                                                                                                                                                                                                                  |
|                 |            |            |                         | - What is fundamental?                                                      |                   |                                                                                                                                                                                                                                                  |
|                 |            |            |                         | - What are our priorities, and why?                                        |                   |                                                                                                                                                                                                                                                  |
|                 |            |            |                         | - What is our strategy and are we doing the right work?                    |                   |                                                                                                                                                                                                                                                  |
|                 |            |            |                         | - Is the EMR Board a catalyst for change?                                  |                   |                                                                                                                                                                                                                                                  |
|                 |            |            |                         |                                                                            |                   |                                                                                                                                                                                                                                                  |
|                 |            | Nov 22, 2019| Board/CAO Strategic Planning Session | To achieve a shared understanding of:                                       | In Progress - Ongoing | • Facilitated discussion and overview:  
- Working within a Complex Adaptive System.  
- Managing Wicked Problems.  
- Establishing trust and shared commitment.  
- EMRB core mandate. |
<p>|                 |            |            |                         | 1. WHAT EMRB is responsible for;                                            |                   |                                                                                                                                                                                                                                                  |
|                 |            |            |                         | 2. WHAT matters in our current environment;                                 |                   |                                                                                                                                                                                                                                                  |
|                 |            |            |                         | 3. What this means for EMRB objectives;                                     |                   |                                                                                                                                                                                                                                                  |
|                 |            |            |                         | 4. How to move forward to develop better strategy;                          |                   |                                                                                                                                                                                                                                                  |
|                 |            |            |                         | 5. Critical elements to anchor and guide activities and initiatives.        |                   |                                                                                                                                                                                                                                                  |
|                 |            | Jan 31, 2020| Board/CAO Strategic Review and | 1. Critical path, key frameworks and timeline over the next three months. | In Progress- Ongoing |                                                                                                                                                                                                                                                  |</p>
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<tbody>
<tr>
<td>Enhanced Strategic Planning and Priority Setting</td>
<td>Planning Session</td>
<td>Feb 13, 2020</td>
<td>In Development</td>
<td>2. Guidance established for strategic review of EMRB initiatives, priorities, and objectives.</td>
<td>In Development- Scheduled</td>
<td>Challenge Board Members and CAOs to identify Regional Outcomes in answer to the question ‘What does success look like?’</td>
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<td>3. Production of a refined, aligned strategic direction and plan.</td>
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<td>Discussion of key challenge questions such as “Is the EMR competitive?”</td>
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<td>Establish a common perspective of the regional operating context.</td>
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<td>Mar 6, 2020</td>
<td>In Development</td>
<td></td>
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<td>Identify future outcomes and impacts achieved through EMRB;</td>
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<td>Identify internal and external factors and risks that will accelerate or impede success;</td>
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<td>Understand competitive variables that will inform strategic direction and priorities.</td>
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<td>Develop a fundamental shared understanding of critical elements to anchor and guide Regional activities and Strategic Initiatives.</td>
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### Process Improvements

**Enhanced Communications and Support**

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<th>OUTCOMES / COMMENTS</th>
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<tbody>
<tr>
<td>In Progress- Ongoing</td>
<td>Completed or Q1 delivery</td>
<td>1. Develop an assertive, comprehensive and inclusive communications and stakeholder engagement framework and strategy. 2. Enhance the established EMRB leadership role and utilize the broad, diverse, and informed regional perspective, experience and economic impact as a basis of evidence to leverage and increase influence across all levels of government and decision-makers. 3. Clearly articulate and communicate the EMRB value proposition and advantage, return on investment and organizational efficiencies the EMRB can offer in advancing shared goals and objectives.</td>
<td>Draft Strategic Communications and Engagement Framework developed. Standing Post-Meeting (Board/Task Force) Summaries distributed. Strategic Initiative Regular Update Bulletins distributed. Dedicated Strategic Initiative Webpages. EMRB Website under redevelopment. Enhanced Social Media Profile established (Twitter). Dedicated strategic communications support resources assigned to RAMP, IRTMP and SISB strategic initiatives.</td>
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**Corporate Risk Profile (CRP)**

