Governance, Priorities & Finance Committee

Agenda

Thursday, November 24, 2016
2:00 p.m. – 4:00 p.m.
Capital Region Board Office, Capital Region Boardroom
1100 Bell Tower, 10104 103 Avenue, Edmonton

Agenda Items

1. **Call to Order** – Mayor Camille Berube, Chair

2. **Chair’s Opening Remarks**

3. **Approval of Agenda** – Mayor Camille Berube, Chair

4. **Approval of Minutes of September 3, 2016** – Mayor Camille Berube, Chair

5. **2017/18 Capital Region Board Budget Review and Recommendation** – Mayor Camille Berube, Chair

   **Recommended Motion:** That the Governance, Priorities & Finance Committee recommend the 2017/18 budget to the Capital Region Board for approval.

6. **Policy G023 – Pay-to-Participate Review and Recommendation** – Mayor Camille Berube, Chair

   **Recommended Motion:** That the Governance, Priorities & Finance Committee recommend Policy G023 to the Capital Region Board for approval.

7. **CRB Governance Manual Review and Recommendation** – Mayor Camille Berube, Chair

   **Recommended Motion:** That the Governance, Priorities & Finance Committee recommend the Governance Manual to the Capital Region Board for approval.

8. **Next Meeting** – Mayor Camille Berube, Chair

   - Thursday, February 23, 2017, 2:00 p.m. – 4:00 p.m.
   Capital Region Boardroom, CRB Office

9. **Adjournment** – Mayor Camille Berube, Chair
Governance, Priorities & Finance Committee

Thursday, November 3, 2016
2:00 p.m. – 4:00 p.m.
Capital Region Boardroom, CRB Office
1100 Bell Tower, 10104 103 Avenue, Edmonton

Members:
Camille Berube, Town of Beaumont (Chair)
Art Erickson, Village of Wabamun
Susan Evans, Sturgeon County
Glen Finstad, City of Leduc
Sheena Hughes, City of St. Albert
Dave Hutton Town of Bon Accord (alternate)
Michael Walters, City of Edmonton
Wayne Woldanski, Lamont County
Wally Yachimetz, Town of Calmar

Regrets:
Phyllis Kobasiuk, Parkland County

CRB Staff & Consultants:
Malcolm Bruce, CEO
Leslie Chivers, Operations Manager
Loreen Lennon, Communication Manager
Charlene Chauvette, Office Manager

Guests:
Gibby Davis, City of Edmonton
Steve Madden, Town of Bon Accord
Pamela Steppan, Strathcona County
Lynette Tremblay, City of St. Albert

Amanda Borman, Executive Assistant

1. CALL TO ORDER
Chair, Mayor Camille Berube called the meeting to order at 2:00 p.m.

2. Chair’s Opening Remarks
Welcome new appointees to the Governance, Priorities & Finance Committee.

3. Approval of Agenda

Motion: That the agenda of November 3, 2016 be approved subject to the inclusion of an update on the MGA from the CEO.
Moved by: Councillor Art Erickson, Village of Wabamun
Decision: Carried unanimously

4. Approval of Minutes

Motion: That the minutes of September 22, 2016 be approved.
Moved by: Councillor Glen Finstad, City of Leduc
Decision: Carried unanimously

5. 2017/18 Capital Region Board Budget: Municipal Feedback

a. Motion: That the Governance, Priorities & Finance Committee move in camera, in accordance with the provisions of Section 24 – Advice from officials, of the Freedom of Information and Protection of Privacy Act (FOIP), R.S.A. 2000, c.F-25.
Moved by: Councillor Glen Finstad, City of Leduc
Decision: Carried unanimously

b. Motion: That the Governance, Priorities & Finance Committee reconvene in public.
Moved by: Councillor Michael Walters, City of Edmonton
Decision: Carried unanimously

c. Motion: That the Governance, Priorities & Finance Committee accept the Municipal Feedback for consideration as it develops the 2017/18 budget.
Moved by: Councillor Art Erickson, Village of Wabamun
Decision: Carried unanimously

6. Policy G013 – Committee and Task Force Meeting Procedures Review and Recommendation

Motion: That the Governance, Priorities & Finance Committee recommend Policy G013 to the Capital Region Board for approval.
Moved by: Mayor Wally Yachimetz, Town of Calmar
Decision: Carried

6. Next Meeting

Thursday, November 24, 2016 at 2:00 p.m., Capital Region Boardroom, CRB Office

7. ADJOURNMENT

The Chair declared the meeting adjourned at 3:21 p.m.
2017/18 Capital Region Board Budget

Recommended Motion

That the Governance, Priorities & Finance Committee recommend the 2017/18 budget to the Capital Region Board for approval.

- Committees have reviewed and approved their Workplans for consideration by the Governance, Priorities & Finance Committee in the development of the 2017/18 Budget.
- Total dollars for all Committee projects was in the $1.485 million range.
- In order to accomplish the projects recommended by Committees, Administration sought funding via $1 million membership contribution.
- On November 10, 2016, the Board voted against members contributing.
- Committees re-examined impacts to their Workplans.
- The budget and project list were reworked to $2.5 million.

Background

- The Capital Region Board has been funded by the Government of Alberta since its inception in 2008.
- It is assumed the Government of Alberta will provide an operating grant of $2.5 million to the Capital Region Board for 2017/18. This may have to be revisited in spring 2017 once the Province releases its budget.
- On September 22, 2016 the Governance, Priorities & Finance Committee met in camera to discuss the impact to budget with three options examined. Additionally, they reviewed three distinct areas for consideration:
  1. opportunities,
  2. current and potential revenue streams,
  3. expenses.
- All forms of revenue and expenditures were reviewed in preparation of the recommendation; it was noted that expenses was exclusively where the $500k reduction has occurred to achieve the $2.5 million current Provincial funding level.
- Incorporating Committee-revised Workplans (this remains a work in progress at the time of publishing the committee package) with the assumed Grant of $2.5 million totals $2,524,000 - that is the amount needed to execute the proposed Business Plan.

Attachments:
  1. CRB A list projects
  2. CRB B list projects
## 2017/18 Draft “A” List Projects

### Full Project List

April 1, 2017 to March 31, 2018

*Listed by in priority, by committee*

- **CRB = Capital Region Board**
- **AMC = Advocacy & Monitoring Committee**
- **SI = Strategic Initiatives**
- **GPF = Governance, Priorities, & Finance Committee**
- **HC = Housing Committee**
- **LUP = Land Use Committee**
- **TC = Transit Committee**

### Committee Workplans

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<tr>
<th>List</th>
<th># in Priority</th>
<th>Project</th>
<th>Description</th>
<th>Dates/approx. start dates</th>
<th>Rationale for project</th>
<th>Proposed Budget</th>
<th>Strategic Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>1</td>
<td>CRB-2017/18-1 Board Transition/Election</td>
<td>Transition and one day introduction to the CRB after the 2017 municipal election.</td>
<td>2017/18</td>
<td>Help inform newly elected officials about the governance, history, vision, and work of the CRB.</td>
<td>$20,000</td>
<td>2</td>
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<tr>
<td>A</td>
<td>2</td>
<td>CRB-2016/17-2 Growth Plan (Update) Monitoring + Performance KPIs</td>
<td>Develop business process to enable the monitoring and reporting of the Growth Plan.</td>
<td>2017/18</td>
<td>An important component of the Growth Plan implementation is monitoring the success of the outcomes of the Plan based on specific measurable policies in the plan. The monitoring and reporting program enables the CRB and regional stakeholders to assess whether the CRGP and its related implementation actions are having the desired effect.</td>
<td>$50,000</td>
<td>3</td>
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</table>

Subtotal: $70,000

| A    | 3             | LUP-2017/18-2 (Growth Plan Implementation) Regional Ag Master Plan and Land Evaluation and Site Assessment Tool | To develop and implement a policy framework and tool set to gather the evidence to establish the appropriate approach for preserving and maintaining a stable, predictable supply of prime agricultural land in the region, growing and diversifying the agri-food economy, including development of a value-added strategy, and guiding agriculture-supportive infrastructure investment. | 2017/18                   | New Policy Area with the Growth Plan that requires further study to inform policies to support the growth, viability and diversification of the Ag industry and contribute to the provincial economic diversification strategy. | $200,000        | 3                  |

Subtotal: $200,000
### Operational

<table>
<thead>
<tr>
<th></th>
<th>OPR-2017/18-1</th>
<th>Annual Report</th>
<th>Report of CRB activities in fiscal year and financials</th>
<th>August 2017</th>
<th>Mandated</th>
<th>In house</th>
<th>N/A</th>
</tr>
</thead>
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<tr>
<td>A</td>
<td>OPR-2017/18-3</td>
<td>Transportation Prioritization Report annual update</td>
<td>Review and update of Regional Transportation priorities of the Board.</td>
<td>April 2017</td>
<td>The IRTMP includes a list of 10 year investment priorities for the region. The list was further refined into a short-term 3 year list of priorities that supports current growth and development objectives consistent with the CRGP. Annual review of the priorities will ensure that the list reflects, and is responsive to, changing circumstances in the Capital Region.</td>
<td>In house</td>
<td>2</td>
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<tr>
<td>A</td>
<td>OPR-2017/18-4</td>
<td>General Advocacy and Communications</td>
<td>PR: Continuation of Stakeholder engagement Website: maintenance fees</td>
<td>Start April 2017</td>
<td>Orientation Software maintenance contract</td>
<td>In house</td>
<td>4</td>
</tr>
<tr>
<td>A</td>
<td>OPR-2017/18-5</td>
<td>Supporting rewrite of the regulation</td>
<td>It is unknown if the Board will be asked to comment during the rewrite of the Regulation.</td>
<td>2017/18</td>
<td>The Province may ask the CRB for comment on the first draft of the updated CRB regulation. We must be ready to facilitate discussion among members in order to provide a thorough response.</td>
<td>In house</td>
<td>2</td>
</tr>
<tr>
<td>A</td>
<td>OPR-2017/18-6</td>
<td>Collaborate to Compete</td>
<td>National Symposium co-sponsored by CRB, CRP and Manitoba partnership – creating and leveraging a network of Canadian metropolitan regions to increase competitiveness of our municipalities in a global market place</td>
<td>June 1, 2017 Held in conjunction with FCM National Convention</td>
<td>Continuing to lead the development of metropolitan regional best practices; raise profile of Edmonton Metropolitan Region Includes seed cost and CRB attendance Theme TBC</td>
<td>In house</td>
<td>4</td>
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**Total:** $270,000
# 2017/18 Draft “B” List Projects

Full Forward Planning Project List
April 1, 2017 to March 31, 2018

**Listed by in priority, by committee**

CRB = Capital Region Board  
AMC = Advocacy & Monitoring Committee  
GPI = Growth Plan Implementation  
GPF = Governance, Priorities, & Finance Committee  
HC = Housing Committee  
LUP = Land Use Committee  
TC = Transit Committee

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<tr>
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<th>Strategic Priority</th>
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<tbody>
<tr>
<td>B</td>
<td>CRB-2017/18-4</td>
<td>Site Selector</td>
<td>An online tool that helps potential investors choose ideal locations within the capital region in which to locate.</td>
<td>2017/18</td>
<td>Support regional economic development by promoting the region to a global market. Allow investors to look at the region as a whole instead of its individual parts. Pending regional economic development.</td>
<td>$50,000</td>
<td>4</td>
</tr>
</tbody>
</table>
| B    | CRB-2017/18-5 | Strategic Priority 1: Vision | Develop a vision for the region based on desires and dreams of the region’s municipalities and citizens. (This vision is separate from the Growth Plan Vision) | 2017/18 | The Board identified the need to create a unified vision for the Capital Region in its 2014-2018 Strategic Plan.  
“The Board develops a strong, long term vision for the whole region based on the desires and dreams of the region’s municipalities and citizens.” | $150,000 (reduced by $300,000) | 1 |
| B    | CRB-2017/18-6 | Board Initiatives | A fund used for Board initiatives as they arise. | 2017/18 | Projects arise from Board decisions. This contingency fund allows those projects to proceed, with Board approval. | $100,000 (previous Board initiatives budget: $200,000) | 2 |

**Subtotal** | $300,000

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<tbody>
<tr>
<td>B</td>
<td>AMC-2017/18-1</td>
<td>General Advocacy and Communications</td>
<td>GR: Continuation of Value Add campaign and government relations.</td>
<td>2017/18</td>
<td>Materials to support outreach activities: Advocacy retreats and consultation, particularly to inform New Board.</td>
<td>$15,000</td>
<td>4</td>
</tr>
<tr>
<td>B</td>
<td>AMC-2017/18-2</td>
<td>Energy Corridors</td>
<td>Advocacy and Implementation.</td>
<td>2017/18</td>
<td>Forum and advocacy.</td>
<td>$25,000</td>
<td>4</td>
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<tr>
<td>B</td>
<td>SI-2017/18-1</td>
<td>2016 Growth Plan Implementation Tool Kit and Education Sessions</td>
<td>Update existing Toolkit to support the interpretation, and implementation of specific policies within the Growth Plan.</td>
<td>2017/18</td>
<td>The success of the GP and the achievement of the Plan Outcomes depend on providing Municipalities different learning tools and resources to support Implementation.</td>
<td>$20,000</td>
<td>3</td>
</tr>
<tr>
<td>B</td>
<td>SI-2017/18-2</td>
<td>Revisiting the Model For Growth in the Region</td>
<td>To explore other business models other than land as the currency for growth to manage growth between municipalities.</td>
<td>2017/18</td>
<td>Opportunity for the Board to consider alternatives to the current model that may be less contentious in nature.</td>
<td>$100,000</td>
<td>2</td>
</tr>
</tbody>
</table>
| B | SI-2017/18-3  | Regional Economic Competitive Analysis | Pursue further economic development initiatives to understand the employment base of the region, which may include:  
  a. Analysis of the region’s major economic clusters and the structure and location of the region’s major industries; and  
  b. A labour market profile to identify labour gaps, talent deficits and strategies to attract and retain a skilled workforce. | 2017/18 | To understand the employment base of the region. | $100,000 | 4 |
| | | | | | Subtotal: | $40,000 |
| | | | | | | |
| B | GPF-2017/18-2 | Board Governance Structure Review | A review of the Governance Structure upon completion and approval of the Growth Plan. | 2017/18 | Upon approval of the Growth Plan, it may be beneficial to review and restructure Governance in order to best achieve the outcomes defined in the Capital Region Growth Plan. | $10,000 | 2 |
| | | | | | Subtotal: | $10,000 |
| B | HC-2017/18-1 | Regional Housing Plan | Phase 4 of Sub-Regional Planning Framework:  
The purpose of this project is to develop a regional housing plan; determining its format, prioritization criteria, targets and KPIs to monitor. The regional plan will consolidate sub-regional plans to identify regional housing priorities. | 2017/18 | Ongoing implementation of the Sub-Regional Planning Framework as approved by the Board in 2015. Report Evaluation and Adjustment to be approved annually after completion. | $130,000 | 2 |
<p>| | | | | | Subtotal: | $220,000 |</p>
<table>
<thead>
<tr>
<th>B</th>
<th>HC-2017/18-2</th>
<th>Our Affordable Future: Implementation</th>
<th>Phase 2 of Our Affordable Future: The purpose of the project is to identify priority actions to be carried out by CRB to support implementation.</th>
<th>2017/18</th>
<th>Ongoing implementation of the Our Affordable Future report in 2012.</th>
<th>$35,000 (annually)</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>HC-2017/18-3</td>
<td>Marketing and Awareness Strategy</td>
<td>Develop and implement strategy to challenge misconceptions and promote the individual, community and wider societal benefits of non-market and market affordable housing as being integral to the future and prosperity of the Capital Region.</td>
<td>2017/18</td>
<td>Identified as future work in the 2010 Capital Region Board Housing Plan. Review implementation of the Our Affordable Future Marketing &amp; Communications Program presented in 2012.</td>
<td>$127,000</td>
<td>4</td>
</tr>
<tr>
<td>B</td>
<td>LUP-2017/18-1</td>
<td>Recreation/Open Space/Wildlife Corridors Study</td>
<td>Review the definitions in the Growth Plan; inventory existing corridors; develop framework for future regional master plan; and identify criteria for prioritizing missing linkages.</td>
<td>April 2017</td>
<td>Identified as future work in the December 2009 Addendum of the Growth Plan.</td>
<td>$200,000</td>
<td>2</td>
</tr>
<tr>
<td>B</td>
<td>LUP-2017/18-2</td>
<td>Sustainable Development Index – Target Setting</td>
<td>Develop an index to understand the effectiveness of the implementation of the GP through achievement of targets.</td>
<td>April 2017</td>
<td>Building upon the baseline measures established in Growth Plan, develop targets to strive for and measure our progress towards a sustainable region.</td>
<td>$50,000</td>
<td>2</td>
</tr>
<tr>
<td>B</td>
<td>TC-2017/18-1</td>
<td>Regional Transit Governance</td>
<td>Building on the 2014 Transit Governance Report and outcome of the Edmonton/St. Albert integrated transit study, review the options for implementing a regional intermunicipal commuter transit system.</td>
<td>April 2017</td>
<td>Ongoing implementation of the Intermunicipal Transit Plan and IRTMP.</td>
<td>$100,000</td>
<td>2</td>
</tr>
<tr>
<td>B</td>
<td>TC-2017/18-2</td>
<td>Regional HOV – Phase 2</td>
<td>Following on the results of the 2016 HOV Study, review the next step in moving forward with HOV in the Region, including selecting a corridor for a pilot study.</td>
<td>April 2017</td>
<td>Ongoing implementation of Intermunicipal Transit Plan as per Board Mandate.</td>
<td>$125,000</td>
<td>2</td>
</tr>
<tr>
<td>B</td>
<td>TC-2017/18-3</td>
<td>Specialized Transit Cost Benefit Analysis</td>
<td>Following completion of the needs assessments throughout the region, this study will provide the Board with an understanding of the costs and benefits of providing specialized transit to meet the needs of the Region.</td>
<td>April 2017</td>
<td>Ongoing implementation of Intermunicipal Transit Plan as per Board Mandate.</td>
<td>$125,000</td>
<td>2</td>
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Subtotal: $292,000

Subtotal: $250,000

Subtotal: $350,000

Committee Meeting: November 24, 2016
Governance, Priorities & Finance Committee
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## Capital Region Board
### 2017/18 Draft “B” List Projects

#### Operational

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</table>

Subtotal $50,000

Committee workplan subtotal: $1,512,000
Operational subtotal: $50,000
Total: $1,562,000
Policy G023 - Pay-to-Participate

Recommended Motion
That the Governance, Priorities & Finance Committee recommend Policy G023 to the Capital Region Board for approval.

Background
The Capital Region Board has established a consistent approach and philosophy for the development, review and approval of policies and has chosen to pursue the development of new policies as the Board examines new collaborative opportunities.

- At the October 8, 2015 Board meeting the Board passed the following motion:

  That a “Pay to Participate Policy” be proposed by Administration to the Governance, Priorities & Finance Committee and subsequently to the Board in 2016 as a possible enabler for Board-endorsed matters.

- On November 6, 2015, there was discussion with the CAO Advisory Committee regarding the development of a Pay-to-Participate policy for the Capital Region Board. At that time, discussion focused on developing a mechanism that could encourage collaboration among fewer than 24 members, but still within the CRB framework. After the meeting concluded a briefing note was sent to member CAOs for further review and comment.

- Based on comments received, a policy was drafted and amended for further discussion.

- On June 9, 2016, The Capital Region Board accepted the policy for review, with comments to be provided back to CRB administration.

- On September 22, 2016, the Governance, Priorities & Finance Committee received the feedback and directed administration to redraft the policy and bring back a recommendation to the committee no later than November 24, 2016.

- After budget discussion at the November Board meeting it was recommended that the Pay-to-Participate policy be expedited to come to the Board sooner than the planned Q1, 2017.

- Member inputs received to date vary from supporting to non-supportive of this policy. All feedback is provided in Attachment 2.

- A legal opinion on the viability of this policy vs. the intent of the CRB Regulation is also included in Attachment 3. It is suggested that the policy may conflict with Board mandate and as such, there is a requirement to ask for a Regulation amendment to affect this policy as resources may be used for projects that fall outside the CRB mandate.

Rationale
The current governance model for the CRB only enables a Board action through the adoption of the Motion by the Board’s double majority voting structure. If adopted by the Board, a motion is binding on all Members. If a Motion fails, that too is binding on the Members. It is all or nothing. The development of a Pay-to-Participate
policy could help encourage independent intra-regional collaboration while ensuring alignment with CRB planning documents.

Upon receiving legal advice, there is potential for this policy to be challenged by the Province and by other Board members as not fitting within the Board’s mandate and thus a change to the regulation will need to occur as to ensure that a Pay-to-Participate project is not challenged by the Province or by a Board member.

**Attachments:**

1. Policy G023 – Pay-to-Participate Clean
2. Policy G023 – Pay-to-Participate Track Changes
3. Municipal Feedback
4. Legal opinion
PURPOSE

To promote greater regional collaboration by establishing a pay-to-participate policy for projects amongst self-selected Capital Region Board members, and funded only by those participating member municipalities.

POLICY

The Capital Region Board (CRB) shall maintain a pay-to-participate policy that shall encourage willing members to participate in and pay for identified selected regional initiatives, without having the cost of those initiatives borne by those who choose to be non-participating members for this particular initiative, nor having any impact on the Board’s core operating budget.

While any number of regional and/or sub regional pay-to-participate initiatives may be undertaken by any municipalities (as is done today) this policy shall only apply to such new initiatives that the Board chooses to have oversight or fits with the Board Mandate.

PRINCIPLES

Initiatives realized through a pay-to-participate project charter shall be:

1. Finite, with a defined goal and objectives, and timeline,
2. Complementary to items mandated through the Capital Region Board Regulation,
3. In alignment with The Capital Region Board’s Growth Plan,
4. Amendable to add or remove participating municipalities as the scope and scale of the initiative changes,
5. Scalable in scope to evolve as the region grows,
6. Reported to the Board on a regular basis, for information, or for possible next step endorsement,
7. Acted upon in good faith,
GUIDELINES

1. Core projects resulting from the Capital Region Board mandate and Regulation shall be exempt from pay-to-participate consideration and shall be funded from the Capital Region Board’s approved budget. These core projects include The Capital Region Growth Plan, Geographic Information Systems (GIS), Regional Land Use and Infrastructure, Regional Evaluation Framework (REF), Multi use Corridors and other initiatives as designated by the Board.

2. Approved projects for pay-to-participate shall have a Project Charter approved by the group of participating municipalities and subsequently by the Board.

3. Pay-to-participate projects shall be initially incubated by Capital Region Board administration and funded by willing municipalities on a per project basis.

4. Cost for administrating pay-to-participate projects shall be included in the overall costing of pay-to-participate projects.

5. Pay-to-participate projects shall use a consistent Project Charter template with criteria to determine membership, funding formula, and reporting frequency. The project charter shall include, at a minimum, governance, goals, objectives, obligations of participating municipalities, and a process for municipalities to opt-in or opt-out as applicable.

6. Pay-to-participate projects shall be able to access other Board functions such as advocacy, support for grant funding,

7. Approved projects will be project managed by the municipalities working on the pay-to-participate project and not by the Capital Region Board.

PROCESS

To determine a pay to participate project;

1. Municipalities wishing to engage in a pay-to-participate project must prepare a standard CRB project charter and submit it to the CRB.

2. At a Capital Region Board meeting, the participating municipalities will present the project to the CRB membership.

3. The CRB membership will have 30 calendar days to review the project charter.

4. At a subsequent Board meeting, the CRB shall vote on a motion proposing to the Board that it support the pay-to-participate project.

5. If the CRB approves a motion to support a pay-to-participate project, the CRB shall amend its business plan if necessary.
### Revisions

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<th>Date</th>
<th>Status</th>
<th>Comments</th>
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PURPOSE

To promote greater regional collaboration by establishing a pay-to-participate policy for projects amongst self-selected Capital Region Board members, and funded only by those participating member municipalities.

POLICY

The Capital Region Board (CRB) shall maintain a pay-to-participate policy that shall encourage willing members to participate in and pay for identified regional initiatives, without having the cost of those initiatives borne by those who choose to be non-participating members, nor having any impact on the Board’s core operating budget.

While any number of regional and/or partially pay-to-participate initiatives may be undertaken by any municipalities (as is done today) this policy shall only apply to such new initiatives that the Board shall have oversight or fits with the Board Mandate.

PRINCIPLES

Initiatives realized through a pay-to-participate project charter shall be:

1. Finite, with a defined goal and objectives, and timeline,

2. Complementary to items mandated through the Capital Region Board Regulation,

3. In alignment with The Capital Region Board’s Growth Plan,

4. Amendable to add or remove participating municipalities as the scope and scale of the initiative changes,

5. Scalable in scope to evolve as the region grows,

6. Reported to the Board on a regular basis, for information, or for possible next step endorsement.
GUIDELINES

1. Core projects resulting from the Capital Region Board mandate and Regulation shall be exempt from pay-to-participate consideration and shall be funded from the Capital Region Board’s approved budget. These core projects include The Capital Region Growth Plan, and work arising from the Growth Plan, Geographic Information Systems (GIS), Regional Housing, Regional Transit, Regional Land Use and Infrastructure, Regional Evaluation Framework (REF), Multi use Corridors Planning of Transportation, and other initiatives as designated by the Board.

2. Projects identified as being pay-to-participate shall align with the Capital Region Board mandate, Growth Plan, and its objectives.

3. Approved projects for pay-to-participate shall have a Project Charter approved by the group of participating municipalities and subsequently by the Board.

4. Pay-to-participate projects shall be initially facilitated by Capital Region Board administration and funded by willing municipalities on a per project basis.

5. Cost for administrating pay-to-participate projects shall be included in the overall costing of pay-to-participate projects.

6. Pay-to-participate projects shall use a consistent Project Charter template with criteria to determine membership, funding formula, and reporting frequency. The project charter shall include, at a minimum, governance, goals, objectives, obligations of participating municipalities, and a process for municipalities to opt-in or opt-out as applicable.

7. A member municipality wishing to participate but unable to pay to participate may be allowed to participate in the initiative if 100% of other participating municipalities agree to cover the cost of that municipality.

8. Pay-to-participate projects shall be able to access other Board functions such as advocacy, support for grant funding.

9. Approved projects will be project managed by the municipalities working on the pay-to-participate project and not by the Capital Region Board.

PROCESS

To determine a pay to participate project;

1. Municipalities wishing to engage in a pay-to-participate project must fill out a standard CRB project charter and submit it to the CRB.
2. At a Capital Region Board meeting, the participating municipalities will present the project to the CRB membership.

3. The CRB membership will have 30 calendar days to review the project charter.

4. At the next subsequent Board meeting, the CRB shall vote on a motion proposing to the Board that it support the pay-to-participate project.

4.5. If the CRB approves a motion to support a pay-to-participate project, then the CRB shall amend its business plan if necessary.

5. This business plan will be proposed to GPF to review and ultimately recommend to the Board for review.

Nolan Crouse, Board Chair

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September 6, 2016

Mr. Malcolm Bruce, CEO  
Capital Region Board  
1100 Bell Tower, 10104-103 Avenue  
Edmonton, Alberta  
T5J 0H8

Dear Mr. Bruce:

Subject: Pay-to-Participate Policy G023 Feedback

Parkland County appreciates the opportunity to provide feedback on the Capital Region Board ("CRB") draft Pay-to-Participate Policy G023. The CRB has facilitated positive interactions around land use planning in the region and we would continue to support the use of the CRB relative to land use planning in the Metro Region.

While this policy attempts to promote greater regional collaboration for projects among self-selected CRB members on a voluntary basis, we believe some aspects of the policy may overreach the mandate of the CRB, or would need further discussion to quantify the expected outcome of the policy.

We believe this policy is ambiguous and requires clarity and/or revision in the following instances:

1. The policy indicates that pay-to-participate projects must be funded 100% by the participating municipalities and not have an impact on the CRB’s operating budget. The only apparent advantage of conducting a project under this policy is the access to CRB functions such as advocacy and support for grant funding.

   Response: With participating municipalities being solely responsible and accountable for the pay-to-participate projects, and CRB involvement in these projects being limited, a question remains regarding the CRB’s need for involvement in municipalities pay-to-participate projects.

2. The policy recognizes a number of regional or sub-regional initiatives are already exist today so the policy only applies to new initiatives that the CRB legitimately has oversight on or fits their mandate. The policy does not provide a mechanism to resolve disputes regarding projects that would be within or outside of CRB oversight or mandate.
Response: Parkland County believes some present CRB activities are outside of their oversight or mandate, so this policy needs to provide a mechanism to resolve disputes when participating municipalities and the CRB do not agree on whether a project is within CRB oversight or mandate or is a regional or a sub-regional project without CRB involvement.

3. Policy Principles 1 and 5 are used to determine a pay-to-participate project under the policy and they contradict one another. Principle 1 indicates the project must be finite, with defined goals and objectives, and Principle 5 indicates the project must be scalable in scope to evolve as the region grows.

Response: Parkland County recommends Principle 5 be removed from the policy as the terms “finite” and “scalable” cannot exist together since one suggests a specific ending and the other implies ongoing processes to address anticipated future changes.

4. The policy guidelines exempt core projects resulting from the CRB mandate and regulation from the policy. The guidelines go on to list the specific core projects the CRB deems within their mandate and regulation and allows the Board to include other initiatives in the future.

Response: The policy ought to provide a definition for core projects rather than list them since core projects will change over time as Parkland County believes some listed core projects are already outside the mandate or regulation of the CRB.

5. Policy Guideline 7 provides for a municipality who is unable to pay their share of the project costs to participate in a project if 100% if the other participating municipalities agree to cover the project cost for that municipality.

Response: Parkland County recommends Guideline 7 be removed from the policy as it creates a question about the fairness and equity of project costs between municipalities when the actual issue is the ongoing viability of a municipality when they cannot afford to pay their share of the project costs.

6. Policy Process 6 indicates the business plan will be proposed to GPF to review and ultimately recommend to the CRB for review.

Response: The policy should indicate actual name of the body before an acumen is used so everyone will understand what the acumen means.

Thank you once again for the opportunity to provide comments on the draft Pay-to-Participate policy and considering Parkland County’s input. We look forward to our continued work with the Capital Region Board.

Best regards,

M.A. (Mike) Heck, MBA, AGDM
Chief Administrative Officer
Hi Malcolm,

I’m just here with Mayor Rasch putting together our response. Apologies for the delay and hope our comments are not too late for consideration:

Key concerns:

We understand that CRB is mandated by the province and the regulations and the budget has recently been reduced, however, our concern is that the budget will continue to be reduced and eventually, everything may be “pay to participate” even core matters.

The new MGA encourages municipalities to collaborate therefore if municipalities wish to work together on projects they can do so without CRB, (they may wish to invite relevant other parties to join them)

Our other concerns is that a pay to participate policy will create a division amongst the have mores/have less communities, however if CRB does go down the pay to participate route, we think it only fair that the pay to participate template be provided and approved by all parties prior to/in conjunction with adoption of the pay to participate policy. How can municipalities vote on a policy if they don’t know what it will potentially cost them.

Municipal budgeting timelines would need to be considered when pay to participate projects are put forward.

Summary:
Our overall feeling is that it creates a division and exit strategy for communities not to work together, and will eventually erode the fabric of collaboration and undermine the direction of the M.G.A. and what C.R.B. has achieved to date.

Looking forward to the discussions

Best Regards,

Mayor Rasch and C.A.O. Burke
Good morning Malcolm,

Thank you for for your work on drafting this policy. There is potential for a Pay-to-Participate policy to be helpful in advancing certain type of projects.

To ensure that this policy is best positioned to accomplish the intent behind its creation, it is important to distinguish between a few different general categories of regional projects. There is a spectrum of project types that can be undertaken regionally or inter-municipally:

a. Core Projects: Occur within the mandate of the CRB, include all members, and are funded by the CRB;

b. External Projects: Occur outside the mandate of the CRB with some combination of members/non-members and varied funding mechanisms;

c. In Between Projects: Occur within the mandate of the CRB, include a subset of members, and are funded by the participating members and/or from CRB funding.

When this policy was being advanced through the Board, it was anticipated that the policy could help address the “in-between” projects as outlined in point 'c' above. These projects would still have a close connection to the mandate of the Board, but not necessarily impacting all members to the extent that the Board would be willing to consider providing funding. An example of where this would be most useful is a project that is within the mandate of the Board, has support from some members but not enough to support using Board funds.

What is included in the draft policy seems to attempt to capture projects that could occur outside of the CRB. This policy outlines a process by which projects that could occur outside the CRB would become aligned with the CRB, thereby providing a mechanism to capture External Projects ‘b’.

If this is the case, then this process doesn't seem to add significant benefit to the pay-to-participate municipalities who already have decided to do this project, beyond the added advocacy weight of a project being aligned with the CRB. Currently any municipality can enter into an agreement with one or more municipalities to complete a project, which could be done at the cost of the municipalities doing the project. This Policy, if approved and applied to
those projects, would add an additional level of administrative requirements with limited benefits and certainly no Board funding.

If this policy is meant to address “In Between” projects 'c', we believe significant changes are needed to better capture those nuances.

As the CRB transitions into an environment where project funding likely becomes more member-supported than funded by annual grants, a scenario where an increasing number of projects fit into the “In Between” category 'c' can be expected. That is why the positive outcome of this policy is important.

We look forward to further reviewing this with yourself and the Board in the future.

Thanks,
Linda
Hi Malcolm,

Thank you for the opportunity to provide feedback about this policy. Below are comments about the policy on behalf of Strathcona County.

- Overall Strathcona County likes the philosophy of pay-to-participate and agrees that this policy would allow for an additional mechanism to initiate relevant projects.
- We do not agree with item #7 in the guidelines. If a member municipality is going to participate in the project they should make a funding contribution appropriate for their municipality, based on the current per capita funding formula. Members contributing to the project demonstrate a vested interest and by doing so they have an opportunity to be part of the decision making process of the project.
- There needs to be additional clarity about the role of CRB administration. In item #4 in the guidelines states that projects will initially be facilitated by CRB administration. However, in item #9 it states that the ‘project will be managed by the municipalities working on the pay-to-participate project and not by the Capital Region Board’. We believe that CRB should continue to have a facilitating role going forward, although perhaps at a lesser degree. One of the strengths of CRB administration is the important facilitation role that they play. Without CRB administration continuing to be at the table, the purpose and benefits of having any pay-to-participate projects via the CRB diminish and member municipalities may choose to implement projects completely independent of the CRB.

Please let me know if you have any questions.

Thanks,

Marnie Lee
Strategist
Corporate Planning & Intergovernmental Affairs
Strathcona County
2001 Sherwood Drive
Sherwood Park, AB T8A 3W7
Phone: 780-410-8556
Cell: 587-337-7682
Marnie.Lee@strathcona.ca
www.strathcona.ca
August 25, 2016

Attention: Malcom Bruce
Capital Region Board
#1100 Bell Tower
10104 103 Avenue
Edmonton, AB
T5J 0H8

RE: Capital Region Board – Pay to Participate Policy G023

Dear Mr. Bruce;

We have reviewed the Pay to Participate Policy #G023 and have the following comments and questions for your review and for distribution to CRB members:

- Our understanding is that the current governance model for the CRB only enables a Board action through the adoption of the Motion by the Board’s double majority voting structure. If adopted by the Board, a motion is binding on all Members. If a Motion fails, that too is binding on the Members. It is all or nothing. The development of a Pay-to-Participate policy could help encourage independent intra-regional collaboration while ensuring alignment with CRB planning documents. Is this correct?
- How does the Board differentiate between the type of projects currently being undertaken by member municipalities and the type the Board wishes to have oversight on? It is unclear line between the two. For example, Economic Development and the report being commissioned by the Cities.
- This initiative and Policy risks creating a multi-tired Capital Region Board.
- While the double majority structure of the CRB as currently composed can be cumbersome to administer, a multi-tired Board will serve only to highlight regional differences instead of working to create a functional region.
• The policy as written appears to be in conflict with the interests of the entire Board as a Pay to Participate Project is a direct benefit to only those paying. However, the information needs to be shared with the entire Board to ensure best practice application within all future projects at the benefit of the entire Board.
• The formation of the Board was accompanied by the mandate to guide the region, and its member municipalities, to develop a long term integrated management plan, to support economic growth, and which paid particular attention to the economic, social, and environmental impacts on all residents in the region. This Policy would not support the mandate of the Board.
• In its own literature, Board Administration notes that “the success of the [Capital Region Board and the] Growth Plan will be measured by the effectiveness of our policies and working together to manage growth of our development footprint, strategic infrastructure, and the environmental impact. This initiative, as drafted, runs counter to the mandate of the Board.
• The use of CRB Administration time and resources in addition to Advocacy Committee to facilitate grants and other Administrative functions in support of pay to participate projects would not be to the benefit of the entire Board, therefore would be an inefficient use of time and resources thereby reducing the capacity of Board resources to Board members.
• Is there a conflict in the process timing for approval of policy and/or business plan for Pay to Participate projects?

Sincerely,

Randolph J Boyd

Randolph Boyd, Mayor

cc Nolan Crouse
PURPOSE
To promote greater regional collaboration by establishing a pay-to-participate policy for projects amongst self selected Capital Region Board members, and funded only by those participating member municipalities.

POLICY
The Capital Region Board (CRB) shall maintain a pay-to-participate policy that shall encourage willing members to participate in and pay for identified regional initiatives, without having the cost of those initiatives borne by non-participating members of the Board, nor having any impact on the Board’s core operating budget.

While any number of regional or sub-regional pay-to-participate initiatives may be undertaken by any municipalities (as is done today) this policy shall only apply to such new initiatives that the Board legitimately shall have oversight on or fits with the Board Mandate.

PRINCIPLES
Initiatives realized through a pay-to-participate project charter shall be:
1. Finite, with a defined goal and objectives, With it also have a specific timeline?
2. Aligns with The Capital Region Board’s Growth Plan, Points # 2 / 4/ 8 could possibly be grouped under 1 haeding?
3. Amendable to add or remove participating municipalities as the scope and scale of the initiative changes, Would it only require majority support?
4. Complementary to items mandated through Capital Region Board Regulation.
5. Scalable in scope to evolve as the region grows,
6. Reported to the Board on a regular basis, for information, or for possible next step endorsement
7. Acted upon in good faith,
8. In alignment with other Capital Region Board initiatives.

GUIDELINES
1. Core projects resulting from the Capital Region Board mandate and Regulation shall be exempt from pay-to-participate consideration and shall be funded from the Capital Region Board’s approved budget. These core projects include The Capital Region Growth Plan and work arising from the Growth Plan, Geographic Information Systems (GIS), Regional Housing, Regional Transit, Regional Land Use, Planning of Transportation, and other initiatives as designated by the Board.
2. Projects identified as being pay-to-participate shall align with the Capital Region Board mandate, Growth Plan, and its objectives.
3. Approved projects for pay-to-participate shall have a Project Charter approved by the group of participating municipalities. **Would it be approved at a CRB Meeting?**
4. Pay-to-participate projects shall be initially facilitated by Capital Region Board administration and funded by willing municipalities on a per project basis.
5. Cost for administering pay-to-participate projects shall be included in the overall costing of pay-to-participate projects. **How will this be determined?**
6. Pay-to-participate projects shall use a consistent Project Charter template with criteria to determine membership, funding, and reporting. The project charter shall, at a minimum, include governance, goals, objectives, obligations of participating municipalities, and a process for municipalities to opt-in or opt-out as applicable.
7. A member municipality wishing to participate but unable to pay to participate may be allowed to participate in the initiative if 100% of other participating municipalities agree to cover the cost of that municipality.
8. Pay-to-participate projects shall be able to access other Board functions such as advocacy, support for grant funding. **Would there be a cost associated with this?**
9. Approved projects will be project managed by the municipalities working on the pay-to-participate project and not by the Capital Region Board.

**PROCESS**

To determine a pay to participate project;

1. Municipalities wishing to engage in a pay-to-participate project must fill out a standard CRB project charter and submit it to the CRB.
2. At a Capital Region Board meeting, the participating municipalities will present the project to the CRB membership.
3. The CRB membership will have 30 calendar days to review the project charter.
4. At the next Board meeting, the CRB shall vote on a motion that the CRB support the pay-to-participate project. **What support other than Advocacy would be provided by the CRB?**
5. If the CRB approves a motion to support a pay-to-participate project then the CRB shall amend its business plan if necessary. **In what instances would the CBR Business Plan be amended if it’s not a CRB project?**
6. This business plan will be proposed to GPF to review and ultimately recommend to the Board for review. **Why would the CRB need to approve the Business Plan if they have already approved the Project Charter? Shouldn’t the Business Plan only need to be approved by the participating communities?**
August 17, 2016

Mr. Nolan Crouse, Chair
Capital Region Board
10104 - 103 Avenue, Unit 1100
Edmonton, AB T5J 0H8

Dear Mr. Crouse:

Re: Proposed Pay-to-Play Policy

The City of Leduc has reviewed the CRB's proposed Pay-to-Play policy. While supportive of collaborative pursuits and certainly the intent of this policy, the City does not believe it will prove to be an effective mechanism toward that end. It is unclear how subjecting finite, self-funded projects to wider regional scrutiny would provide additional benefit. Costs increases and time delays can logically be assumed to support administrative or board reviews and address administrative fees.

Further, the policy specifies that only initiatives over which the board legitimately has oversight of or that fits with the board's mandate are affected by the policy and notes that projects shall align with the mandate, growth plan and its objectives. This seems to narrow the scope considerably when the overall intent is to encourage members to collaborate on regional initiatives. It makes one question the necessity for this policy in the first place and the effectiveness should it come into force.

The City of Leduc has a long history of collaboration within the Leduc Region and it did not come as a result of policy. It must be founded on respect and fostered by relationships so that when a reason or benefit to collaboration presents itself, you are in the best position to capitalize on it.