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<tr>
<td>In Progress- Ongoing</td>
<td>Q1 delivery</td>
<td>1. Identify and assess potential risks in fulfilling the Mandate of the Board as prescribed by Section 3(1)(a-f) and Section 3(2)(a-e) of the Edmonton Metropolitan Region Board Regulation. 2. Identify and assess potential risks to EMRB Administration in meeting corporate administrative, and fiduciary obligations in the provision of support to the Board. 3. Develop and recommend the EMRB organizational risk response, including implementable risk mitigation</td>
<td>Environmental Scan completed. Key Interviews conducted. Data gathering and analysis completed. Assessment framework developed. Coding developed and completed. Overview presentation delivered to A&amp;F. Preliminary observations developed. Findings and recommendations in development.</td>
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<tr>
<td>Process Improvements cont...</td>
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<tr>
<td>Policy Framework and Policy Review</td>
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<td>EMRB Corporate Policy Framework and Review:</td>
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<td>Completed</td>
<td>Note:</td>
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<td>1. To prescribe the manner of development, review category of instrument, approvals, documentation, format, publication and communication of EMRB official policy documents to ensure a uniform, objective and transparent policy standard.</td>
<td></td>
<td>Q1 delivery</td>
<td>• Review of EMRB policy suite and development of Corporate Policy Framework completed; however, awaiting finalization of CRP and Board Charter to ensure organizational alignment - update /redraft may therefore be required.</td>
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<td>2. All EMRB Administrative, Financial, Human Resource and Board-specific policies have been reviewed and updated, amended or deleted in accordance with the draft Policy Framework.</td>
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<td>2. Provide ready access to EMRB agendas and supporting documentation to Board Members, government relations support and other stakeholders.</td>
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<td>Completed or Q2 delivery</td>
<td>• Record management and privacy review underway.</td>
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<td>3. Ensure compliance to Freedom of Information and Privacy Act and Regulations.</td>
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<td>• Improved administrative management of Board agenda and packages.</td>
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<td>• RFP and Tender process review underway.</td>
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<td>• Procurement review underway.</td>
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- Quarterly Reports provide both budget and expenditure forecasts.  
- Operational and business plan reporting expanded to include activity-based costing underway.  
- Expenditure forecasts expanded to include variance reporting underway. |
| | Enhanced Operational Planning and Reporting | | 1. | Ensure prudent and responsible corporate financial stewardship. | In Progress-Ongoing Q2 delivery | - Work underway to enhance business and operational planning and activity reporting at an enhanced level of detail including the provision of:  
  - Key Activities.  
  - Resource Implications – financial and HR.  
  - Outputs and Intended Outcomes  
  - Key Performance Indicators and Metrics  
  - Performance Standards.  
  - Performance Results. |

- 1. Ensure prudent and responsible corporate financial stewardship.  
- 2. Enhance and strengthen corporate oversight, and financial and asset management, through improved processes and practices to enhance effectiveness, efficiency, accountability and transparency.  
- 3. Support additional corporate management rigor through the development and implementation of enhanced financial controls and reporting.  

- 1. Effectively translate EMRB strategy into day-to-day tactical execution of the organization.  
- 2. Improve EMRB operational and business planning methodology and process to demonstrate linkages between activities / initiatives / resources to intended results and outcomes.  
- 3. Operational and business planning key activity results and outcome reporting included in EMRB Annual Report to the Board and to government.
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<tr>
<td>Red Tape Reduction</td>
<td>REF Process Efficiency Improvements</td>
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<td>1. Establish a Municipal Working Group (Working Group) including regional senior staff in land use planning to act as policy advisors and subject matter experts. 2. Produce a response, potential actions and to resolve issues regarding the Regional Evaluation Framework. 3. Work collaboratively towards a common understanding, clear interpretation of the REF and the Edmonton Metropolitan Region Growth Plan ongoing implementation.</td>
<td>In Progress-Ongoing</td>
<td>• Streamlined REF responsive to municipal and developer concerns through:  - Continued Working Group engagement.  - Enhancements made to REF Toolkit.  - Substantive Amendment.  • Will result in:  - Statutory Plans – 33% fewer submissions.  - Statutory Plan Amendments – 60% fewer submissions.</td>
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<tr>
<td>Impact on Municipal Operations</td>
<td>Municipal Impact Assessment</td>
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<td>1. Qualify and quantify the direct and in-kind financial and human resource contributions and investment on the part of Member Municipalities to ascertain the full impact upon municipal operations. 2. Establish a baseline in which to assess any return on investment, and to better inform and assess the strategic value to the Region of the initiatives currently undertaken or underway. 3. Demonstrate to government and key stakeholders the level of support provided to the EMRB by Member Municipalities including associated costs, impacts and pressures.</td>
<td>In Development Delivery TBD</td>
<td>• Budget and human resource requirements, project deliverables and outcomes, and timelines established in relation to the Strategic Initiatives currently underway.  • Utilize Strategic Review process to further inform development of a Municipal Impact Assessment and inform the renewed Strategic Plan and strategic priorities going forward.  • Outside of the Strategic Review and Planning process, CAOs will be further engaged in this discussion at the Mar 5, 2020 CAO meeting.</td>
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Integrated Regional Transportation Master Plan (IRTMP) Task Force