The CRB is to be commended for its continued work as champions of collaboration. It's no small task with the number of municipalities and complexities involved. However, the City of Leduc believes the CRB can be most effective, especially with recent financial constraints, if the focus remains on serving the greater region.

Sincerely,

Greg Krischke
Mayor
August 15, 2016

Malcolm Bruce  
Chief Executive Officer  
Capital Region Board  
#1100 Bell Tower, 10104 — 103 Avenue  
Edmonton, Alberta  
T5J 0H8

Email to: mbruce@capitalregionboard.ab.ca

Subject: Feedback on Policy G-023

Mr. Bruce:

Thank you for the opportunity to provide comment on the proposed Pay-to-Participate Policy (Policy G023) prior to the October 13, 2016 Capital Region Board meeting.

Sturgeon County believes the overall desired outcome of the Pay-to-Participate Policy is to ensure that there is a mechanism that collaborative regional initiatives and opportunities are not lost, and that if such an opportunity makes sense to fit within the Capital Region Board’s core business, that discussion occurs at a regional level.

To achieve this outcome, Sturgeon County is not convinced the proposed Pay-to-Participate Policy is the best option as the policy could lead to a misinterpretation of roles and responsibilities amongst member municipalities and the Capital Region Board.

Alternatively, we would suggest a process could be incorporated into the CRB whereby member municipalities have the ability to share information with other members regarding initiatives they are undertaking, and if there are interested parties who would be willing to partner on such an initiative. This would entail the facilitation of ‘information-sharing’ by the CRB, but actual initiation of the project would occur outside of the CRB and with the individual partner municipalities.

However, should participating member municipalities in a collaborative initiative believe there is an opportunity to expand the scope of the initiative to become part of the CRB’s annual work plan of regional significance, a ‘project charter’ could be made to the entire Board membership, whereby at that point in time, a funding model would be a mandatory component.

To visualize how such a process would look to achieve this desired outcome, please refer to the graphic below.
We would add that if the policy provided some concrete examples of what types of projects would be considered under this policy, more clarity could be brought to it. We look forward to discussing the Pay-to-Participate policy in coming weeks, and remain open to the best possible solution to achieve the desired outcome.

Best Regards,

Tom Flynn  
Mayor, Sturgeon County

cc.  Leslie Chivers (lchivers@capitalregionboard.ab.ca)  
      Sturgeon County Council  
      Peter Tarnawsky (ptarnawsky@sturgeoncounty.ca)
Malcolm my only comment on the draft Pay-to-Participate policy is that Guideline 2 seems to me to be redundant as this was essentially stated in the principles.

Regards

Chris J
Hi Malcolm,

I just had a couple comments.

1. It states that the willing will pay, but not based on any formula. (unless I missed that somewhere).
2. I think that if the pay to play participants move forward on a project and have success which prompts others to want to get involved or join, there needs to be a future buy-in clause. I think there has to be an advantage to get in the game at the early stages and not let everyone else do the heavy lifting.
3. There has to be fairness about which projects are considered Pay to Play. For example, the seniors assisted transit had really only benefits for the rural areas but we all paid for it. I would find it difficult to say now that moving the governance for the transit model to a pay to play would be unfair. I think it is going to be difficult to judge which projects should move to pay to play to keep it fair.
4. If it’s pay to play in any form, then the per diems must be eliminated for ALL board and committee meetings.

In your report, I think you have to be clear that this is somewhat on the lines of what the Metro Mayor’s Alliance has been talking about, that in some instances having the right players at the table and those who are willing will be more focused on a quicker return.

Just my thoughts,
Gale
Malcolm

Here is my pay-to-participate input by August 26 as per your request; as per Board meeting
Policy G023 - Pay-to-Participate

Recommended Motion
That the Capital Region Board municipal members review draft Policy G023 – Pay-to-Participate and provide comments to administration no later than August 26, 2016, as recommended by the Governance, Priorities & Finance Committee.

Background

The Capital Region Board has established a consistent approach and philosophy for the development, review and approval of policies and has chosen to pursue the development of new policies as the Board examines new collaborative opportunities.

- At the October 8, 2015 Board meeting the Board passed the following motion:

  That a “Pay-to-Participate Policy” be proposed by Administration to the Governance, Priorities & Finance Committee and subsequently to the Board in 2016 as a possible enabler for Board-endorsed matters.

- On November 6, 2015, there was discussion with the CAO Advisory Committee regarding the development of a Pay-to-Participate policy for the Capital Region Board. At that time, discussion focused on developing a mechanism that could encourage collaboration among fewer than 24 members, but still within the CRB framework. After the meeting concluded a briefing note was sent to member CAOs for further review and comment.

- Based on comments received, a policy was drafted for review and to help encourage further discussion. Board members are being asked to submit their comments and feedback to CRB Administration no later than August 26, 2016.

- On May 26, 2016 the Governance, Priorities & Finance Committee recommended that the Capital Region Board municipal members review the draft policy and provide comments to CRB administration.

Timeline for review:

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<td>Governance, Priorities &amp; Finance review</td>
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<td>Board membership review</td>
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<td>Q3-Q4 2016</td>
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<td>Governance, Priorities &amp; Finance review of revision and recommendation</td>
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Rationale

The current governance model for the CRB only enables a Board action through the adoption of the Motion by the Board’s double majority voting structure. If adopted by the Board, a motion is binding on all Members. If a Motion fails, that too is binding on the Members. It is all or nothing. The development of a Pay-to-Participate policy could help encourage independent intra-regional collaboration while ensuring alignment with CRB planning documents.

Attachments:

1. Policy G023 – Pay-to-Participate
PURPOSE

To promote greater regional collaboration by establishing a pay-to-participate policy for projects amongst self-selected Capital Region Board members, and funded only by those participating member municipalities.

POLICY

The Capital Region Board (CRB) shall maintain a pay-to-participate policy that shall encourage willing members to participate in and pay for identified regional initiatives, without having the cost of those initiatives borne by non-participating members of the Board, nor having any impact on the Board's core operating budget.

While any number of regional or sub-regional pay-to-participate initiatives may be undertaken by any municipalities (as is done today) this policy shall only apply to such new initiatives that the Board legitimately shall have oversight on or fits with the Board Mandate.

PRINCIPLES

Initiatives realized through a pay-to-participate project charter shall be:

1. Finite, with a defined goal and objectives,
2. Aligns with The Capital Region Board's Growth Plan,
3. Amendable to add or remove participating municipalities as the scope and scale of the initiative changes,
4. Complementary to items mandated through Capital Region Board Regulation.
5. Scalable in scope to evolve as the region grows,
6. Reported to the Board on a regular basis, for information, or for possible next step endorsement,
7. Acted upon in good faith,
8. In alignment with other Capital Region Board initiatives.
GUIDELINES

1. Core projects resulting from the Capital Region Board mandate and Regulation shall be exempt from pay-to-participate consideration and shall be funded from the Capital Region Board's approved budget. These core projects include The Capital Region Growth Plan and work arising from the Growth Plan, Geographic Information Systems (GIS), Regional Housing, Regional Transit, Regional Land Use, Planning of Transportation, and other initiatives as designated by the Board.

2. Projects identified as being pay-to-participate shall align with the Capital Region Board mandate, Growth Plan, and its objectives.

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5. Cost for administering pay-to-participate projects shall be included in the overall costing of pay-to-participate projects.

6. Pay-to-participate projects shall use a consistent Project Charter template with criteria to determine membership, funding, and reporting. The project charter shall, at a minimum, include governance, goals, objectives, obligations of participating municipalities, and a process for municipalities to opt-in or opt-out as applicable.

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8. Pay-to-participate projects shall be able to access other Board functions such as advocacy, support for grant funding.

9. Approved projects will be project managed by the municipalities working on the pay-to-participate project and not by the Capital Region Board.

PROCESS

To determine a pay to participate project;

1. Municipalities wishing to engage in a pay-to-participate project must fill out a standard CRB project charter and submit it to the CRB.

2. At a Capital Region Board meeting, the participating municipalities will present the project to the CRB membership.

3. The CRB membership will have 30 calendar days to review the project charter.
4. At the next Board meeting, the CRB shall vote on a motion to support the pay-to-participate project.

5. If the CRB approves a motion to support a pay-to-participate project, then the CRB shall amend its business plan if necessary.

6. This business plan will be proposed to GPF to review and ultimately recommend to the Board for review.

Nolan Crouse, Board Chair

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Hi Les
We have reviewed the draft RFD and Policy regarding Pay to Participate.
You had requested that we provide an opinion as to whether the proposed policy is consistent and compatible with the CRB regulation, together with any recommendations that we have.
The key consideration is whether the proposed policy is consistent with the Mandate of the CRB contained in section 3 of the CRB regulation.
Broadly speaking, the mandate focuses on three area: the Growth Plan (the preparation, making recommendations to the Minister regarding the preparation and implementation of the Growth Plan, and facilitating resolution of issues that arise during the preparation and implementation of the Plan), implementing policies for sharing of costs among the participating municipalities for regional projects of the Capital Region and carrying out other functions and duties as directed by the Minister. Capital Region is defined to be all of the lands within the boundaries of the participating municipalities.
We are concerned that the proposed policy is not consistent with the mandate of the Board as presently set out in the Capital Region Board Regulation.
Guideline number 1 in the proposed policy specifies that the Pay to Participate process shall not apply to core projects, which we interpret to be those which are addressed in the Growth Plan and therefore clearly fall within the mandate provided through the regulation.
We are of the opinion that the most likely interpretation of the provision in the mandate statement that refers to “policies for sharing of costs among the participating municipalities” is intended to refer to the implementation of the Plan, and not stand alone projects which do not form part of the Growth Plan. There is a lack of clarity around what exactly is intended by this provision, but in the context of the other statements in the Mandate, this seems the most likely.
If the Minister gave direction that this type of involvement by the CRB was a function of the CRB, then the policy would come within the scope of the Board’s mandate, but without that direction, it appears to us that it is not consistent with the mandate.
If the CRB does proceed with this policy, the risk that the CRB runs is a challenge to the use of CRB resources, primarily administration, for the incubation of such pay to participate projects. Such a challenge could come from the Province, or perhaps from a municipality who does not participate in such a project but objects to the use of CRB resources to move the project ahead.
I am happy to discuss this with you at your convenience.
Regards
Sheila

Sheila McNaughtan, Q.C. | Partner
Direct: 780.497.3362

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From: Leslie Chivers [mailto:lchivers@capitalregionboard.ab.ca]
Sent: Monday, November 14, 2016 3:01 PM
Capital Region Board Governance Manual

Recommended Motion

That the Governance, Priorities & Finance Committee recommend the Capital Region Board Governance Manual to the Capital Region Board for approval.

Background

- The Capital Region Board has a list of all approved Policies, approved Terms of References (TOR), the approved Governance Structure, and an approved Delegation of Authority.

- For clarity, these documents have been collected into a Governance Manual on Board Operations for Board members and Administration.

- Factors to consider:
  - Policies are updated once every four years and created as needed to fill policy gaps.
  - TORs are reviewed once every two years and created as needed.
  - Delegation of Authority should be part of the review process to ensure the committees are empowered to do work and make decisions.
  - Working Group TORs should be reviewed to ensure the working groups provide the maximum benefit to the Committees which they serve.

- The Governance Manual is a work in progress and will go to the Board for final approval in Q1 2017.

Attachment:

1. Capital Region Board Governance Manual
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THE CAPITAL REGION BOARD

The Region

The Edmonton Metropolitan Region is a collection of diverse communities, cooperating to bolster each other’s strengths, enhance connections and represent our strength to the world. Together, our communities form a complete and sustainably growing region, with something to suit every ambition.

The Edmonton Metropolitan Region surrounds Alberta’s provincial capital city, and includes Edmonton, the five counties that surround it, and four cities, 11 towns and three villages within those counties. The Region covers 11,993 square kilometers, accounts for 1.9% of Alberta’s land mass, 31.8% of Alberta’s population, with 725,000 jobs accounting for about 30% of provincial GDP.

In the 2011 Census, the Edmonton Metropolitan Region had a population of 1,159,869, making it the sixth largest Census Metropolitan Area (CMA) in Canada by population. It is projected to double in population in 30 years to 2.2 million people and 1.2 million people.

Who we are

The Capital Region Board is a non-profit corporation consisting of elected officials from the 24 member municipalities from within the Edmonton Metropolitan Region. The Capital Region Board was established in 2008, under Capital Region Board Regulation 38/2012 under the Municipal Government Act.

The participating municipalities are a diverse group of municipalities with one goal — working together to ensure the long-term economic prosperity and quality of life for all citizens of the Edmonton Metropolitan Region.

Our Board

Mayor Camille Berube, Town of Beaumont
Mayor Randolph Boyd, Town of Bon Accord
Mayor Karl Hauch, Town of Bruderheim
Mayor Wally Yachimetz, Town of Calmar
Mayor Stephen Lindop, Town of Devon
Mayor Don Iveson, City of Edmonton
Mayor Gale Katchur, City of Fort Saskatchewan
Councillor Louise Bauder, Town of Gibbons
Reeve Wayne Woldanski, Lamont County
Mayor Bill Skinner, Town of Lamont
Mayor Greg Krischke, City of Leduc
Mayor John Whaley, Leduc County
Mayor Carol Tremblay, Town of Legal
Mayor Lisa Holmes, Town of Morinville
Mayor Rodney Shaigec, Parkland County
Mayor Mel Smith, Town of Redwater
Mayor Nolan Crouse, City of St. Albert
Mayor Stuart Houston, City of Spruce Grove
Mayor William Choy, Town of Stony Plain
Mayor Roxanne Carr, Strathcona County
Mayor Tom Flynn, Sturgeon County
Mayor Barry Rasch, Village of Thorsby
Mayor Charlene Smylie, Village of Wabamun
Mayor Ralph van Assen, Village of Warburg
What we do

The Capital Region Board was created to provide a regional planning framework for the municipalities of the Edmonton Metropolitan Region to think strategically and to work together on priorities for growth; to ensure the Region achieves its full economic potential and the highest quality of life possible for residents. Its job is to prepare and implement a Capital Region Growth Plan with a focus on: Land Use, Intermunicipal Transit Services, Non-Market and Market-Affordable Housing and Geographic Information Services.

The Capital Region Growth Plan, *Growing Forward* was approved March 2010. The Board’s current focus is on the implementation and regular updating of that plan. The first update is scheduled to be complete in October 2016. The Board’s ongoing role is to continue to facilitate the regional cooperation and coordination to ensure a prosperous and sustainable future for the Edmonton Metropolitan Region. The Board has the authority to pursue work in areas beyond the current priority areas where there is regional interest to do so.

The Board has been granted the authority under Ministerial Order L:270/10 to approve Municipal Statutory plans and ensure the compliance with the Growth Plan, in accordance with the Regional Evaluation Framework (REF).

Governance Structure
Order of Authority

- Municipal Government Act
- Capital Region Board Regulation 38/2012
- Ministerial Order L:270/10
- Capital Region Board Growth Plan
- Regional Evaluation Framework
- Municipal Statutory Plans
Delegated Authorities

Board = Capital Region Board
GPF = Governance, Finance & Priorities Committee
AMC = Advocacy & Monitoring Committee
LUP = Land Use & Planning Committee
TC = Transit Committee
HC = Housing Committee
GPUTF = Growth Plan Update Task Force

Approve = To judge favorably for obligation and execution
Recommend = Give opinion of direction (usually to Board)
Receive = To acknowledge without further action
Accountable = Subject to the obligation and execution of direction

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<th>GPF</th>
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<td>Monitoring and evaluating Board performance (G017)</td>
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TERMS OF REFERENCE
Advocacy & Monitoring Committee

Background

This committee provides the leadership for monitoring and reporting of the Board’s progress towards its stated goals (Business and Strategic Plans, and Growth Plan), and making recommendations to the Board to improve its performance.

Mandate

Reporting to the Board, this committee’s mandate is to:

- Monitor and report on the Board’s progress as set out in its approved Business, Strategic and Growth plans
- Identify risks and issues that may be inhibiting the Board’s progress and propose solutions
- Identify emerging issues and opportunities to the Board
- Identify where changes are needed or enhancements can be applied to further reinforce the progress of the Board’s collective efforts
- Oversee, monitor and report on the Board’s progress in education, communications, advocacy and relationship building as set out in its approved advocacy and communications plan
  - Policy Advice - Formulate and recommend any positions and responses to provincial and federal issues (legislative, policy and program) affecting the CRB
  - Intergovernmental Relations and Advocacy - Inform and provide recommendations regarding legislative, policy and program issues and opportunities affecting the Board’s mandate and priorities to key federal and provincial government departments
- Participate in the annual performance review of the CRB CEO in conjunction with the Board Chair

Business and Budget Planning

On an annual basis, recommend a rolling four year business plan and budget for the committee and its task forces to the Governance, Priorities and Finance Committee for consideration in the Board’s annual business plan update.

Membership

This committee will consist of: the Board Chair, the Chairs from the standing Committees, the City of Edmonton, and a member at large. Membership will be reviewed by the Board every two years. No municipality shall have more than one voting representative on the committee at any time.
Leadership

At its first meeting, the committee will select its Chair and Vice-Chair from amongst its membership. At the end of a two year period, once the committee membership has been reviewed by the Board, the committee will also review and select its Chair and Vice-Chair. The Board Chair will not be eligible to Chair this committee.

Support/Resources

The CEO will support this Committee drawing upon CRB administration as required.

Meeting Frequency

The Committee will meet quarterly after a Board meeting or at the call of the Chair as warranted.

Authority

All meeting groups established by the Board are considered advisory bodies to the Board and therefore must, by a passed motion, provide recommendation(s) to the Board for decision.

Decision-Making

Decisions, recommendations and actions determined by this committee will be driven by the desired outcome to do what is in the best interest of the Capital Region. Only elected officials that are designated as voting members of the committee, or their designated alternate, may vote. Each member of the committee will represent their respective standing committees (standing committee Chairs) or the Board (Board Chair, member at large, and the City of Edmonton) and will have one vote.

All motions must be moved by a voting member. Motions require a majority of members in attendance to pass (50 percent plus one).

Quorum

Quorum is defined as 50 percent plus one of standing membership.

Dispute Resolution

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

Communications

The Chief Executive Officer will act as the single point of contact for all communications requests for the Board and will determine the appropriate level of response required. This may result in
responses being required from the Board Chair/Interim Chair, a committee or task force Chair, members, Board administration, or the Chief Executive Officer.

**Status of Meetings**

Committee meetings are open to the public including all members of the CRB (elected officials and their alternates), administrative representatives from all CRB member municipalities and members of the public. The committee may invite individuals from the Province, industry, the general public or other Board/committee members to participate in specific agenda items. Committee minutes are public records.

Section 602.08 (1) of the *Municipal Government Act* (MGA) states that the committee may close all or part of their 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*.

*All members (elected and administrative) attending the in camera session shall respect the confidentiality of the in camera items.*

**Reporting**

The committee is expected to provide the Board, through established communication channels and schedules, sage advice, descriptions and recommendations to resolve existing issues, status and progress as it relates to its mandate and expected deliverables.

**Meeting Agendas and Minutes**

All meeting agendas, minutes, reports, briefings and supporting documentation will be provided in an electronic format. In general, meeting agendas and pre-read materials, where available, will be provided at least one week in advance of a scheduled meeting.

The committee will include its meeting minutes with the next Board meeting agenda package.

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<th>Date</th>
<th>Status</th>
<th>Comments</th>
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<tr>
<td>May 25, 2015</td>
<td>Updated</td>
<td>Changed verbiage regarding membership due to the Regional Services Committee being disbanded and the Housing Task Force being made a Committee.</td>
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<tr>
<td>August 31, 2015</td>
<td>Revised</td>
<td>Incorporated input from Governance, Priorities and Finance Committee.</td>
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<tr>
<td>September 10, 2015</td>
<td>Approved</td>
<td>Approved by the Capital Region Board subject to a line being added in regards to Committee’s budget ability.</td>
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Governance, Priorities, & Finance Committee

Last Updated: May 8, 2014

Background

This committee provides the best collective and strategic advice to the Board in matters pertaining to Board governance, Board priorities and Board finances. In doing so, the committee would be expected to consult with Board members and leverage expertise from administration to provide the Board with timely advice related to the Board’s strategic agenda and the need for, and mandate of, proposed task forces.

Mandate

Reporting to the Board, this standing committee will be responsible for the following:

Business and Budget Planning

- Facilitate processes to develop a four year strategic plan, establish annual regional priorities and develop the rolling four year business plan and budget
- Recommend a four year rolling business plan and budget to the Board based on the Board’s strategic plan and input received from its members and standing committees
- Recommend the establishment of task forces to the Board as deemed necessary to fulfill the Board’s business plan

Monitoring and Audit

- Monitor and review the annual audit, and report to the Board regarding financial performance on a regular basis
- Facilitate the development of the Annual Report and other reporting requirements of the legislative/regulatory framework
- Meet with the Auditor independent of the administration at minimum on an annual basis

Policy Advice

- Recommend new/revised policies that will guide the CRB
- Assess current policies on a regular basis
- Recommend that the Board establish specific task forces that enable the CRB to get its business done, based in part on the advice received from the other standing committees
- Provide advice to the Board on governance issues
- Provide advice to guide the development of policy and procedures for the Board (i.e. corporate policy and by-laws)
- Recommend changes to the Board, committee and task force meeting procedures as deemed necessary and timely
- Support committees/task forces in fulfilling their mandates
Succession Planning

- Advice relative to the timing and process of selection of the Board Chair and Chief Executive Officer

Membership

This committee will consist of 10 members: Edmonton, two Cities, three Counties, three Towns and one Village as determined by the Board or as approved by the Board. Membership will be reviewed by the Board every two years.