Friday, January 10, 2020
9:00 a.m. – 3:00 p.m.
Dow Centennial Centre, Banquet Hall
8700 84 St, Fort Saskatchewan, AB

Task Force Members:
- Gale Katchur, City of Fort Saskatchewan (Chair)
- John Stewart, City of Beaumont (Vice Chair)
- Tim Cartmell, City of Edmonton
- Nicole Boutestein, Town of Morinville
- Justin Laurie, Town of Stony Plain
- Bill Tonita, Strathcona County
- Alanna Hnatiw, Sturgeon County
- Michael Botros, Alberta Transportation

EMRB Staff:
- Karen Wichuk, Chief Executive Officer
- Sharon Shuya, Director of Regional Growth Planning
- Bryan Haggarty, Director of Strategic Initiatives and Operations
- Debra Irving, Senior Project Manager
- Stephanie Chai, Project Manager
- Dan Rose, Senior Communications Advisor
- Carol Moreno, Project Coordinator
- Joseana Lara, Municipal Planning Intern

Guests:
- Wayne Bokenfohr, Sturgeon County
- Teaka Broughm, City of Beaumont
- Barry Chan, Alberta Transportation
- Kevin Cole, Strathcona County
- Stephen Dafoe, Town of Morinville
- Gibby Davis, City of Edmonton
- Madison Dube, City of Edmonton
- David Hales, City of Edmonton
- Gordon Harris, City of Fort Saskatchewan
- Mark Hussey, City of Spruce Grove
- Larissa Lindmark, Parkland County
- Avril McCalla, City of Edmonton
- Des Mryglod, Leduc County
- Ted Nestor, Sturgeon County
- Shawn Olson, City of Leduc
- Jackie Porayko, Strathcona County
- Grant Schaffer, City of Fort Saskatchewan
- Stephen Raitz, City of Beaumont

Consultants:
- Stephen Power, HDR
- Charlene Wilcock, HDR
- Karen Gilchrist, Karen Gilchrist & Associates
- Melanie Hare, Urban Strategies Inc.
1. Opening

1.1 Quorum

Quorum achieved; 6 of 7 voting members present.

1.2 Call to Order

Chair Katchur called the meeting to order at 9:01 a.m.

1.3 Opening Remarks

Chair Katchur welcomed Task Force members and regional stakeholders. Opening remarks included an emphasis on a metropolitan mindset, looking to the future, learning from best practices, and integrating the Task Force and Working Group through the workshop activities.

2. Approval of Agenda

Motion: That the Integrated Regional Transportation Master Plan Task Force approve the January 10, 2020 meeting agenda.

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

3. Approval of Minutes

Councillor Laurie joined the meeting at 9:06 a.m.

Motion: That the Integrated Regional Transportation Master Plan Task Force approve the November 28, 2019 meeting minutes.

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

4. Review: Growth Plan Transportation System

Mr. Power reiterated the connection between the focus of the IRTMP project and the Guiding Principles of the Edmonton Metropolitan Region Growth Plan’s Policy Area 5: Transportation Systems.

5. Progress Update

Mr. Power reviewed the learnings gained through the last two Task Force meetings and numerous Working Groups. He highlighted the importance of addressing policy simultaneously with the development and testing of scenarios.
6. Risk and Opportunities Review

Mr. Power summarized the definition of near- and long-term success, as developed through the risk and opportunities workshop in November 2019. The Project Team will continue to keep the identified goals, risks and implementation considerations as development the IRTMP moves forward.

7. Regional Transportation Planning: Best Practices and Case Studies

Ms. Hare led the Task Force in a review of known best practices and cases studies as they relate to supporting the objectives of the Growth Plan. She emphasized the size and diversity of the Region and how a contextual understanding influences planning for transportation and land use. Case Studies included Metro Vancouver, Greater Golden Horseshoe, Metro Portland, Denver Region, Twin Cities Metro Region, and Greater London.