Leadership

At its first meeting, the committee will select its Chair and Vice-Chair from amongst its membership. If there is a change in the committee’s membership, the committee should review and select its Chair and Vice-Chair.

At the end of a two year period, once the committee membership has been reviewed by the Board, the committee will also review and select its Chair and Vice-Chair.

Support/Resources

The CEO will support this committee drawing upon CRB administration as required.

The committees is supported by the Chief Executive Officer, Capital Region Board administration and consultant resources, and others as determined by its mandate and the Board’s approved business plan and budget. The Chief Executive Officer may establish an administrative working or advisory group as deemed necessary to support a committee project.

Meeting Frequency

This committee shall meet bi-monthly or at the call of the Chair as warranted.

Authority

All meeting groups established by the Board are considered advisory bodies to the Board and therefore must, by a passed motion, provide recommendation(s) to the Board for decision.

Ex-officio

Non-voting ex-officio: CRB Chair.

Whenever viable, Provincial and/or key stakeholder representatives will be invited to attend committee meetings as ex-officio members to contribute their expertise and knowledge towards a particular outcome.
Decision-Making

Decisions, recommendations and actions determined by this committee will be driven by the desired outcome to do what is in the best interest of the Capital 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.

All motions must be moved by a voting member. Motions require a majority of members in attendance to pass (50 percent plus one).

Quorum

Quorum is defined as 50 percent plus one of standing membership.

Dispute Resolution

The committee Chairs 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 applicable standing committee or Board for discussion and resolution.

Communications

The Chief Executive Officer will act as the single point of contact for all communications requests for the Board and will determine the appropriate level of response required. This may result in responses being required from the Board Chair/Interim Chair, a committee or task force Chair, members, Board, administration, or the Chief Executive Officer.

Status of Meetings

Committee meetings are open to the public, including all members of the CRB (elected officials and their alternates), administrative representatives from all CRB member municipalities and members of the public. The committee may invite individuals from the Province, industry, the general public or other Board/committee members to participate in specific agenda items. Committee minutes are public records.

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All members (elected and administrative) attending the in camera session shall respect the confidentiality of the in camera items.

Reporting

The committee is expected to provide the Board, through established communication channels and schedules, sage advice, descriptions and recommendations to resolve existing issues, status and progress as it relates to its mandate and expected deliverables.
Meeting Agendas and Minutes

All meeting agendas, minutes, reports, briefings and supporting documentation will be provided in an electronic format.

In general, meeting agendas and pre-read materials, where available, will be provided at least one week in advance of a scheduled meeting.

The committee will include its meeting minutes with the next Board meeting agenda package.

Nolan Crouse, Board Chair

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Housing Committee

| Last Updated: | September 10, 2015 |

Background

The Capital Region Housing Plan describes the need for a rolling, 10-year regional housing plan that will identify the housing priorities for the Capital Region and that the development of this plan will be supported through sub-regional planning. Additional responsibilities outlined in the Capital Region Housing Plan include the Board’s role to facilitate education opportunities and the sharing of best practices among municipalities, and to provide leadership in the development of housing policy.

Mandate

Reporting to the Board, this standing committee will be responsible for the following:

Business and Budget Planning

On an annual basis, recommend a rolling four year business plan and budget for the committee and its task forces to the Governance, Priorities and Finance Committee for consideration in the Board’s annual business plan update

Housing Policy Leadership

- Guide and oversee the implementation of the Housing Plan through a policy framework that includes the integration of all strategic priorities of the Growth Plan
- Provide leadership in the development of the Housing Plan to support the needs of the Region
- Recommend suitable housing policies that are consistent with the Growth Plan
- Ensure that regional and community priorities guide decision-making and implementation
- Facilitate educational opportunities and events in alignment with the existing Capital Region Housing Plan
- Work collaboratively with committees and task forces of the Board to ensure greater coordination and integration of planning occurs to ensure Housing Plan goals are being met.

Membership

Membership requires the participation and expertise of the Capital Region housing six sub-regions. This committee will consist of six members, one from each sub-region. Each sub-region will select its own representative.
Leadership

At its first meeting, the committee will select its Chair and Vice-Chair from amongst its membership. If there is a change in the committee’s membership, the committee should review and select its Chair and Vice-Chair.

At the end of each two year period, once the committee membership has been reviewed by the Board, the committee will also review and select its Chair and Vice-Chair.

Support/Resources

The CEO will support this committee drawing upon CRB administration as required.

This committee will be supported by consultant resources, and others as determined by its mandate and the Board’s approved business plan and budget. The Chief Executive Officer may establish an administrative working or advisory group as deemed necessary to support a committee project.

Meeting Frequency

This committee shall meet bi-monthly or at the call of the Chair as warranted.

Authority

All meeting groups established by the Board are considered advisory bodies to the Board and therefore must, by a passed motion, provide recommendation(s) to the Board for decision.

Ex-officio

Non-voting ex-officio: CRB Chair.

Whenever viable, Provincial and/or key stakeholder representatives will be invited to attend committee meetings as ex-officio members to contribute their expertise and knowledge towards a particular outcome.

Decision-Making

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 Capital 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.

All motions must be moved by a voting member. Motions require a majority of members in attendance to pass (50 percent plus one).

Quorum

Quorum is defined as 50 percent plus one of standing membership.
Dispute Resolution

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

Communications

The Chief Executive Officer will act as the single point of contact for all communications requests for this committee and will determine the appropriate level of response required. This may result in responses being required from the Board Chair/Interim Chair, a committee or task force Chair, members, Board administration, or the Chief Executive Officer.

Status of Meetings

Committee meetings are open to the public including all members of the CRB (elected officials and their alternates), administrative representatives from all CRB member municipalities and members of the public. Individuals from the Province, industry, the general public or other Board/committee members may be invited to participate in specific agenda items. Committee minutes are public records.

Section 602.08 (1) of the Municipal Government Act (MGA) states that the committee may close all or part of their 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.

All members (elected and administrative) attending the in-camera session shall respect the confidentiality of the in camera items.

Reporting

This committee is expected to provide the Board, through established communication channels and schedules, sage advice, descriptions and recommendations to resolve existing issues, status and progress as it relates to its mandate and expected deliverables.

Meeting Agendas and Minutes

All meeting agendas, minutes, reports, briefings and supporting documentation will be provided in an electronic format.

In general, meeting agendas and pre-read materials, where available, will be provided at least one week in advance of a scheduled meeting.

The committee will include its meeting minutes with the next Board meeting agenda package.
Document Tracking

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<tr>
<td>July 24, 2015</td>
<td>Updated</td>
<td>Changed verbiage regarding membership due to the Regional Services Committee being disbanded and the Housing Task Force reverting back to a Committee.</td>
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<td>September 10, 2015</td>
<td>Approved</td>
<td>Approved by the Capital Region Board</td>
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Land Use & Planning Committee

| Last Updated: | February 11, 2016 |

**Background**

This committee will provide leadership in the development and enhancement of integrated land use policy and planning through the completion of projects authorized by the Board.

**Mandate**

Reporting to the Board, this standing committee will be responsible for the following:

*Business and Budget Planning*

- On an annual basis, recommend a rolling four year business plan and budget for the committee and its task forces to the Governance, Priorities and Finance Committee for consideration in the Board’s annual business plan update

*Land Use Policy Leadership*

- Guide and oversee the implementation of the Land Use Plan through a policy framework that includes the integration of all strategic priorities of the Growth Plan
- Recommend suitable land use policies that are consistent with the Growth Plan
- Provide strategic advice to the Board for municipalities implementing regional Land Use Plan policies at the municipal level within the existing municipal planning processes
- Ensure that regional and community priorities guide decision-making and implementation

**Membership**

The committee will consist of 11 members: Edmonton, two Cities, three Counties, four Towns, and one Village as determined by the Board or as approved by the Board. Membership will be reviewed by the Board every two years.

**Leadership**

At its first meeting, the committee will select its Chair and Vice-Chair from amongst its membership. If there is a change in the committee’s membership, the committee should review and select its Chair and Vice-Chair. At the end of a two year period, once the committee membership has been reviewed by the Board, the committee will also review and select its Chair and Vice-Chair.

**Support/Resources**

The CEO will support this Committee drawing upon CRB staff as required.
The committee will also be supported by consultant resources, and others as determined by its mandate and the Board’s approved business plan and budget. The Chief Executive Officer may establish an administrative working or advisory group as deemed necessary to support a committee project.

Meeting Frequency

This committee shall meet bi-monthly or at the call of the Chair as warranted.

Authority

All meeting groups established by the Board are considered advisory bodies to the Board and therefore must, by a passed motion, provide recommendation(s) to the Board for decision.

Ex-officio

Non-voting ex-officio: CRB Chair.

Whenever viable, Provincial and/or key stakeholder representatives will be invited to attend committee meetings as ex-officio members to contribute their expertise and knowledge towards a particular outcome.

Decision-Making

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 Capital 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.

All motions must be moved by a voting member. Motions require a majority of members in attendance to pass (50 percent plus one).

Quorum

Quorum is defined as 50 percent plus one of standing membership.

Dispute Resolution

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

Communications

The Chief Executive Officer will act as the single point of contact for all communications requests for the Board and will determine the appropriate level of response required. This may result in
responses being required from the Board Chair/Interim Chair, a committee or task force Chair, members, Board administration, or the Chief Executive Officer.

Status of Meetings

Committee meetings are open to the public including all members of the CRB (elected officials and their alternates), administrative representatives from all CRB member municipalities and members of the public. Individuals from the Province, industry, the general public or other Board/committee members may be invited to participate in specific agenda items. Committee minutes are public records.

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All members (elected and administrative) attending the in camera session shall respect the confidentiality of the in camera items.

Reporting

The committees is expected to provide the Board, through established communication channels and schedules, sage advice, descriptions and recommendations to resolve existing issues, status and progress as it relates to its mandate and expected deliverables.

Meeting Agendas & Minutes

All meeting agendas, minutes, reports, briefings and supporting documentation will be provided in an electronic format.

In general, meeting agendas and pre-read materials, where available, will be provided at least one week in advance of a scheduled meeting.

The committee will include its meeting minutes with the next Board meeting agenda package.

Nolan Crouse, Board Chair

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<td>December 17, 2015</td>
<td>Updated</td>
<td>Deleted reference to Energy Corridors Task Force under Mandate. Task Force work was completed and no longer needed by Committee.</td>
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<tr>
<td>February 11, 2016</td>
<td>Approved</td>
<td>Approved by CRB</td>
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Transit Committee

Last Updated: August 6, 2014

Background

This committee provides leadership and strategic oversight of regional transit projects to support the implementation of the Intermunicipal Transit Network Plan.

Mandate

Reporting to the Board, this standing committee will be responsible for the following:

- To provide strategic advice about the future direction of Intermunicipal transit service that will enable the CRB to achieve its economic, social and environmental objectives, advocating for transit as a convenient and competitive mode of transportation.
- To provide leadership in the planning and implementation of Intermunicipal transit service to support the mobility needs of residents and visitors to the Region.
- To ensure the region’s transit plans are integrated with the Land Use and Transportation Infrastructure Plans for the region.
- To ensure transit plans are incorporated into regional highway plans to allow for alternate modes of transportation for the efficient movement of people throughout the region.
- To ensure policies are developed to support Transit Oriented Development in the region.
- To provide strategic oversight for the implementation and delivery of regional intermunicipal transit services through various studies, projects, policy frameworks and measurement tools that support effective management of public transit, including special transit services for persons with disabilities.

Membership

Membership for this committee requires the participation and expertise of the existing transit operators in the region and those who currently contract with the existing operators. It will consist of seven members: Edmonton, Fort Saskatchewan, City of Leduc, St. Albert, Spruce Grove, Strathcona County and Sturgeon County. Membership will be reviewed by the Board, every two years.

Leadership

At its first meeting, the committee will select its Chair and Vice-Chair from amongst its membership. If there is a change in the committee’s membership, the committee should review and select its Chair and Vice-Chair. At the end of a two year period, once the committee membership has been reviewed by the Board, the committee will also review and select its Chair and Vice-Chair.
Support/Resources

The CEO will support this committee, drawing upon CRB administration as required.

This committee will also be supported by consultant resources, and others as determined by its mandate and the Board’s approved business plan and budget. The Chief Executive Officer may establish an administrative working or advisory group as deemed necessary to support a committee project.

Meeting Frequency

It is proposed that this committee meet bi-monthly or at the call of the Chair as warranted.

Authority

All meeting groups established by the Board are considered advisory bodies to the Board and therefore must, by a passed motion, provide recommendation(s) to the Board for decision.

Ex-officio

The Board Chair will be considered non-voting ex-officio member of this committee.

Whenever viable, Provincial and/or key stakeholder representatives will be invited to attend committee meetings as ex-officio members to contribute their expertise and knowledge towards a particular outcome.

Decision-Making

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 Capital 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.

All motions must be moved by a voting member. Motions require a majority of members in attendance to pass (50 percent plus one).

The approved Governance Model for Transit requires a majority vote (four of seven) including unanimous support of the three transit operators (Edmonton, St. Albert, and Strathcona County) on matters pertaining to conventional transit.

Quorum

Quorum is defined as 50 percent plus one of standing membership.
Dispute Resolution

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

Communications

The Chief Executive Officer will act as the single point of contact for all communications requests for this committee and will determine the appropriate level of response required. This may result in responses being required from the Board Chair/Interim Chair, the committee Chair, members, Board administration, or the Chief Executive Officer.

Status of Meetings

Committee meetings are open to the public including all members of the CRB (elected officials and their alternates), administrative representatives from all CRB member municipalities and members of the public. Individuals from the Province, industry, the general public or other Board/committee members may be invited to participate in specific agenda items. Committee minutes are public records.

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All members (elected and administrative) attending the in camera session shall respect the confidentiality of the in camera items.

Reporting

This committee is expected to provide the Board, through established communication channels and schedules, sage advice and recommendations to resolve existing issues, and progress as it relates to its mandate and expected deliverables.

Meeting Agendas and Minutes

All meeting agendas, minutes, reports, briefings and supporting documentation will be provided in an electronic format.

In general, meeting agendas and pre-read materials, where available, will be provided at least one week in advance of a scheduled meeting.

The committee will include its meeting minutes with the next Board meeting agenda package.
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<td>March 24, 2016</td>
<td>Amend</td>
<td>Clarified review of Chair and Vice Chair to make consistent with other TORs</td>
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<tr>
<td>April 14, 2016</td>
<td>Approved</td>
<td>Approved by CRB</td>
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CAO Advisory Committee

Last Updated: May 8, 2014

Background

Facilitated by the CRB CEO, the CAO Advisory Committee exists to provide advice and strategic guidance to CRB administration through to the Board.

Mandate

As necessary, this committee will provide direction on priority projects that are undertaken by the CRB. In doing so, this committee will provide advice on project terms of references and work plans based on the scope and direction of the project. From time to time this committee may review draft deliverables and supporting documents for completeness and to ensure project goals have been met. Review and comment on the implementation plans and advice on communication plans may also be solicited.

Membership

The CAO Advisory Committee consists of the CAOs from the 24 member municipalities and the CRB CEO.

Leadership

The CRB CEO will Chair this committee.

Support/ Resources

This committee will be supported by the Chief Executive Officer, Capital Region Board administration and consultant resources, and others as determined by its mandate and the Board’s approved business plan and budget. The Chief Executive Officer may establish an administrative working or advisory group as deemed necessary to support any committee.

Meeting Frequency

The committee will meet at the call of the CRB CEO on an as-needed basis, as Board issues and projects would benefit from CAO advice and awareness.

Ex-officio

Whenever viable, Provincial and/or key stakeholder representatives will be invited to attend committee meetings to contribute their expertise and knowledge towards a particular outcome.
Decision-Making

Decisions, recommendations and actions determined by this committee will be driven by the desired outcome to do what is in the best interests of the Capital Region.

Nolan Crouse, Board Chair

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BACKGROUND

Municipalities of all sizes in the Capital Region, both individually and collectively, have experienced a range of unintended consequences resulting from high growth and escalating land and housing prices, where much of the housing stock has been priced out of the reach for many lower and moderate-income households. This trend threatens long-term community sustainability and has the potential to impact the region’s global competitiveness, affect economic prosperity and the quality of life for all citizens of the Region.

The Capital Region Board (CRB) prepared a housing plan, which was approved by the Province in March 2009. A central tenant of the Capital Region Housing Plan is to address the identified housing gaps by enabling a wider range of housing choices that are affordable to residents of a variety of income levels, life stages, and lifestyles. Underlying this tenant is the belief that above all, housing must complement the region’s economic development strategy. The housing plan is about enabling long term sustainability of the Capital Region by ensuring it remains globally competitive and able to attract and retain a skilled workforce who choose the Capital Region as a place to live, work and build strong communities.

COMMITTEE RATIONALE

The CRB Housing Committee has identified the need to develop an affordable housing policy framework to serve as a guide for municipalities to use in addressing the identified housing gaps from the housing plan. The overall goal of the policy framework is to enable and facilitate the equitable distribution of a broad range of affordable rental and ownership housing options throughout Capital Region municipalities.

A key to achieving this goal is the identification and implementation of effective and sustainable ways to reduce housing costs using the municipal regulatory framework, design and construction techniques and community planning models. Success will require all parties to make the changes necessary to lower the cost of the final product. Any efforts to identify and introduce change will require extensive dialogue, collaboration and cooperation among the building and development industry, municipalities and other stakeholders to successfully address the housing affordability issues in the Capital Region.

The CRB Housing Committee recommends an Advisory Committee be established to include broad representation from the sectors responsible for building housing to provide input, feedback and advice during the development of the Housing Policy Framework and Implementation Plan. Board Administration and an external consultant(s) will work closely with the Advisory Committee and other committees of the Board in the development of the Affordable Housing Framework and Implementation Plan.
MANDATE OF THE ADVISORY COMMITTEE

The CRB Housing Committee has identified the need to:

1. Explore how density targets as well as the broader integrated land use principles and policies of the Capital Region Growth Plan can be used to ensure a diversity of housing is available for all social economic households within the Capital Region municipalities;
2. Explore regulatory and building/community design measures as a means to reduce cost of constructing housing without impacting quality and safety;
3. Consider alternate forms of construction such as prefabrication, types of building materials as viable options to address affordability and other policy mechanisms such as secondary suites and garage suites, and;
4. Consider the effects of municipal development standards and municipal policies on future development patterns of intensification and Smart Growth principles.

The mandate of the Advisory Committee will be to review and provide comments and participate in detailed discussions on the research findings and other content areas (as identified by the Housing Committee) that will be prepared in advanced by the consultant(s). The results of this dialogue will be used to (1) determine the amount of cost savings that can be achieved by constructing two demonstration projects, and (2) effectively shape the policy framework and recommendations that will result from this work.

COMPOSITION AND ACTIVITIES OF THE ADVISORY COMMITTEE

The Advisory Committee will be comprised of 15 members to keep the discussions manageable, yet ensure that representation is inclusive. The number of representatives from each area will be as follows:

- Homebuilders: 3
- Developers (includes Land Developers) 3
- Municipal Administration
  - Urban: 4
  - Rural: 2
- Elected Officials: 3

**TOTAL 15**

The Advisory Committee will meet on a regular basis. The following activities have been identified for the Advisory Committee:

- To review and comment on the proposed activities and timelines (effectively adopt a work plan).
- To review and comment on the results of the research into municipal planning regulatory practices and innovative building and community design ideas (materials to be prepared by the consultant(s)).
- To participate in detailed discussions on ways and means to reduce the cost of new housing.
To review and comment on a catalogue of options, mechanisms, design and construction techniques and community planning models (to be prepared by the consultant(s)).

To review and comment on the draft Affordable Housing Policy Framework and Implementation Plan (to be prepared by the consultant(s)).

To participate in the development of up to two housing demonstration projects to validate the draft Housing Policy Framework and its components (detail of involvement to be determined).

The extent to which the Affordable Housing Policy Framework and Implementation Plan facilitates a new development pattern in the region to include a broader range of housing affordability depends on the effectiveness and willingness of the Advisory Committee. It is therefore critical to ensure the representatives are knowledgeable, experienced individuals who are motivated by the opportunity to be seen as leaders and willing to advocate for change that balances the interests and objectives of all stakeholders. The ideal attributes for each grouping of committee members are attached in the Appendix 1.

Support and Resources

Chair

The CRB Manager assigned to the Housing Committee will chair Advisory Committee meetings. All correspondence will be from and through the Chair.

Committee Support

The CRB Administration will provide overall support to the Advisory Committee, including scheduling and arranging meetings, distributing materials and information to committee members, and other support as required.

Consultant(s)

A Request for Proposal to retain a consulting firm(s) has been issued. The consultant(s) will conduct the research, prepare all background materials, facilitate the discussion among the Advisory Committee and prepare the draft policy framework and implementation plan for review by the Advisory Committee and all other designated CRB committees.

Frequency of Meetings

Meetings will be scheduled every 3 - 4 weeks during the development of the Framework and Implementation Plan. Notification and scheduling of meetings will be the responsibility of the Chair. Meetings may be re-scheduled by the Chair as required.

Meeting Agendas

Meeting agendas and required reading materials will be provided at least 5 days in advance of scheduled meetings.
Meeting Notes

Meeting notes will record the salient points of a discussion, focusing on any decisions and action items taken by the advisory Committee.

Duration of the Advisory Committee

The Advisory Committee will be appointed in December 2010 and hold its first meeting in January 2011. It is anticipated that a draft Affordable Housing Policy Framework and Implementation Plan will be completed early 2012. Once the involvement of the committee with the demonstration projects is complete, the Advisory Committee will be dissolved.

Accountability to the Capital Region Board

The reports and recommendations that are developed through the Advisory Committee will be brought forward to the Land Use and Housing Committees prior to being presented to the Capital Region Board for approval and adoption.

To help foster understanding and to garner support among elected officials and Administrators from the CRB municipalities, it is also proposed that one or two information sessions with a broader audience of elected officials and municipal administration on the Affordable Housing Policy Framework and Implementation Plan prior to being presented to the Capital Region Board.

Nolan Crouse, Board Chair

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Housing Advisory Working Group: Appendix I

Advisory Board Membership Attributes and Experience

An affordable housing policy framework will largely focus on new ways to build housing to identify opportunities to lower the cost of the final products to address affordability in all municipalities. A willingness to be creative and flexible in an effort to identify the changes that are necessary to meet the vision and objectives of the project is required by all members. Discussions are expected to be intense at times, but it is important for everyone to be heard and every idea and option to be considered by the committee. Good listening skills and the ability to change a position or opinion in the face of evidence are required. A commitment to meeting the objectives of the committee is essential.

Required Experience

Homebuilders (3)

1. Experience in the starter detached homeownership market
2. Experience in the manufactured/prefabrication housing market
3. Experience using innovative techniques including both design, materials and construction in the production of housing

Land Developers (3)

1. Experience in land development
2. Experience in developing multi-unit homeownership or rental housing projects
3. Experience in developing a large high-rise redevelopment (including rezoning)
4. Experience using innovative techniques including both design, materials and construction in the development of multi-unit housing projects

Municipal Administration (includes consideration for Housing Administrators)

Urban (4)

1. Two senior Development Officers negotiating and approving large residential construction projects that involved rezoning, density bonusing and other mechanisms
2. Two with considerable experience and training in current planning or the development of non-market housing (policy, regulatory, planning, finance, etc.)

Rural (2)

1. One senior Development Officer approving residential development
2. One with experience in current planning or non market housing

Elected Officials (3)

1. Two elected officials from Priority Growth Area municipalities
2. One elected official from the other municipalities
Planning Advisory Group

The Capital Region Board (CRB) wishes to establish a Planning Advisory Group (PAG).

Rationale

The CRB wishes to obtain the advice of senior administrative and planning representatives from CRB municipalities to assist the Land Use Committee (the Committee) and the CRB with the decision-making process on regional land use issues. The Planning Advisory Group will provide advice and may make recommendations on land use and other matters related to the implementation of the Capital Region Growth Plan.

Mandate

1. The Planning Advisory Group provides advice and may make recommendations primarily to the Committee or, if necessary, to the CRB in the interests of the Capital Region, on:
   a) implementation of the Capital Region Growth Plan;
   b) Issues arising out of the implementation of the Capital Region Growth Plan,
   c) general regional land use and planning issues;
   d) Geographic Information Services issues, and
   e) the preparation and implementation of the Land Use Committee Business Plan.

2. The Planning Advisory Group provides advice and may make recommendations primarily to the Committee or, if necessary, to the CRB based on:
   a) experience as a CAO or senior manager;
   b) experience as a senior professional planner;
   c) experience in implementing municipal corporate and strategic initiatives and business plans,
   d) a regional perspective on land use and planning issues.

3. The Planning Advisory Group provides advice and may make recommendations primarily to the Committee or, if necessary, to the CRB within the legislative and policy framework defined by:
   a) The Alberta Land Stewardship Act,
   b) The Municipal Government Act,
   c) The Capital Region Board Regulation,
   d) The Capital Region Growth Plan.

4. Representation on the Planning Advisory Group may be expanded on an ad-hoc basis to involve administrative representatives from CRB municipalities with specific subject matter expertise (i.e. GIS, transportation, housing) to provide additional advice to the Committee or CRB, and/or to achieve integration of the activities of two or more CRB Committees.
5. The Planning Advisory Group may receive direction from the Committee to investigate regional land use or other issues, and report back to the Committee with advice and/or a recommendation.

6. The Planning Advisory Group can act as a forum for discussion on matters of regional interest brought forward by Group members for peer review and debate, whether or not there is intent to forward the matter(s) to Committee.

7. The Planning Advisory Group can act as a point of contact and forum for discussion with representatives of the Land Use Secretariat on matters related to the implementation of the Land Use Framework, and the preparation and implementation of the North Saskatchewan Regional Plan (NSRP), as they relate to the CRB and the Capital Region Growth Plan.

Composition of the Planning Advisory Group and Attendance at Meetings

1. The Planning Advisory Group consists of fifteen representatives – one from each of the Capital Region municipalities represented on the Committee and one representative from the Government of Alberta (see Appendix 1).

2. Representatives of CRB municipalities not represented on the Land Use Committee may attend all PAG meetings.

3. Each Committee municipality appoints a senior representative from the municipality’s Administration to the Planning Advisory Group. The senior representative has experience and knowledge of the land use and planning issues that the Planning Advisory Group will be asked to consider. It is preferred that the senior representative be the CAO, a senior manager (e.g. at the General Manager, Associate Commissioner, or Director level), or the senior planner (preferably a member of the Canadian Institute of Planners). Ad-hoc members to the Planning Advisory Group in section 3(4) above will have subject matter expertise in other areas.

4. Each Committee municipality may appoint an alternate representative to attend Planning Advisory Group meetings in the absence of the senior representative. It is understood that an alternate may not have the same experience and knowledge of land use and planning issues as the senior representative.

5. Senior or alternate administrative representatives from CRB municipalities not represented on the Committee may attend Planning Advisory Group meetings.

Process

1. The Chair of the Planning Advisory Group is the CRB’s Manager, Regional Projects (Land Use) or in that person’s absence, the CRB’s Chief Officer.

2. Meetings of the Planning Advisory Group are scheduled to coordinate with the Committee meeting schedule and Committee Work Plans, and the CRB meeting schedule.
3. Meetings of the Planning Advisory Group will be held throughout the Capital Region at the municipal office or other facility provided by a host municipality.

4. The Chair is responsible for distributing an Agenda and any other necessary materials in advance of meetings of the Planning Advisory Group.

5. Representatives from the municipalities not represented on the Committee are encouraged to provide input to Planning Advisory Group recommendations to Committee. The Chair and PAG will request direct input from the administrations of these municipalities on issues related to the Outside Priority Growth Areas policies of the Capital Region Growth Plan, and other policy areas that directly affect these municipalities.

6. The Planning Advisory Group will strive for consensus in developing recommendations for the Committee’s consideration. Where consensus cannot be achieved, a recommendation to the Committee must represent the majority and minority positions of the representatives.

7. The Chair is responsible for the presentation of Planning Advisory Group recommendations to the Committee and, where consensus is not achieved as above, must present both positions.

8. The Chair is responsible for the preparation of Meeting Notes that record the discussions of PAG as an administrative working group, and the PAG recommendations to the Land Use Committee and other CRB Committees as required. PAG Meeting Notes are primarily intended for administrative distribution.

9. Representatives of consulting firms engaged by the CRB to address land use planning, implementation and/or other priorities will attend Planning Advisory Group meetings as required at the direction of the Chair of the Planning Advisory Group.

10. Subject to budget, the Planning Advisory Group may seek additional inputs from external sources (e.g. consultants with specific specializations, academics, development industry, etc.)

Support / Resources

1. Travel or other incidental expenses for members of the Planning Advisory Group are the responsibility of the municipalities.

2. Costs associated with hosting a Planning Advisory Group meeting are the responsibility of the host municipality.

Review

The above Terms of Reference are not intended to cover every detail of all the activities that will occur in undertaking the work outlined above. As the Planning Advisory Group carries out the work contemplated by these Terms of Reference, a need for revisions may arise. Any proposed changes to the Terms of Reference may be raised by a member of the Land Use Committee as an Agenda item at a Committee meeting. Changes to these Terms of Reference are approved by the Land Use Committee.
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Nolan Crouse, Board Chair
Planning Advisory Group: Appendix 1

Capital Region Municipalities represented on the Land Use Committee

City of Edmonton
City of Fort Saskatchewan
City of Leduc
City of St. Albert
City of Spruce Grove
Lamont County
Leduc County
Parkland County
Strathcona County
Sturgeon County
Town of Beaumont
Town of Devon
Town of Morinville
Town of Redwater
Town of Stony Plain

Government of Alberta land use representative
Transit Advisory Group

The Capital Region Board (CRB) wishes to establish a Transit Advisory Group (TAG).

Rationale

The CRB wishes to obtain the advice of senior transit and or administrative representatives from CRB municipalities to assist the Regional Transit Committee (“the Committee”) and the CRB with the decision making process on regional transit issues. The Transit Advisory Group will provide advice and may make recommendations on matters related to the implementation of the transit elements of Capital Region Growth Plan.

Mandate

1. The Transit Advisory Group provides advice and may make recommendations to the Committee or the CRB, in the interests of the Capital Region, on:
   a) Implementation of the Intermunicipal Transit Network Plan,
   b) General regional transit planning issues
   c) Regional transit projects carried out by consultants retained by the CRB

2. The Transit Advisory Group provides advice and may make recommendations to the Committee or the CRB based on:
   a) experience as a CAO or senior transit manager,
   b) experience as a senior transit planner or operator
   c) experience in implementing municipal transit plans,
   d) a regional perspective on transit planning and operational issues.

3. The Transit Advisory Group provides advice and may make recommendations to the Committee or the CRB within the legislative and policy framework defined by:
   a) The Municipal Government Act,
   b) The Capital Region Board Regulation, and
   c) The Capital Region Growth Plan.

4. Representation on the Transit Advisory Group may be expanded on an ad-hoc basis to involve administrative representatives from represented municipalities with specific subject matter expertise (i.e. transportation, land use) to provide additional inputs to the Regional Transit Committee or CRB.

5. The Transit Advisory Group may receive direction from the Committee to investigate regional transit or other related issues, and report back to the Committee with advice and/or a recommendation.
6. Transit Advisory Group may act as a forum for discussion on matters of regional interest brought forward by Group members for peer review and debate, whether or not there is intent to forward the matter(s) to Committee.

D. Composition of the Transit Advisory Group and Attendance at Meetings

1. The Transit Advisory Group consists of eleven representatives – one from each of the Capital Region municipalities who operate a transit service and or may operate a transit service in the short run represented on the Committee (see Appendix 1).

2. Each municipality represented on the Transit Advisory Group may appoint an alternate representative to attend Transit Advisory Group meetings in the absence of the senior representative. It is understood that an alternate may not have the same experience and knowledge of transit issues as the primary representative.

3. Any representative from any CRB municipalities may attend a TAG meeting as an observer.

E. Process

1. Meetings of the Transit Advisory Group are scheduled to coordinate with the Committee meeting schedule and Committee Work Plan, as adopted from time to time.

2. Meetings of the Transit Advisory Group may be called by the Committee Chair or ViceChair, as required.

3. Meetings of the Transit Advisory Group will be held at a location agreed upon by the TAG membership.

4. CRB is responsible for distributing an Agenda and any other necessary materials in advance of meetings of the Transit Advisory Group.

5. The Chair of the Transit Advisory Group is the CRB’s Manager, Regional Projects (Transit) or in that person’s absence, the CRB’s Chief Officer.

6. Representatives from the municipalities not represented on the Committee or Transit Advisory Group are encouraged to participate in Transit Advisory Committee recommendations to the Committee.

7. The Transit Advisory Group will strive for consensus in developing recommendations for the Committee’s consideration. Any recommendation being brought forward to the Transit Committee requires support of the three current transit operators (City of Edmonton, City St. Albert, Strathcona County). Where consensus cannot be achieved, a recommendation to the Committee may include the position of the majority of representatives, and a dissenting opinion from a minority of the representatives.
8. The Chair, or delegated Consultant, is responsible for the presentation of Transit Advisory Group recommendations to the Committee and, where consensus is not achieved as above, must present both positions.

9. Representatives of consulting firm(s) engaged by the CRB to address transit planning, and related priorities will attend Transit Advisory Group meeting, as required, at the direction of the Chair.

10. Subject to budget, the Transit Advisory Group may seek additional inputs from external sources (e.g. consultants (with specific specializations), academics, development industry, etc.)

F. Support / Resources

1. Travel or other incidental expenses for members of the Transit Advisory Group are the responsibility of the member municipalities.

2. Costs associated with hosting a Transit Advisory Group meeting are the responsibility of Host Municipality.

Review

The above Terms of Reference are not intended to cover every detail of all the activities that will occur in undertaking the work outlined above. As the Transit Advisory Group carries out the work contemplated by these Terms of Reference, a need for revisions may arise from time to time. Any proposed changes to the Terms of Reference may be raised by a member of the Committee as an Agenda item at a Committee meeting. Changes to these Terms of Reference are approved by the Regional Transit Committee.

Nolan Crouse, Board Chair

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Transit Advisory Group: Appendix 1

Capital Region Municipalities represented on the Transit Advisory Group

City of Edmonton
City of Fort Saskatchewan
City of Leduc
City of St. Albert
City of Spruce Grove
Beaumont
Leduc County
Morinville
Parkland County
Strathcona County
Sturgeon County
Policy: A001 – Email distribution

Effective Date: May 12, 2011

Approved by: Capital Region Board

PURPOSE

To describe the administration of Board, Committee, and Task Force email distribution lists for the purposes of the distribution of Board, Committee, and Task Force documentation by CRB administration.

POLICY

Email distribution lists are created for Board, Committee, and Task Force members, designated Board, Committee, and Task Force alternates, municipal Chief Administrative Officers (and equivalents) and designated Board, Committee, and Task Force support persons.

GUIDELINES

1. CRB administration has in place distribution lists for the Board, Committees, and Task Forces of the Board, in accordance with their approved memberships, along with appropriate support lists.

2. Requested change(s) to distribution lists are to be received in writing from the municipality requesting change.

3. Notwithstanding Guideline 2, CRB administration shall maintain and update all distribution lists within two weeks following the requested change(s).

4. Email distribution lists are to be used for Capital Region Board purposes only.

5. A broadcast distribution list will include all elected officials from member municipalities. The broadcast distribution list will be notified with an attached agenda for Board, Committee and Task Force meetings and a link to the complete agenda package available on the Capital Region Board website and/or any other purpose deemed important by the CRB Chair or CEO.

6. Public access to the email distribution lists will be administered consistent with the Freedom of Information and Protection of Privacy Act.

Nolan Crouse, Board Chair
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<td>October 5, 2015</td>
<td>Amend</td>
<td>Cleaned up language. Allow provision for Chair and CEO to trigger a broadcast email.</td>
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<tr>
<td>February 11, 2016</td>
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**Policy:** A002 – Appointment of acting chief executive officer

**Effective Date:** May 12, 2011

**Approved by:** Capital Region Board

## PURPOSE

To ensure procedure for appointment of an Acting Chief Executive Officer.

## POLICY

Capital Region Board requires an Acting Chief Executive Officer in the absence of the Chief Executive Officer.

## GUIDELINES

1. The Chief Executive Officer shall appoint in writing an Acting Chief Executive Officer in his/her absence.

2. The Chief Executive Officer shall notify the Chair/Interim Chair and the Board of an appointment period greater than three weeks.

3. If the Chief Executive Officer is unable to appoint an Acting Chief Executive Officer, then the Chair/Interim Chair or the Board shall appoint an Acting Chief Executive Officer for three weeks or until the following Board meeting.

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Nolan Crouse, Board Chair

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PURPOSE

To adopt a corporate records and information management program that standardizes the processes of managing the retention and destruction of the Capital Region Board’s records and information.

POLICY

A systematic and standardized process shall be in place to manage the retention and destruction of its records and information in order to comply with federal legislation, provincial legislation, privacy legislation and the Capital Region Board regulation, and fulfill its legal, fiscal, operational, and administrative obligations.

GUIDELINES

1. This policy applies to all Board Members, Committee Members, Task Force Members, employees, agents, and contractors of the Capital Region Board.

2. CRB administration is responsible for ensuring compliance with Provincial and Federal records management requirements as a Growth Management Board.

3. Records in the care and custody of the CRB and its employees are the sole property of the CRB and, as such, shall be dated and managed in accordance with the CRB’s records and information management program.

4. This policy applies to all records created, acquired or received by the CRB, its agents, or contractors.

5. Where records are in the possession of an agent or contractor such records shall be under the CRB’s control when:
   a. the record is specified in the contract as being under the control of CRB;
   b. the content of the record relates to the CRB’s mandate and functions;
   c. the CRB has the authority to regulate the record’s use and disposition;
   d. the agent or contractor is a consultant and the record was created for the public body;
   e. the contract permits the CRB to inspect, review or copy the records produced, received, or acquired.

6. Where the CRB requires an individual’s personal information for administrative purposes, the CRB shall ensure that access to personal information is strictly limited to a “need to know” basis and that all personal information is protected from unauthorized access.
7. Personnel Records
   a. Personnel records are the property of the CRB and shall contain data pertinent to
      recruitment and selection, leaves of absence, performance appraisal and evaluation, payroll
      and benefit data, discipline and commendation data, termination of employment,
      correspondence between the CRB and the employee, and information respecting staff
      development and achievement.
   b. Personnel records shall be in the possession of the Chief Executive Officer or other
      authorized staff at all times.
   c. Access to personnel records is limited to those employees who require the data contained in
      the file in order to perform their duties.
   d. Employees shall have access to their record in the presence of the Chief Executive Officer or
      authorized staff, but shall not be allowed to remove the record or any part thereof, from the
      office where the personnel records are kept.
   e. Upon request, employees shall be able to obtain copies of any documents in their personnel
      records.
   f. CRB employees shall not divulge, in any form, information contained in personnel records
      except as required by law or with the written consent of said employee.

8. Documents shall all be date stamped or electronically dated.

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Nolan Crouse, Board Chair

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<td>May 5, 2016</td>
<td>Update</td>
<td>Removed clauses that do not apply to CRB’s current records management structure.</td>
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<td>June 9, 2016</td>
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Policy: A004 – Media and communications

Effective Date: May 12, 2011

Approved by: Capital Region Board

PURPOSE

To establish a strategy and process for communications and media management that may include the utilization of key messages, standard presentations, coordinating media responses and issuing press releases to maximize the Capital Region Board profile.

POLICY

The Capital Region Board will build and maintain a good working relationship with the public, community organizations, governments and the media to ensure that the interests of the Board are advanced. Information provided will be accurate and reflect approved Board policies, the Capital Region Growth Plan, business plans and the Capital Region Board Regulation. Requests from external organizations and media will be answered in a timely manner.

GUIDELINES

1. The Board will develop and update as required an Advocacy & Communications Strategy for the Capital Region Board. The Strategy will include media relations.

2. The public, external organizations and Capital Region media will be invited to CRB meetings and other meetings as deemed appropriate.

3. The CEO will approve and distribute media advisories in advance of CRB meetings which will reflect the meeting agenda.

4. The Chair/Interim Chair and CEO will determine and distribute media releases following CRB meetings if meeting events are deemed to be newsworthy.

5. The CEO will receive enquiries from external organizations and the media and will answer questions that require factual or administrative information. If questions are of the political nature, then the CEO will refer the questions to the Chair/Interim Chair and/or the Committee Chairs.

6. The Chair/Interim Chair and the CEO will meet with external organizations and the Capital Region media as required with the objective of developing relationships and promoting the mandate of the Capital Region Board.

7. Key messages about the activities of the Capital Region Board will be determined each year, or as required, and delivered by the Chair/Interim Chair, Advocacy & Communications Committee members and the CEO.
8. Speaking engagements are an integral part of the Advocacy & Communications Strategy and presentations will be delivered by the Chair/Interim Chair, members of the CRB and the CEO.

9. All written correspondence to the Premier and Government of Alberta Ministers will be prepared under the signature of the Chair/Interim Chair. In situations in which timelines are short, Chairs of CRB Committees may provide written correspondence under their signatures.

Nolan Crouse, Board Chair

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**PURPOSE**

To provide procedures and guidelines with respect to requests for information from the public.