Ms. Hare summarized key themes to include land use prioritization of connections and mode sharing, frequent public transit network, emphasis on active transportation, different approaches to road and congestion management, alternatives for goods movement, opportunities and threats of emerging technologies, consideration for all modes, planning for a more resilient system, and the impact of programs and policies on diverse populations.

Councillor Tonita stepped out from 10:00 a.m. to 10:05 a.m.

Members of the Task Force commented on the value of transportation planning at a regional scale, consideration for the changing nature of work and human behaviour, emphasis on sustainable communities, the need to balance clustering with connecting multiple nodes, possible inclusion of walking trails, awareness of emissions strategies and the importance of collaboration with Alberta Transportation.

8. Emerging Technologies and Trends

Ms. Wilcock presented the Task Force with a summary of relevant trends and technologies to ensure common understanding and language moving forward in the project. Topics addressed as emerging technologies included the connected car, connected vehicles, autonomous vehicles, smart parking, integrated fare cards, smart streetlights, connected/adaptive traffic signals, and car-sharing/ride sourcing.

Ms. Wilcock suggested that technologies related to dynamic message signs, call-in services, road weather information systems, transportation management centre visual walls, in-ground detectors, toll booths, cash machines in transit, and infrared or 2.4GHz Emergency Vehicle Preemption would become increasingly less relevant.

While the IRTMP cannot predict the rate of uptake or impact of these trends, the modelling assumptions are intended to ensure awareness and resiliency within potential outcomes. Modular and managed lanes were highlighted as an example of existing applications and considerations for future possibilities.
The Task Force discussed the projected timeline for broad uptake of autonomous vehicles and the information gleaned from the City of Beaumont’s recent pilot project. Members also commented on the risks of prioritizing and potentially overinvesting in particular modes, the need for adaptability and resiliency, possible projects may not be limited to building more roads, the unique characteristics of goods movement, and the impact of emerging technologies coupled with behavioural trends on travel patterns and expectations.

9. Next Meeting

Ms. Irving indicated that the next Task Force meeting will likely be rescheduled to March 13, 2020 in response to some scheduling conflicts.

IRTMP Task Force
March 13, 2020, 9:00 a.m. – 3:00 p.m.
Location TBC

Mr. Power described the plan for the workshop and assigned members of the Task Force and Working Group into four groups.

Break from 11:02 a.m. to 11:14 a.m.

10. Task Force / Working Group Scenario Development Workshop

Mr. Power assigned scenarios to each of the four groups with the instructions to describe the challenges faced by each traveler and brainstorm ideas for improving that type of trip.

Strategies included removing the need for the trip, better intermunicipal connections to increase frequency, improved employer-based transit integration in the system, connecting larger hubs with express routes over local routes, incentivizing mode shifts to make best use of existing networks, using technology to enable informed decision making when selecting the most appropriate mode, and opportunities to address the first and last mile.

Break for Lunch from 12:00 p.m. to 12:45 p.m.

Mr. Power invited two groups to explore transportation from the perspective of encouraging economic prosperity and the remaining two groups to gather ideas for maximizing the mode shift. Proposed strategies included working with employers in major employment areas, emphasizing goods movement bypassing major urban centres, prioritizing accessible and safe alternatives to vehicular travel, and providing a variety of incentives for mode shift behaviour.
11. Adjournment

Chair Katchur thanked members of the Task Force and Working Group for their valuable contributions to the workshop discussions, as well as the Project Team for facilitating.

Chair Katchur declared the meeting adjourned at 1:59 p.m.

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Task Force Chair, Gale Katchur
Regional Energy Corridors Advocacy Strategy Update

Background

- The *Capital Region Board Regulation* (38/2012) and subsequent *Edmonton Metropolitan Region Board Regulation* (189/2017) mandates the EMRB to prepare comprehensive, integrated regional land use plans, including the identification of corridors for energy transmission and the development of policies regarding planning for these corridors.

- To address its mandate, the Capital Region Board completed and approved *The Capital Region Regional Energy Corridors Policy Framework* (2014). This report recommended that a policy framework be adopted to enable a coordinated, strategic approach to planning for future regional energy corridors.

- *The Capital Region Energy Corridors Master Plan* was approved by the Board in 2016. The Master Plan identifies priority energy corridors and alignments based on stakeholder workshops and recommends that a strategy to protect energy corridors in the Region be developed.