**POLICY**

Subject to the provisions of the *Freedom of Information and Protection of Privacy Act* (“FOIP”), the Capital Region Board will, within a reasonable time after receiving a request from any person, furnish him or her with copies of allowable information from the Capital Region Board.

**GUIDELINES**

1. Access to minutes and agendas of the CRB are available to the public in following ways:
   a. Any person may, at all times, inspect the minutes of the said meetings online.
   b. Agendas and minutes of the CRB will be made available on the CRB’s website as per Policy G004 – Board Meeting Minutes.

2. Access to all or any documents, correspondence, and information that is in the possession of the CRB may be provided, unless determined by the Chief Executive Officer that the document, correspondence, and/or the information should be withheld in accordance with the *Freedom of Information and Protection of Privacy Act*.

3. FOIP request fees are determined by Provincial Legislation and will be:
   a. $25 for the initial request
   b. $50 for a continuing request

4. The fee will be $6.75 per fifteen minutes to:
   a. Prepare and handle a record for disclosure
   b. Search, locate, retrieve, and copy a record
   c. Supervise the examination of a record

5. Costs associated with FOIP requests, such as hardcopy requests, shall be born by the individual or organization submitting the FOIP request at a cost of 25 cents per page.
## Revisions

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<td>October 20, 2015</td>
<td>Amend</td>
<td>Clarified and added cost for FOIP requests</td>
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<td>February 11, 2016</td>
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PURPOSE

To ensure proper use of information technology on Capital Region Board systems and equipment.

POLICY

The Capital Region Board (CRB) promotes information technology that assists users in performing their work duties. All data created or stored on CRB systems and equipment is the absolute property of the CRB. Security procedures shall be implemented to ensure the confidentiality, integrity and availability of such data. CRB uses software only in compliance with license agreements. No unlicensed software shall be installed on CRB systems and equipment.

GUIDELINES

1. CRB’s information technology includes, but is not limited to, electronic mail (e-mail) and the Internet. This technology provides an efficient and effective means of internal and external communications to improve work productivity.

2. CRB has an obligation to provide accurate, reliable information to authorized recipients, and preserve records. CRB is increasingly dependent on the accuracy, availability, and accessibility of information technology and on the computing and networking resources that store, process and transmit this information.

3. Records are to be protected from unauthorized modification, disclosure and destruction. Information, including data, hardware and software, is to be protected regardless of the form or medium that carries the information. Protection will be commensurate with the risk of exposure and with the value of the information and of the system or equipment.

4. Employees may use the Internet and e-mail:
   a. to access technical and other information on work related topics to increase job knowledge;
   b. to communicate with others relevant to their work; and
   c. for incidental and occasional personal use within reasonable limits.

5. Systems and equipment are provided to employees for their use in performing their duties. Employees may take their equipment home or other offsite locations to conduct CRB business; however, employees must adhere to all guidelines as if they were using the systems and equipment in the CRB office. All employees of the CRB are responsible for using these systems in an effective, ethical and lawful manner. These systems should be used for the benefit of the CRB. All use should be congruent with the CRB’s overall corporate policies and governance.
6. Inappropriate uses of CRB information technology includes:
   a. attempting to defeat or circumvent any security measures, controls, accounting or record keeping systems;
   b. using systems for unauthorized access;
   c. intentionally altering, misappropriating, dismantling, disfiguring, disabling, or destroying any computing information and/or services;
   d. using computing services for unlawful purposes including fraudulent, threatening, defamatory, harassing or obscene communications;
   e. invading the privacy rights of anyone;
   f. disclosing or using non-public information for unauthorized purposes; and
   g. violating copyright laws.

7. The CRB reserves the right to monitor and/or log all network activity, with or without notice, including all website communications. Users should have no expectations of privacy in the use of these resources. Use of information technology in violation of this policy is prohibited and may lead to disciplinary action, up to and including termination.

8. Incidental and occasional personal use of CRB information systems is permitted. The overriding principle governing personal use of these resources is that reasonable and incidental unofficial use of CRB electronic resources is authorized only so long as;
   a. CRB incurs no additional cost from that use, other than the minimal cost incurred from ordinary wear and tear and the use of minimal amounts of ink, toner or paper;
   b. The use does not inappropriately interfere with official business;
   c. It is not used in an illegal, offensive or inappropriate manner; and
   d. At no time can any of the CRB’s information technology be used for personal gain.

Nolan Crouse, Board Chair

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Policy: A007 – Media relations

Effective Date: October 13, 2016

Approved by: Capital Region Board

PURPOSE

This policy for media relations provides for timely and accurate exposure of the Capital Region Board (CRB) decisions, programs, and activities to build regional awareness and enhance CRB’s corporate reputation.

POLICY

The Capital Region Board (CRB) shall build and maintain good working relationships with appropriate media and provide accurate and consistent information to them in order to more broadly communicate with members, regional stakeholders, and the public at large.

GUIDELINES

1. The Chief Executive Officer (CEO) has overall responsibility for ensuring media relations and information provided to the media, and/or posted to social media, is consistent with the Advocacy and Communications Strategic Plan, approved Board positions, and consistent with the CRB brand.

2. To ensure media information needs are met in the most appropriate way, all media inquiries or requests for interviews or information concerning CRB shall be directed to the CEO or his/her delegate for action.

3. All responses to media inquiries and requests shall be factual, accurate, and timely.

4. Any Board member and the CEO or authorized delegate may share and speak with the media about information available in the public domain such as Board decisions, data, approved reports, programs, and activities.

5. On matters not in the public domain or of a political nature, the Chair of the CRB is the organization’s official spokesperson. The Chair may seek assistance from other Board members to act as the lead on a particular issue.

6. To ensure brand and content consistency, all key messages for social media, media advisories, news releases, invitations to the media to attend CRB meeting and events, etc. shall be approved by the CEO and/or Board Chair before distribution.
Nolan Crouse, Board Chair

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PURPOSE

To establish a advocacy and communications policy for the Capital Region Board.

POLICY

The Capital Region Board (CRB) updates and approves annually an Advocacy and Communications Strategic Plan (the Plan) that meets advocacy and communications objectives and assists in achieving organizational goals.

GUIDELINES

1. The Board Chair/Interim Chair is the primary spokesperson for the CRB.

2. The Board approves the Plan and the Chief Executive Officer (CEO) has overall responsibility to implement it, including orientation where and when required.

3. The Advocacy & Monitoring Committee provides leadership and oversight concerning CRB’s advocacy and communications, and reviews the strategy annually, prior to Board review.

4. The CEO or his/her designate is responsible for evaluating the strategy and recommending any modifications that may be needed prior to approval by The Advocacy & Monitoring Committee.

5. Roles in implementing the Strategic Plan:

   a. CRB Board members and Advocacy & Monitoring Committee members
      i. Champion best practices by using approved Board positions and key messages when conducting advocacy and internal/external communications.
      ii. Role model CRB and regional ambassadorship as information agents.
      iii. Maintain relationships with other elected officials in member municipalities, the province, the federal government, communities, the media, and other key regional stakeholder groups.

   b. Board Chair
      i. Take direction from the Board and the Advocacy & Monitoring Committee on issues arising.
      ii. Role model CRB and regional ambassadorship by using Board positions and key messages when representing the CRB.
iii. Maintain relationships with key elected officials in member municipalities, the Premier, Cabinet members, Capital Region MLAs, key federal ministers and regional MPs, the media, and elected officers of key regional stakeholder groups.

c. Chief Executive Officer
   i. Implement and oversee the processes, and identify and implement tools with other best practices, which enable the Board and the Advocacy & Monitoring Committee members to meet their advocacy and communications requirements.
   ii. As first point of contact for members, media and the public, ensure brand management as a regional advocate, information agent, and CRB ambassador.
   iii. Maintain relationships with the administrative heads of member municipalities, the province, and the federal government, as well as the key contacts in the media and other regional stakeholder groups.

d. CRB Administration
   i. Develop and maintain advocacy and communications tools as required
   ii. Act as regional information agents and CRB ambassadors
   iii. Maintain relationships with administration in member municipalities and other key regional stakeholder groups

6. The CRB Chair is the head of the organization and lead advocate. S/he may designate this responsibility to a Committee or Task Force Chair or another member when appropriate.

7. Preferred communication protocols between various levels of leadership shall be respected and observed, as much as possible (i.e. organizational leader to organizational leader, elected official to elected official, senior administration to senior administration, etc.).

8. All communications materials, including e.g. the CRB website, newsletters and correspondence, and event/promotional materials, shall conform to approved Board positions and reflect the CRB brand, and be approved by the CEO or his/her designate before distribution. In some cases this will be the Board Chair, and in sensitive matters this shall be the Board.

9. When speaking with stakeholders about CRB, members and staff are expected to accurately communicate information about the organization and reflect the positions of the Board. The CEO or designate will provide the appropriate background required to meet these expectations, as time and circumstances allow.

10. All member municipalities shall be notified of Regional Evaluation Framework (REF) applications according to REF procedures.

Nolan Crouse, Board Chair
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PURPOSE

This policy for maintaining the official Capital Region Board (CRB) website provides for a streamlined, consistent, and accurate information source in an online platform for Board members, member municipalities and the general public.

POLICY

In compliance with the Board’s Advocacy and Communications Strategic Plan, CRB Administration is responsible for managing the accuracy, currency, and usefulness of the Capital Region Board’s public website: www.capitalregionboard.ab.ca.

GUIDELINES

1. The CEO has overall responsibility for the development and maintenance of the website content and functionality, including the selection and procurement of website hardware, software and service provider(s).

2. The CEO oversees internal website policies and procedures to address website development and maintenance, e.g. website review (editing and legal), information management, social media, domain registration, marketing, branding compliance, and procedures for operational continuity, as required.

3. Website content shall include, but is not limited to, a description and history of Board, its mandate, membership, approved reports and plans, current working structures, Board, Committee and Task Force meeting packages, and REF applications. Content, including photos, shall be regional in nature.

4. As part of the Board’s annual update of its Advocacy and Communications Strategic Plan, CRB Administration will review website functionality and develop an annual work plan to maintain and further enhance the website as resources permit.

Nolan Crouse, Board Chair
Policy: F001 – Authorization to purchase

Effective Date: September 9, 2010

Approved by: Capital Region Board

PURPOSE

To ensure authorized staff are purchasing on behalf of the Capital Region Board.

POLICY

Only authorized staff may purchase or commit to the procurement of goods and services.

GUIDELINES

1. All purchasing activities must be approved through the budgetary process or by Board resolution.

2. Only designated positions, as per this policy, will be authorized to conduct purchasing activities on behalf of the Capital Region Board.

3. In consideration of sound budgetary and purchasing practices, the Board approves purchasing authorization levels.

4. The Office Manager is authorized to purchase up to and including $5,000 for operational items that are included in the current budget.

5. The Chief Executive Officer is authorized to purchase all operational and capital items which are included in the current budget.

Nolan Crouse, Board Chair

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PURPOSE

To conduct the purchasing and tendering activities of the Capital Region Board in the most effective, transparent, fair, and efficient manner possible.

POLICY

The Capital Region Board will purchase goods and services in an effective, expedient, transparent, fair, and efficient manner and at the best overall value.

GUIDELINES

1. The Capital Region Board will adhere to the highest possible standards of business ethics, professional courtesy, and technical competence in all its purchasing practices.

2. The Capital Region Board will provide fair and equitable treatment to all suppliers and maintain the confidentiality of specifications and price quotations as permitted under the Freedom of Information and Protection of Privacy Act, RSA 2000 Alberta and amendments.

3. PURCHASES – GENERAL
   a. Purchasing methods, regardless of whether the purchase is for goods, services or a combination of goods and services will be determined by the total dollar value category.
   b. The total dollar value category will always be a combination of “like items” (i.e. screen, keyboard, and processor or a computer). Under no circumstances are items to be separated or split into two or more contracts.
   c. All purchases, when received, will be included in the current year’s budget or as otherwise approved by the Capital Region Board and will be authorized in accordance with Policy F001 -Authorization to Purchase.

4. COMPETITIVE PROCESS
   a. The purpose of the competitive process is to ensure that CRB’s needs are identified to the widest market possible. If possible, any competitive process should include at least three (3) solicited or unsolicited (Section 15) vendor responses.
   b. In identifying CRB’s needs to the widest market base, we are ensuring the acquisition of goods and or services or a combination of goods and services will be at the lowest cost to the CRB keeping in mind service standards, quality, and time.

5. DEFINITION OF COMPETITIVE BID PROCESS
   a. Any competitive bid process has the following common characteristics:
      i. Closed competition amongst bidders as opposed to an open competition (i.e. an auction).
ii. Implication that there will be a fair and equal process for both the evaluations and award of a contract to all submissions.

iii. The terminology and process in documents is similar to that of tendering (i.e. bid, award, tender, closing date and time, etc.).

b. Any of the bid formats are generally comprised of two (2) separate contracts:
   i. Contract A (also known as the Bid Contract A) – This contract is automatically formed between the Owner and each of the bidders who respond with a compliant bid/proposal to the call of bids be it invitation to tender, request for proposal, or request for information and quotation. This part of the contract contains the terms and references for the call of bids.

   ii. Contract B – This is part of the contract is formed by the successful bidder’s bid being accepted by the Owner’s Notification of award. The terms of Contract B are a combination of the terms contained in the original call (Contract A), the successful bidder’s bid and the notification of award letter. The actual project work will be completed under this contract.

6. COMPETITIVE FORMATS
   a. It is imperative that exactly the same information, regardless of which of the following format is used to relay the information, is provided to all vendors requested to provide a response/bid/quote/information.

   b. The information should always be as clear and concise as possible and should include as much information about the product or service to be provided as possible.

7. PURCHASING METHODS
   a. Purchases less than $75,000 – At the discretion of the Chief Executive Officer whether to utilize a formal quote or informal quote.

   b. Purchases over $75,000 – All procurement of goods or services or a combination of goods and services over $75,000 with the exception of construction, will be subject to the formal competitive process and must be advertised under the requirements of the Agreement on Internal Trade Annex 502.4 and the New West Partnership Trade Agreement (NWPTA).

   c. Construction $200,000 and Over – All construction projects $200,000 and over will be subject to the formal competitive process and must be advertised under the requirements of the Agreement on Internal Trade Annex 502.4 and NWPTA.

   d. Formal quotes will follow one of the following competitive bid formats:
      i. Request for Quotation (RFQ);
      ii. Request for Quotation and Contract Form;
      iii. Request for Proposal (RFP);
      iv. Invitation to Tender (ITT); or
      v. Request for Information (RFI).

   e. Supplier Catalogues (Internet included) – Imply products that are researched by “looking through” supplier catalogues or the Internet to determine the most appropriate product, price and delivery. All pertinent information such as supplier name, catalogue year, page number, etc. should be documented or the Internet page printed. This information should be attached to the purchase order and any other information should be filed.

   f. Email – If the exact product is known, an email clearly identifying all pertinent information can be forwarded to the applicable suppliers. Exact same information must be provided to all suppliers.
Telephone Quotes – All vendors should be provided exactly same information. It will be the issuers’ responsibility to ensure that one vendor does not have more information than another. All pricing and pertinent information should be documented.

Request for Quotation (RFQ)

i. The Request for Quotation process is normally used where cost and other factors are considered in the award. Specifications may not be conclusive and an element of review may be required to ascertain lowest net cost and appropriate quality prior to award. Quotations are open to review with the vendor. Electronic submissions will be accepted.

ii. If a closing date (and time) is provided for the “RFQ”, submissions after this date (and time) will not be accepted and will be returned to the vendor.

Request for Proposals (RFP)

i. The Request for Proposals process may be used as an alternative method to the tender process. Normally used for the provision of services or completion of a specific project. This method provides the vendor with an opportunity to bid on work or a service using their unique skills.

ii. Specifications are general in nature. The selection of the successful supplier is based on the CRB’s appreciation of the proposal and the suppliers ability to complete the project or provide the service. Electronic submissions will be accepted.

iii. If a closing date (and time) is provided for the RFP, submissions after this date (and time) will not be accepted.

Invitation to Tender (ITT)

i. This format details, very specifically, the what, why, when, where and how the work/ project/product will be provided or completed. Providing that all tender terms and conditions have been met the only determining factor for the award, unless stated otherwise, is price. There is no negotiation of price (but could be with the scope of work) with the successful bidder.

ii. Other items of consideration may be past contractor performance with the CRB, reference checks, or whether the contractor has previous experience in the project in which the bid has been made. If these criteria are to be considered in the evaluation process they should be clearly indicated in the tender documents.

iii. Award is made to the best evaluated compliant bidder based on the published evaluation criteria.

Request for Information (RFI)

i. This format is similar to the RFP but less “formal”. The RFI is used to solicit information from potential vendors for any of one or combination of the following:
   1. Vendor availability;
   2. Market conditions;
   3. Industry / Technology;
   4. Pricing; or
   5. Any other “missing” information.

ii. A RFI should include the basic requirements of any competitive format in terms of closing date and time, contact person, solicitation number, etc.

iii. Depending upon the nature of the RFI, the option of process/next steps upon closing can be varied. The issuer can chose to go to RFP or an ITT process or they can choose to negotiate with only one supplier. Whatever the decision, it must be disclosed in the RFI documents.
iv. **NOTE:** When developing any of the above formats, the use of the words “must” and “shall” should only be used when the requirement is mandatory. Otherwise words like “may” or “should” should be used.

l. **Tender Notice** – on the Alberta Purchasing Connection website. In any instance, the tender notice should include the following information:
   
i. A brief description of the purpose of the tender;
   
ii. Where or from whom the tender documents or further information can be obtained;
   
iii. The conditions for obtaining the tender documents (i.e. if there is a cost for obtaining the tender);
   
iv. Place where the tenders are to be submitted;

   **NOTE:** it is important to be very specific as where the documents are to be submitted (i.e.: main reception at Capital Region Board, #1100 Bell Tower, 10104 - 103 Avenue, Edmonton, Alberta T5J 0H8);

   Date and time for submitting tenders should follow the format, May 26, 2010, 14:00:00 hours Mountain Daylight Savings time; and

   Time and place of opening (type of bid opening) if applicable (Section 11).

8. **CONTRACT PERIOD**
   
   a. The length of a contract will be dependent upon the nature of the acquisition, the market conditions, and industry standard for the product/service being acquired.
   
   b. A contract can be as short as a onetime service or as long as 5 years. Option years may also be added to a contract if the contract will extend beyond one year. (i.e. 1 year plus 2 single option years or 3 years plus 2 single option years).
   
   c. The purpose of the option years is to provide additional single years without having to re-tender if the market conditions are such that it is to the CRB’s benefit to maintain the existing contract. The supplier must also be in agreement in the exercising of one or more of the option years. A contract should never, or very seldom, extend beyond 5 years.
   
   d. Each contract, in particular, those that are more than 1 year in duration, need to be individually evaluated to determine appropriate contract terms and approval.
   
   e. The length of the contract (if applicable) should be included in the tender documents.
   
   f. If a contract is to be used after the award, a sample of the contract should be included in the tender documents. This informs the supplier what is expected from them for the service or products. The contract is generally an extension of the tender, but includes any addendums that may be issued, any minutes from supplier meetings, and any other pertinent documentation that is applicable to the contract.
   
   g. Upon completion of the contract negotiation (if applicable) and agreement by all parties, where, if at all possible, the CRB should be the one to write/ initiate the contract. The purpose of this is to keep the interest of the CRB in the forefront.

9. **PROCESS**
   
   a. All suppliers, whether they were successful or not, will be notified through written communication.
   
   b. The successful supplier will be notified by letter of award.
   
   c. The unsuccessful supplier will be notified with a standard response letter. If the opening was public, a spreadsheet indicating supplier name and total bid amount may be attached. If the opening was restricted or private, no other information is to be released.
10. RECEIPT OF COMPETITIVE TENDERS, PROPOSALS OR QUOTATIONS
   a. All tenders, proposals and quotations, solicited or unsolicited, must include a closing date and time and compliant with Tender requirements. Time must be indicated as in the following example:
   b. 14:00:00 hours Mountain Daylight Savings time, May 26, 2010.
   c. Upon the closing time, all submissions will be “opened”.
   d. Every bid will be reviewed to ensure it is completed in its entirety. Depending on the nature of incompleteness, a bid not completed in its entirety may be either disqualified, with the submission returned to the bidder with an explanation, or accepted.
   e. Examples of an acceptable incompleteness and not acceptable incompleteness:
      i. Acceptable: A pricing extension is not carried through.
      ii. Not acceptable: Unit price is not completed.
   f. Any submissions that are received after the closing date and time will not be accepted and are to be returned unopened to the originator with a letter explaining why it was returned.

11. BID OPENINGS
   a. “Tenders” will not be opened prior to the indicated closing time. Any bid or submission received should be placed in the file with the original tender request until the “tender closing time”.
   b. Bid openings are only openings and not the time in which an award will be made.
   c. Upon the completion of the opening, the evaluation process, as outlined in the original documents, will be used to determine the most suitable supplier.
   d. All submissions will remain confidential as to each submission’s content. No information will be made known until the awarded supplier has been contacted.
   e. At no time will the details of any submission, before, during, or after the tender closing, be made known to any other supplier. The only information that is provided is the awarded contractor’s name and the total dollar value.

12. SOLE SOURCE
   a. The term “sole source” applies to goods or services where no competitive market exists by reasons of uniqueness of the goods or services or by vendor limitations or time limitations.
   b. The decision to “sole source” is at the discretion of the Chief Executive Officer with a maximum limit defined in section 7.
   c. The best price, delivery, service and any other relevant factors should always be negotiated with the supplier.

13. PROFESSIONAL SERVICES
   a. Professional services are generally considered as a contract for service. (i.e. need for specialized services such as a consultant, architect, or auditor). These types of services are generally required over a short period of time.
   b. Each of these types of services is very unique and may be required to be formalized through the competitive bid process as determined under Section 6.
   c. Each service should be evaluated as to the extent of the competitive process required. Criteria that may be considered: industry standard (as in dollar value), normal or abnormal; availability of suppliers; type of service/work required, knowledge of the person(s)/department requesting the work.
14. VENDOR SELECTION FOR TENDERS
   a. CRB will endeavour to make the needs of the CRB made known to the widest potential market. This can be done either through current suppliers as well through advertisements.
   b. All suppliers will be given equal opportunity regardless of the suppliers’ location. Specifications cannot be indicative of any preference to location, unrealistic time, or requesting that local resources be utilized.
   c. When suppliers are not known, suppliers can be sourced through the Internet or through Letters/Expression of Interest, which has been advertised both locally and regionally.
   d. Suppliers should provide, at minimum, the following information:
      i. A company resume;
      ii. Resumes of key staff who will be working/assigned to the project;
      iii. Experience in similar projects or services;
      iv. Understanding of the project or requirements;
      v. References;
      vi. Bond ability; and
      vii. Time availability.
   e. Potential suppliers may then be short listed and then invited to participate in the tender process.

15. SOLICITATION OF BIDS
   a. Solicited
      i. These are tenders, RFP’s or RFQ’s that are done by invitation only. These types of tenders are indicated as such through the letter of invitation. Any bid that is advertised or posted to Alberta Purchasing Connection does not qualify as a solicited bid.
      ii. Any unsolicited bids in this process will not be accepted. An invited bidder cannot reassign their bid to another vendor without the CRB’s permission.
      iii. All unsolicited bids will be returned to the supplier by courier.
   b. Unsolicited
      i. These types of bids are advertised either through the paper, local or otherwise, and the Alberta Purchasing Connection website. Therefore, the bids that will be received are not by invitation. When a supplier requests a copy of the bid, the supplier should provide the following information:
      ii. Company name;
      iii. Contact name;
      iv. Company phone number;
      v. Company fax number; and/or
      vi. Email address of the contact person (if available).
      vii. The purpose of the above information is that, should there be an addendum, each bidder can be contacted and provided the information.
      viii. NOTE: Addendums should be posted on the Alberta Purchasing Connection websites.

16. CONFIDENTIALITY
   a. All information acquired through the tender process will be held in the strictest confidence.
   b. At no time will the tender be discussed with any supplier other than the awarded supplier.
c. Until such time that the actual award has been formalized, suppliers will not be informed of any such decision.

d. Upon the finalization of the award only the awarded supplier name and total dollar value will be released. This information can be provided in the standard response letter.

e. Any inquiries from suppliers regarding such inquiries should be directed to the Regional Project Manager responsible for the tender process or the Chief Executive Officer.

17. PURCHASING ETHICS

a. It is the aim of the CRB to treat all suppliers in a fair and equal manner. At no time will any individual responsible for purchasing jeopardize the CRB’s reputation with the supplier community as a whole.

b. Any information that is given to one supplier will be given to all suppliers in the tendering process. Such information will be undertaken via formal notification. This is to help reduce or eliminate any potential confusion that may occur.

c. At no time will any individual imply any commitment of any kind to any supplier until such time that the CRB is in a position to formally do so.

Nolan Crouse, Board Chair

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<th>Date</th>
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<td>October 28, 2015</td>
<td>Update</td>
<td>Clarified ‘Opening’ process, adjusted purchase amounts</td>
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<tr>
<td>December 18, 2015</td>
<td>Amend</td>
<td>GPF amendment to refer 12.b. back to section 7.</td>
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<tr>
<td>February 12, 2016</td>
<td>Amend</td>
<td>Clarified, if possible, minimum submissions.</td>
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<tr>
<td>April 14, 2016</td>
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PURPOSE

To determine the capitalization of expenditures.

POLICY

The Capital Region Board will capitalize expenditures of a non-recurring nature that cost $2,500 or more and which have an estimated life of more than one year.

GUIDELINES

1. Capital assets are recorded at cost.

2. Purchases will be categorized and amortized as set out below. In the year of acquisition a half amortization will be charged and in the year of disposition a half amortization will be charged.
   a. Furniture and Equipment – declining balance at a 20% rate.
   b. Computer – declining balance at a 30% rate.
   c. Leasehold Improvements – straight line on life of asset.

3. A list of all capital assets and their related amortization will be maintained and reviewed annually by May 31 to assess reasonableness.

4. Assets are removed from the list when disposed or written down to a value of less than $200.

Nolan Crouse, Board Chair

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<tr>
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</tr>
<tr>
<td>April 14, 2016</td>
<td>Approved</td>
<td>Board approved</td>
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Policy: F004 – Signing authorities

Effective Date: September 9, 2010

Approved by: Capital Region Board

PURPOSE

To provide proper signing authority to Capital Region Board officials.

POLICY

Capital Region Board (CRB) shall delegate signing authority to the Chair (Interim Chair) and the Chief Executive Officer.

GUIDELINES

1. Every cheque under $10,000 issued by the Capital Region Board will require two signatures, both CRB administration with approved signing authority.

2. Every cheque of $10,000 or greater issued by the Capital Region Board will require two signatures, both the Chair (Interim Chair) and the Chief Executive Officer.

3. All other legal documents will require one signature, either the Chair (Interim Chair) or the Chief Executive Officer.

4. In the absence of the Chair (Interim Chair), the Vice-Chair (Vice Interim Chair) shall be authorized to sign.

5. In the absence of the Chief Executive Officer, the Acting Chief Executive Officer shall be authorized to sign.

6. Every cheque payable to Chief Executive Officer will require a signature from the Chair/Interim Chair or in his/her absence, by the Vice-Chair/Interim Vice-Chair.

7. Every cheque payable to the Chair must be signed by the Vice-Chair

8. All policies and terms of reference, once approved, shall be signed by the Board Chair.

Nolan Crouse, Board Chair
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<td>October 28, 2015</td>
<td>Updated</td>
<td>Added double signature for amount under $10,000</td>
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<tr>
<td>December 18, 2015</td>
<td>Amend</td>
<td>GPF amendment, Vice chair must sign cheques payable to chair</td>
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<tr>
<td>February 11, 2016</td>
<td>Approved</td>
<td>Approved by CRB</td>
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PURPOSE

To ensure that the Capital Region Board and the Province of Alberta receive accurate and regular financial reports as required.

POLICY

The Capital Region Board will receive financial reports quarterly at a CRB meeting.

The Capital Region Board will receive and approve an annual audited financial statement for the period April 1 to March 31.

The Province of Alberta will receive an annual audited financial statement for the period April 1 to March 31.

The Capital Region Board will prepare an annual financial information return respecting the financial affairs of the CRB for the period April 1 to March 31.

GUIDELINES

1. The financial year end for the Capital Region Board will be March 31.

2. The Chief Executive Officer will present financial reports to the Capital Region Board and the Governance, Priorities, and Finance Committee that will include all revenue and expenditures for both operations and capital. The financial reports will include budget forecasts and the percentage of budget remaining.

3. The appointed auditors will annually provide the unaudited financial statements for the period April 1 to March 31 to the Governance, Priorities, and Finance Committee for approval and recommendation to the Capital Region Board. The Capital Region Board, upon approval, will submit a copy to the Province of Alberta as per grant agreements.

4. The financial information return will include requirements respecting the accounting principles and standards to be used in preparing the return and any other requirements established by the Minister of Municipal Affairs.

5. The Capital Regional Board must submit its annual financial information return and annual audited financial statements to the Minister of Municipal Affairs and each member of the Capital Region Board by May 1 of the year following the year for which the return and statements have been prepared.
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<td>October 28, 2015</td>
<td>Update</td>
<td>Adjust year end date to match Province’s year end date</td>
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<tr>
<td>December 15, 2015</td>
<td>Amend</td>
<td>GPF amendment, paragraph 2 under Policy, unaudited changed to audited.</td>
</tr>
<tr>
<td>February 11, 2016</td>
<td>Approved</td>
<td>Approved by CRB</td>
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Policy: F006 – Investments
Effective Date: September 9, 2010
Approved by: Capital Region Board

PURPOSE

To provide direction on the investment of Capital Region Board funds.

POLICY

Investing CRB funds in a manner that will provide security of principal while satisfying cash flow requirements, providing optimum returns and conforming to Section 250(2)(a) to (d) of the Municipal Government Act.

GUIDELINES

1. Investments should be purchased taking into account the following:
   a. Compliance with the MGA – This means that each investment purchased complies with Section 250 (2)(a) to (d) of the MGA Revised Statutes of Alberta 2000, Chapter M-26 or any subsequent update.
   b. Capital Preservation – This means that the principal amount of each investment is safe from losses arising from changes in market conditions or issuer default. CRB will ensure that sufficient diversification exists within its investment portfolio.
   c. Cash flow requirements – This means that investments mature when cash is needed to meet operating and capital obligations which might reasonably be foreseen in the short and longer term. Use of cash flow forecasts and matching of such to maturity dates will avoid interim borrowing costs.
   d. Investment earnings – This means that the portfolio will be managed such that an optimum rate of return is achieved while adhering to this policy’s guidelines.

2. The Chief Executive Officer must approve all investment activity.

3. The Chief Executive Officer will report the following information to the Governance, Priorities, and Finance Committee and the Capital Region Board at a minimum on a quarterly basis:
   a. Specific investments including nature, maturity, amount, yield, percent of total portfolio.
   b. Total investment portfolio.
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<tr>
<td>October 5, 2015</td>
<td>Amend</td>
<td>Provide coverage for future MGA updates</td>
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<tr>
<td>February 11, 2016</td>
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PURPOSE
To establish specific reserves for emergent financial needs and to set aside funds for the replacement of existing equipment and future projects.

POLICY
The Capital Region Board recognizes that the ongoing commitment of funds to specific reserves provides for contingency funding and flexibility.

GUIDELINES

1. All reserve transactions, re-designations, revisions and new reserve requests must be ratified by the Governance, Priorities, and Finance Committee.

2. All reserves must be fully described and must include a purpose, application and approval. Unless otherwise stated, all funds are considered committed for the specific purpose as outlined by the reserve.

3. All reserve accounts must be represented in the CRB’s financial statements.

4. All reserves must be reviewed annually by the Chief Executive Officer and the Governance, Priorities, and Finance Committee to determine if the reserves are still required. When the original intent of the reserve has been met or changed, any remaining amounts in the reserve shall, through an appropriate review and approval process by the Chief Executive Officer, Governance, Priorities, and Finance Committee and the CRB, be either returned to surplus or re-designated. The Governance, Priorities, and Finance Committee will approve and recommend any changes to reserves to the CRB.

5. Reserves can be funded from either internal or external sources.

6. Interest will not be paid to these reserves; but will accrue to general revenue.

7. All expenditures from reserves must have prior approval through the annual operating or capital budget; or from an approved carryover project; or by CRB resolution.

8. Approval to re-designate reserve funds or approval for inter-reserve transfers shall be obtained prior to the transaction occurring through approval of the Governance, Priorities, and Finance Committee.

9. All CRB reserves shall be administered by the Chief Executive Officer and in accordance with generally accepted accounting principles.

Nolan Crouse, Board Chair
### Revisions

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<td>June 6, 2016</td>
<td>Amend</td>
<td>Delegated ability to approve reserves to GPF committee</td>
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<tr>
<td>September 8, 2016</td>
<td>Approve</td>
<td>Board approved policy</td>
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**Policy:** G001 – Policy development

**Effective Date:** September 9, 2010

**Approved by:** Capital Region Board

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**PURPOSE**

To establish the process for development and approval of Capital Region Board policies and ensure consistent and regular review of policies

**POLICY**

Capital Region Board shall establish a consistent approach and philosophy for the development and approval of policies.

**GUIDELINES**

1. Policies shall be developed using a standard format to provide consistency of information.

2. Policies shall be consistent with relevant Federal and Provincial government legislation and related regulations, the Capital Region Board Regulation as well as with the Capital Region Board’s Growth Plan and the Vision, Mission and Value statements, by-laws and policies.

3. Policies shall be reviewed and then recommended by the Chief Executive Officer before submitting to the Governance, Priorities, and Finance Committee for its consideration.

4. The Governance, Priorities, and Finance Committee shall review and consider recommending all corporate policies to the Capital Region Board for approval. Governance, Priorities, and Finance Committee reserves the right to refer policies to the Chief Executive Officer, or any other committee or task force, for further review and/or amendments.

5. Approved policies are to be formally reviewed at least once every four years.

6. New policies will be reviewed one year from date of approval.

7. At the discretion of the Chief Executive Officer, proposed policies may be referred to Legal Counsel for review and comments.

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Nolan Crouse, Board Chair
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<tr>
<td>October 5, 2015</td>
<td>Amend</td>
<td>Change policy review schedule from three to four years</td>
</tr>
<tr>
<td>December 15, 2015</td>
<td>Amend</td>
<td>GPF amendment to add clause regarding review of new policy, and expanded purpose.</td>
</tr>
<tr>
<td>February 11, 2016</td>
<td>Approved</td>
<td>Approved by CRB</td>
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</table>
Policy: G002 – Indemnification of CRB members and employees

Effective Date: September 9, 2010

Approved by: Capital Region Board

PURPOSE

Capital Region Board is prepared to indemnify or to reimburse its members and employees from and against the payment of the deductible portion of any claim arising as a result of any action brought or judgment obtained against the member or employee and, to the extent provided by law, imposed in those instances where:

1. all but the deductible portion of any claim is covered under the insurance coverage held by the Capital Region Board;
2. the claim exceeds the insurance coverage limit; and/or
3. the expense is a fine.

POLICY

Capital Region Board shall maintain adequate insurance to provide coverage for the reimbursement or indemnification of any members and employees performing any duty for the Capital Region Board, whether remunerated or not, (hereinafter collectively referred to as “the named Party”) against any losses or expenses which he/she incurs as a result of any injury relating to, or any action brought, prosecution of or judgment obtained against him/her, arising out of his/her duties in that position; provided always that the legal liability for losses or expenses arises out of any act, error or omission during the performance of his/her duties which are or which he/she believes in good faith to be, within the scope of his/her position or employment with the Capital Region Board. The Capital Region Board retains the right to add additional insureds to the insurance policy as required.

GUIDELINES

The Capital Region Board shall indemnify or reimburse any named Party against any losses or expenses incurred by a named Party notwithstanding that those losses or expenses may exceed the limits of liability coverage available under the Capital Region Board Comprehensive General Liability Policy and subject to the following conditions:

1. Reimbursement or indemnification will be provided for the payment of the deductible portion of any claim covered by insurance, any claim in excess of the insurance coverage limits and any fines or penalties levied or imposed against the named Party by reason of the named Party being charged with a violation of any statute or by-law, PROVIDED the named Party acted in good faith and within the course and scope of his/her authority in whatever actions resulted in the commission of an offence.

2. The Capital Region Board’s insurers shall have the right to defend in the name of and on behalf of the named Party and make such investigation, negotiation and settlement of any claim as they may deem necessary or expedient.
3. The named Party, upon being notified that any legal action may be or is being commenced against him/her, shall immediately notify the Chief Executive Officer.

4. Insurance coverage maintained by the Capital Region Board extends to cover the named Party who has left his/her employment or position with the Capital Region Board; provided the incident out of which a claim or demand arises, actually occurred during the time the named Party was employed or performing duties for the Capital Region Board.

5. Insurance coverage shall be reviewed with the Governance, Priorities, & Finance Committee every two years. Any changes, if necessary, shall be recommended to the Board.

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### Revisions

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<td>February 11, 2016</td>
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Nolan Crouse, Board Chair
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<tr>
<th>Policy:</th>
<th>G003– Remuneration and expenses for Board, committee, and task force members</th>
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<tr>
<td>Effective Date:</td>
<td>September 13, 2012</td>
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**PURPOSE**

To ensure Board, Committee, and Task Force members or their Alternates receive reasonable remuneration for their time and expenses.

**POLICY**

Capital Region Board, Committee, and Task Force Members or their Alternates may be provided with fair and reasonable remuneration and reimbursement for the expenses that they incur while performing their duties. Board, Committee, and Task Force members or their Alternates may decide whether or not to make claims for remuneration and/or expenses.

**GUIDELINES**

1. **Per diems**

   Board, Committee, and Task Force members or their Alternates may receive a per diem of $200.00 per day for all formally scheduled Board, Committee, and Task Force meetings. A maximum of $200.00 may be claimed on any day.
   
   a. Board, Committee, and Task Force members or their Alternates may receive a per diem only while acting in the capacity of a voting member at the Board, Committee, or Task Force meetings.
   
   b. Members or alternate members of ad hoc CRB Committees are not eligible to receive per diems, unless otherwise agreed to by the CEO.
   
   c. Mileage for ad hoc meetings may be claimed in accordance with Part 2

2. **Travel**

   a. Board, Committee, and Task Force members or their Alternates (while acting in the capacity of a voting member) travelling to and from Board, Committee, and Task Force meetings of the CRB may receive a travel allowance on a per kilometer basis equivalent to the Government of Alberta rate.
   
   b. Reimbursement of parking costs for attendance at Board, Committee, and Task Force meetings of the CRB will be provided with the submission of paid receipts.
   
   c. Board, Committee, and Task Force members or their Alternates acting on behalf of the CRB and with CEO approval may claim travel expenses. Travel expenses include: cost of air travel at economy rates, vehicle travel allowance on a per kilometer basis equivalent to the Government of Alberta rate, hotel, meals, parking, and taxi fares. Reimbursement for air travel, hotel, meals, parking, and taxi fare costs will require the submission of paid receipts.
   
   d. Employees and contractors of member municipalities will not be reimbursed for travel expenses under any circumstances.
### Revisions

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<tr>
<td>October 5, 2015</td>
<td>Amend</td>
<td>Clarity regarding ad-hoc meetings added.</td>
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<tr>
<td>March 9, 2015</td>
<td>Amend</td>
<td>Clarity regarding mileage for ad-hoc meetings, as per GPF's request</td>
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<tr>
<td>April 14, 2016</td>
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<td>Board approved</td>
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Policy: G004– Board meeting minutes

Effective Date: September 9, 2010

Approved by: Capital Region Board

PURPOSE

To outline the approach to the taking of minutes and identify the purpose of audio recordings of Capital Region Board meetings.

POLICY

Minutes will be recorded for the public sessions at all Board meetings to capture topics discussed, motions and required actions. Approved minutes will serve as the Record of Decisions of the Board. Public sessions at the Board meetings will be audio recorded to assist in the preparation of the written minutes. Audio recordings in and of themselves are not the official record of the Capital Region Board meetings and are therefore not available to the public at any time.

GUIDELINES

1. Administration is responsible to prepare the minutes by recording topics discussed with brief comments, as appropriate, along with any motions and decisions made and the required actions.

2. If a Board Member is replaced by an Alternate Member at the Board table or vice versa, the minutes will indicate the same as well as the time that the replacement occurred.

3. Draft minutes are submitted to Board members for review with approval taken place at the next meeting. Meeting minutes are draft only, until approved by the Board. Meeting minutes are posted on the Capital Region Board website.

4. Board members, designated Board alternates, and Municipal Chief Administrative Officers (or their designate) will be provided with access to listen to full recordings of any meeting at the Capital Region Board office.

5. All meeting minutes and audio recordings will be retained at the Capital Region Board office.

Nolan Crouse, Board Chair

Revisions

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PURPOSE

To regulate the proceedings of the Capital Region Board meetings.

POLICY

The Capital Region Board shall conduct Board Meetings efficiently, effectively and in an orderly manner in accordance with approved guidelines.