- In 2018, EMRB hosted the *Let’s Talk Energy Corridors Forum*, a regional conference that brought together over 100 energy corridor stakeholders. Key take-aways from the forum included:
  - Planning is critical to address existing corridor capacity issues and provide investment and regulatory certainty to industry to support projected investment in the Region.
  - Stakeholders such as landowners, municipalities, government, industry, and those affected outside of the corridors should be considered when investigating innovative corridor protection models.
  - Connecting Alberta’s Industrial Heartland, the Edmonton Energy and Technology Park, and Refinery Row is a priority.

- The Regional Energy Corridors Advocacy Strategy Project was approved by the Board in April 2019. The outcomes for the project are to develop a regional advocacy strategy to provide guidance for greater municipal involvement in energy corridor planning in collaboration with regional stakeholders and to identify a role for the EMRB as a champion for the Edmonton Metropolitan Region Growth Plan.
Project Objectives

- Focusing on the current and evolving energy corridor environment in Canada and building on previous work, this project will deliver the following outcomes:
  - Recommendations for a more coordinated approach to energy corridor planning in the Region.
  - Recommendations for the Region to communicate corridor priorities and issues with one voice to provincial and federal orders of government.
  - Greater clarity and certainty to both municipalities and stakeholders, enabling the Region to prepare for and support anticipated future energy investment.
  - Mitigation of risks associated with land use planning and external influences on municipalities through enhanced involvement in the energy corridor planning process.

Project Status

- Following an RFP process, a contract for consulting services was awarded in July 2019 to assist with the development of an advocacy strategy to advance energy corridors in the Region and improve inter-agency coordination and partnerships.

- A facilitated workshop with EMRB Board Members and senior municipal administrative representatives was conducted on October 4, 2019 for the project team to provide information on the process to date and the proposed plan forward, and to share what they have learned about the current planning process in the Region. Board Members provided input and discussed their perspectives and priorities for energy corridors.

- The consultant has completed a current state assessment, including legislative and regulatory reviews and analyses, a review of prior work undertaken in the Region, and a review of best practices from other regions. Work has begun around stakeholder engagement to gather input from a broad range of perspectives. Throughout this work, the consultant has identified some early insights about the Region, changes underway throughout the sector and among other orders of government that should be of interest to the Board.

Current Energy Corridor Environment

- Recent discussions across Canada regarding the concept of a National Energy Corridor have been gaining momentum and several provincial governments (Alberta, Saskatchewan, and New Brunswick) have voiced support for this concept.
• First Nations are also considering and investing in energy corridor options, including the Eagle Spirit Energy Pipeline Corridor Project and the Slave Geological Province Corridor, which is advancing through partnerships with First Nations, Métis Nations, and the Federal and Territorial governments.

Stakeholder Feedback

• Conversations with external stakeholders have been ongoing since Fall 2019 and have provided valuable perspectives and feedback on energy corridor planning in the Region.

• External stakeholders have also been interested in discussing their relationship with the EMRB. Stakeholders indicated that once-strong relationships with the EMRB have weakened over time, largely due to the gap in the continuation of this work following the Forum in early 2018.

• Stakeholders also spoke about EMRB’s strength as a powerful convening Board, with a unique ability to bring stakeholders together to promote awareness of their activities, build a common understanding, and share relevant information.

• Through this work the EMRB is re-establishing its relationships, re-building its profile and acting as a partner & convener in regional energy corridor planning.

Next Steps

• Stakeholder engagement is scheduled for Q1-Q2 2020 with stakeholders involved in land-use planning and the regulatory process for energy corridor infrastructure to gain additional insights into the current state of energy corridor planning in the Region. Stakeholders targeted for engagement include representatives from all orders of government, industry associations, Indigenous communities, and senior-level municipal planners.

• The next anticipated project deliverable is a report that captures the current state of energy corridor planning in the Region and summarizes feedback captured from the completed stakeholder interviews. This report will inform the development of the advocacy strategy to advance energy corridor planning in the Region, and ultimately serve to improve collaboration between the Province, the energy industry, the EMRB, and other stakeholders. This report will be delivered in Q2 2020.

• Further Board engagement is scheduled for Spring 2020. Final deliverables will include an Advocacy Strategy and Implementation Plan, and a presentation to the Board in June 2020. The project is anticipated to be complete in June 2020.