GUIDELINES

1. DEFINITIONS IN THIS POLICY:
   a. “Act” means the Municipal Government Act, R.S.A. 2000, c.M-26, any regulations thereunder, and any amendments or successor legislation thereto;
   b. “adjourn” used in relation to any meeting means to terminate the meeting;
   c. "amend a motion previously adopted" means to bring forward to a later meeting an amendment to a previously successful motion;
   d. "Board Member" means a representative of a municipality on the Capital Region Board;
   e. “Chief Executive Officer” means the Chief Executive Officer of the Capital Region Board or the designate of the Chief Executive Officer;
   f. “CRB” means the Capital Region Board;
   g. "in camera" means the portion of a meeting at which only Board Members and other persons specified by the Board may attend;
   h. "orders of the day" means a requirement that the Chair or Interim Chair return to the pre-determined agenda, including adjourning at the pre-determined time, unless a motion to extend the discussion occurring at that time or a motion to extend the meeting is adopted;
   i. “participating municipality” means a municipality listed in the schedule of the Capital Region Board Regulation.
   j. “point of order” means a demand by a Board Member that the Chair or Interim Chair enforce the rules of procedure;
   k. “point of privilege” means a request made to the Chair or Interim Chair by a Board Member on any matter related to the rights and privileges of Board Members and includes:
      i. the comfort of Board Members
      ii. the conduct of CRB Employees or members of the public in attendance at the meeting;
      iii. the accuracy of the reports of the Board’s proceedings; and
      iv. the reputation of the Board and the Board Members;
   l. “postpone” means to delay the consideration of any matter, either:
      i. to later in the meeting;
      ii. a specified time and/or date;
      iii. until the occurrence of an event;
iv. or indefinitely
m. “public meeting” means a meeting of the Board at which members of the public may attend and may be invited to make verbal and/or written submissions to the Board;

n. “recess” means to take a short break in the order of business or an agenda item of a meeting with the intent of returning to that order of business or agenda item at the same meeting;

o. "reconsider" means to bring forward for consideration of the Board a motion that has already been brought before, and voted upon by the Board, earlier in the same meeting.

p. “refer” means to send a pending motion or agenda item to a Board committee or the CRB administration for investigation and report;

q. "renew" means to bring forward to a later meeting a previously defeated motion;
r. "table" means to lay the impending question aside temporarily when something else of immediate urgency has arisen.

2. APPLICATION AND INTERPRETATION
   a. This policy shall apply to all meetings of the Capital Region Board.
   b. To the extent that a matter is not dealt with in this policy, the Board shall have regard to Robert’s Rules of Order Newly Revised.
   c. The precedence of the rules governing the procedures of the Board is:
      i. the Municipal Government Act (Divisions 3 and 4, Part 15.1);
      ii. Capital Region Board Regulation;
      iii. this policy; and
   d. The Board may waive all or part of the provisions of this policy for a meeting if the Board Members approve by motion.

3. REGULAR AND SPECIAL MEETINGS
   a. Date and time for meetings of the Capital Region Board will be determined by the Chair or Interim Chair and the Chief Executive Officer.
   b. All meetings will be open to members of the public except for the in camera portion of the meeting.
   c. The Board has the authority to move in camera 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.
   d. During the in camera portion of a meeting, the Board may not pass a motion, except to revert to a meeting held in public.

4. BOARD SEATING
   a. The Chair or Interim Chair shall occupy the seat at the head of the board table.
   b. The seats of the Board Members shall be chosen by Capital Region Board administration.

5. QUORUM
   a. No quorum is required.

6. DUTIES OF OFFICIALS
   a. Duties of the Chair or Interim Chair
      i. The Chair or Interim Chair shall:
I. open and adjourn Board meetings;
II. chair Board meetings;
III. preserve order and decorum in Board meetings;
IV. rule on all questions of procedure;
V. ensure that each member of the Board who wishes to speak on a debatable motion is granted the opportunity to do so;
VI. determine the speaking order when two or more members of the Board or others wish to speak; and
VII. decides who, aside from members of the Board, may address the Board.

ii. The Interim Chair does not have voting rights.

iii. The Chair does have voting rights as a member on the Board representing their municipality.

b. Duties of the Vice Chair or Vice Interim Chair
   I. The Vice Chair or Vice Interim Chair shall chair Board meetings when the Chair or Interim Chair is absent or unable to act as Chair or Interim Chair and shall have all the powers and responsibilities of the Chair or Interim Chair under this policy during the absence or incapacity of the Chair or Interim Chair.
   II. The Vice Chair/Vice Interim Chair does have voting rights as a member on the Board representing their municipality.

c. Duties of the Chief Executive Officer
   i. The Chief Executive Officer shall, subject to Division 3 and 4, Part 15.1 of the Municipal Government Act and the Capital Region Board Regulation:
      I. provide the Board with information and advice with respect to the operation of the CRB;
      II. when requested, provide information and advice to the Chair or Interim Chair and Board on procedural matters in Board Meetings;
      III. ensure all minutes of the meetings of the Board are recorded and provide secretariat functions for Board Meetings;
      IV. receive recommendations for resolutions and make them available to each Board Member; and
      V. review proposed policies to ensure compliance with this policy and to advise the proponent and the Board of the existence of complementary and conflicting provisions in other policies.

7. THE CONDUCT OF A BOARD MEETING
   a. Agenda
      i. The proposed agenda for each Board Meeting shall be established by the Chair or Interim Chair and the Chief Executive Officer.
      ii. The proposed agenda shall include:
         I. all recommendations for resolutions received in accordance with 9.a.i; 9.a.ii; and 9.a.iii;
         II. all matters scheduled to that Board Meeting by prior resolution of the Board; and
         III. such other items of business as determined by the Chair or Interim Chair and Chief Executive Officer.
      iii. In establishing the agenda, the Chair or Interim Chair and Chief Executive Officer may establish a specific time for the introduction of and debate on any agenda item.
iv. The first order of business at any Board Meeting shall be consideration of the proposed agenda and adoption of it, subject to any amendment that the Board may approve.

v. The order of business at a Board Meeting shall be the order of the items on the adopted agenda.

vi. After adoption of the agenda, the Board may alter the order of the items on the agenda, by vote, for convenience of the meeting.

b. Rules Governing Debate

i. A motion must be made by a Board Member before the Board can debate an item before the Board.

ii. A seconder to a motion is not required.

iii. All discussion at a meeting of the Board shall be directed through the Chair or Interim Chair.

iv. A Board Member who has made a motion may speak either in favour of, or in opposition to, the motion.

v. Notwithstanding 7.b.iv:

   I. a Board Member may ask questions of the CRB administration or other Board Members on any motion or amendment to a motion;

   II. a Board Member may speak to answer questions put by other Board Members; and

   III. a Board Member who has made a motion may speak last to close the debate.

vi. The Chair may participate in debate on any matter before the Board by relinquishing the chair.

vii. The Chair may make a motion on any matter on the agenda but before doing so the Chair must relinquish the chair to the Vice Chair until the vote on the motion has been taken.

viii. A member of the Board who is speaking may be interrupted by the Chair or Interim Chair if:

   I. the member speaking is out of order; or

   II. the matter being addressed by the Board Member speaking is outside the jurisdiction of the Board.

ix. A Member of the Board who is speaking may only be interrupted by another Board Member on:

   x. a point of privilege; or

   xi. a point of order.

xii. The Board Member who is speaking when a point of order or privilege is raised shall cease speaking immediately.

xiii. The Chair or Interim Chair may grant permission:

   I. to the Board Member raising the point to explain the point briefly; and

   II. to the Board Member who was speaking to respond briefly; but otherwise a point of order or privilege is not debatable or amendable.

xiv. The Chair or Interim Chair must rule on a point of order or privilege and no vote will be taken unless there is a challenge by a member of the Board to the ruling.
xv. The Chair or Interim Chair may seek advice from the Chief Executive Officer on a point of order or privilege or to determine whether a matter is within the jurisdiction of the Board.

xvi. Items that are on the agenda and do not have a recommended motion may be discussed by the Board at the discretion of the Chair/Interim Chair.

c. Challenging the Ruling of the Chair or Interim Chair
   i. Any member of the Board may challenge the ruling of the Chair or Interim Chair on a point of order or privilege and state the terms of the challenge.
   ii. When there is a challenge to the ruling of the Chair or Interim Chair, all further debate shall cease until the challenge has been dealt with by the Board.
   iii. If a ruling of the Chair or Interim Chair is challenged, the Chair or Interim Chair shall briefly state the reasons for the Chair’s or Interim Chair’s ruling and then put the question to the Board.
   iv. The Board shall decide the challenge, by vote, without debate.
   v. The decision of the Board on the challenge is final.
   vi. If the Chair or Interim Chair refuses to put the challenge to the Board, the Board may request the Vice Chair or Vice Interim Chair to assume the chair in order that the challenge to the Chair’s or Interim Chair’s ruling can be put to the Board in accordance with the provisions of 7.c.iii to 7.c.v. The result of the vote is as binding as if conducted under the Chair or Interim Chair and the Chair or Interim Chair shall abide by the result.

8. MAINTAINING ORDER IN BOARD MEETINGS
   a. Order in Board Meetings – Board Members
      i. The Chair or Interim Chair may call to order any member of the Board who is out of order.
      ii. A member of the Board who is called to order must cease talking or otherwise engaging in the activity specified by the Chair or Interim Chair in the call to order.
      iii. When a Board Member has been called to order but persists in breaching the order of the Board, the Chair or Interim Chair may name the member and declare the offence.
      iv. The Chief Executive Officer shall ensure the offence is noted in the minutes.
      v. If a member of the Board who has been named apologizes to the Board and withdraws the offensive statement or action, then the Chair or Interim Chair may direct that the notation of the offence be removed from the minutes.
      vi. A Board Member who is called to order or named may immediately thereafter challenge the ruling of the Chair or Interim Chair and state the terms of the challenge.
      vii. When there is a challenge to the ruling of the Chair or Interim Chair, all further debate shall cease until the challenge has been dealt with by the Board.
      viii. A challenge of the Chair’s or Interim Chair’s ruling shall follow those procedures outlined in 7.c.iii to 7.c.v.

   b. Order in Board Meetings – The Public
      i. Only Board Members, the Chief Executive Officer, and those individuals authorized by the Chief Executive Officer may be present on the floor of the Board Meeting.
ii. A person not listed in section 8.b.i may be present on the floor of the Board Meeting if that person has first received the approval of the Chair or Interim Chair.

iii. The Chief Executive Officer, an employee or consultant authorized by the Chief Executive Officer may address the Board from the floor of the Board Meeting, if recognized by the Chair or Interim Chair.

iv. A person not listed in 8.b.i may address the Board from the public gallery with permission of the Chair or Interim Chair. A Board Member may, through the Chair or Interim Chair, request permission for an employee of that municipality to address the Board.

v. No person present in the public gallery or on the floor of the Board Meeting shall cause any disturbance, interrupt any speaker or interfere with the action of the Board.

vi. The Chair or Interim Chair may call to order any person on the floor or in the public gallery who has created a disturbance and may expel that person from the Board Meeting.

9. RULES FOR MOTIONS
   a. Motions
      i. Unless the Board agrees otherwise by vote or the motion is a recommendation from a Board Committee, a motion to be made at a Board Meeting must be given to the Chief Executive Officer in writing at least seven days before the Board Meeting at which the motion is to be considered.

      ii. The Chief Executive Officer shall make all motions filed under 9.a.i available to the Board Members at the earliest possible time.

      iii. 9.a.i does not apply to any of the motions set out in 9.a.ix.

      iv. A motion must be made prior to a vote occurring.

      v. A recommendation in a report is not a motion until a Board Member moves it.

      vi. The Board shall consider only one motion at a time.

      vii. After a motion has been moved, it may not be withdrawn without the consent of the Board.

      viii. The following motions are not debatable by the Board:
            I. to raise a point of privilege;
            II. to call for orders of the day;
            III. to raise a point of order;
            IV. to withdraw a motion;
            V. to recess or adjourn the meeting;
            VI. to challenge a ruling of the chair; or
            VII. to table a motion.

      ix. When a motion has been made and is being considered, no Board Member may make any other motion except:
            I. as set out in 9.a.viii;
            II. to amend the motion;
            III. to refer the main motion to the CRB administration, a Board Committee or some other person or group for consideration; or
            IV. to postpone consideration of the motion.

      x. Motions shall have precedence in accordance with the order that they are listed in 9.a.viii and then in 9.a.ix(2), 9.a.ix(3) and 9.a.ix(4).
xi. If a motion is voted on by the Board, a Board Member who voted on the prevailing side may move, at the same meeting or continuation thereof, that the vote be reconsidered, provided that the vote has not caused an irrevocable action.

xii. If a motion fails, the same motion shall not be renewed unless one year has passed since the date that the motion was defeated.

xiii. Notwithstanding 9.a.xi, if a motion is defeated, a Board Member may introduce a motion calling on the Board to renew the motion if:

   I. the Board Member who wishes to have the Board renew a motion provides previous notice by setting out in writing what special or exceptional circumstances warrant further debate; and

   II. the Board grants leave to a Board Member to introduce a motion calling on the Board to renew the motion.

xiv. If a motion succeeds, a Board Member may introduce a motion calling on the Board to rescind the motion or amend a motion previously adopted provided that the Board Member sets out in writing what special or exceptional circumstances warrant further debate.

xv. A motion to rescind, renew or amend a motion previously adopted may not be introduced where the vote on the original motion has caused an irrevocable action.

xvi. The Board may consider in camera only matters outlined in 3.c of this policy.

xvii. The Board may not vote on motions in camera except a motion to revert to a meeting held in public.

a. Amendments to Motions

   i. A Board Member who moved a motion may not move an amendment to it.

   ii. Any Board Member, other than the Board Member who moved the main motion, may move to amend a motion.

   iii. The Board Member who moved the main motion may move an amendment to the amendment.

   iv. The Chair or Interim Chair shall allow only:

      I. one amendment to the main motion; and

      II. one amendment to the amendment to be advanced and considered at a time.

v. The Board must vote:

   I. on an amendment to the amendment, if any, before voting on the amendment; and

   II. on any amendment before voting on the main motion.

vi. When an amendment is on the floor, the Board may debate only the merits of the amendment and shall not debate the merits of the motion to which it is applied.

vii. The Chair or Interim Chair shall not put the main motion under debate to a vote until all amendments to it have been put to a vote of the Board.

viii. Once all amendments to the main motion have been voted on, the Chair or Interim Chair shall put forth the main motion under debate to the Board for a vote, incorporating the amendments that have been passed by the Board.

ix. Notwithstanding anything in this section, a Board Member who has moved a motion may restate the motion to include a proposed amendment if no other Board Member objects.
b. **Motions to Refer**
   i. Any Board Member may move to refer any main motion, and any pending amendments, to a Board Committee or the CRB administration for investigation and report.
   ii. A motion to refer:
       I. is debatable;
       II. precludes any further amendment to the main motion, until the motion to refer has been addressed by the Board; and
       III. shall include instructions indicating, who the receiving body is, what the receiving body is to do and the date by which the Board requires a response.
   iii. The Chair or Interim Chair shall refuse to accept a motion to refer that would have the effect of defeating the motion to which it applies.
   iv. Once the receiving body commences its deliberations, the receiving body may recommend for adoption any amendment to the resolution so referred without regard to any amendments considered by the Board prior to the referral. The resolution proposed by the receiving body shall be as if introduced to the Board for the first time and the Board shall be free to consider any amendment to it.

c. **Splitting a Motion**
   i. When a motion is lengthy, complicated or contains a series of independent issues dealing with different subjects, a Board Member may request that the motion be split into parts so that each part may be voted upon individually.
   ii. A Board Member who requests that a motion be split into parts may reword the parts so that the syntactical integrity of each part is maintained, but in doing so shall not change the intent of each part.
   iii. The Chief Executive Officer may, on the request of the Chair or Interim Chair, assist with phrasing the motions that would result from a motion being split so that the motions may be dealt with most effectively by the Board.

d. **Tabling Motions**
   i. A motion may be tabled by a vote of the Board, with the exception of a Regional Evaluation Framework (REF) application.
   ii. A motion to table:
       includes all other motions; and
   iv. takes precedence over any other motion connected with the motion being tabled.
   v. A motion that has been tabled may be raised from the table at any time by a vote of the Board.
   vi. If a motion to raise a motion from the table is defeated, it may only be made again after the Board has addressed some other matter or business.
   vii. When a tabled motion is raised from the table, it is brought back with all motions connected with it, exactly as it was when laid on the table.
   viii. A motion fails if it is not raised from the table within one year of being tabled.
   ix. Section 5.1 of the Framework, a motion to table such determination to another meeting is not permitted. If the Board is unable to make a determination and additional information is necessary to duly make the decision, the Board has the
capacity to refer the matter to Administration to bring forward additional information to assist with making the decision.

e. **Postponing Motions**
   i. A motion may be postponed, with the exception of a Regional Evaluation Framework (REF) application:
      I. to later in the meeting to enable the Board to deal with other more pressing matters; or
      II. to a specified time and/or date; or
      III. until the occurrence of an event; or
      IV. indefinitely.
   ii. A motion to postpone:
      I. includes the motion being postponed and all connected amendments; and
      II. takes precedence over any other motion connected with the motion being postponed.
   iii. A motion that has been postponed under 9.f.i(1) or 9.f.i(4) may be considered at any time by a vote of the Board.
   iv. If a motion to consider a postponed motion is defeated, it may only be made again after the Board has addressed some other matter or business.
   v. When a motion that has been postponed is brought back to the Board, it is brought back with all motions connected with it, exactly as it was when postponed.
   vi. If a motion has been postponed to a specified time and/or date or until the occurrence of an event, the motion is automatically placed on an agenda for consideration at that time and date or upon the occurrence of the event.
   vii. Section 5.1 of the Framework, a motion to postpone such determination to another meeting is not permitted. If the Board is unable to make a determination and additional information is necessary to duly make the decision, the Board has the capacity to refer the matter to Administration to bring forward additional information to assist with making the decision.

f. **Notice of Motion**
   i. Prior to the Board adjourning a regular Board Meeting, Board Members will be given an opportunity to bring a notice of motion by reading into the minutes the notice of motion and by providing the Chief Executive Officer with a written copy of the notice.
   ii. A notice of motion given at one regular Board Meeting will automatically appear on the agenda of the next regular Board Meeting unless otherwise directed or agreed upon by the Chair/Interim Chair or Chief Executive Officer or the Notice Provider.
   iii. A notice of motion cannot be made at a special Board Meeting.
   iv. A motion on notice is not debatable until a Board Member moves the motion.

b. **RECORDED VOTES**
   a. Any time before a vote is taken by the Board, a Board Member may request that the vote be recorded.
b. When a vote is recorded, the minutes must indicate which Board Member requested the recorded vote and list the municipalities voting for or against the motion. Additionally, those municipalities that are absent will be recorded in the minutes even though their vote is recorded in favour as per 11.d.

c. VOTING
   a. Subject to 6.a.ii each Board Member has one vote.
   b. A motion will be carried when a motion is supported by not fewer than 17 Board Members from participating municipalities that collectively have at least 75% of the population of the Capital Region.
   c. If the representative of a participating municipality that is a town or village is unable to attend a meeting of the Capital Region Board, the Capital Region Board, on request of the participating municipality, shall provide for an alternative method of representation for the participating municipality at that meeting.
   d. Subject to 11.c, if a Board Member is not present when a vote of the Capital Region Board is taken, or abstains from voting, the Board Member is deemed to have voted in the affirmative.

d. INFORMATION REQUESTS
   a. A Board Member wishing to make an information request of CRB administration shall present it to the Board at the appropriate time on the agenda of a regular Board Meeting.
   b. If the Chief Executive Officer is unable to answer the information request at the meeting, the Chief Executive Officer will forward the request to the appropriate entity for a response.
   c. Unless the information request specifies that the Board Member wishes the information to appear on a subsequent agenda, the information will be forwarded directly to all Board Members.
   d. If the Chief Executive Officer determines that the requested information should not be supplied, as the corporation has an obligation to keep it private under the provisions of the Freedom of Information and Protection of Privacy Act, the Chief Executive Officer shall file a response with the Board stating the reasons for withholding the information.
   e. If the Chief Executive Officer determines that the time and cost of compiling the information will be considerable, the Chief Executive Officer shall request a resolution of the Board to approve the request either at the same meeting or a future meeting.
   f. If a Board Member who has made an information request wishes to withdraw the request at the appropriate time on the agenda, that Board Member shall so inform the Board.

e. ADJOURNING THE MEETING
   a. When the Chair or Interim Chair is satisfied that all the business and purposes of a meeting have been addressed, the Chair or Interim Chair may adjourn the meeting or request a motion to adjourn the meeting.
   b. Any Board Member may move to adjourn the meeting at any time.
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Nolan Crouse, Board Chair
Policy: G006 – Budgeting

Effective Date: September 9, 2010

Approved by: Capital Region Board

PURPOSE

To ensure that the Capital Region Board maintains a strong financial planning position.

POLICY

The Capital Region Board will approve a business plan and budget for each fiscal year.

GUIDELINES

1. The Chief Executive Officer will prepare the four year business and budget for approval by the Capital Region Board Members prior to December 31 of each year.

2. The Business Plan includes the activities proposed to be undertaken during the year and a summary of the financial and human resources required to carry them out.

3. The operating budget must include the estimated amount of each of the following expenditures and transfers:
   a. the amount needed to enable the CRB to provide its services;
   b. the amount needed to pay its debt obligations in respect of borrowings made to acquire, construct, remove or improve capital property;
   c. if necessary, the amount needed to provide for a depreciation or depletion allowance, or both, for any public utility it is authorized to provide;
   d. the amount to be transferred to or from reserves;
   e. the amount to be transferred to the capital budget; and
   f. the amount needed to cover any deficiency as required under Section 9.

4. The operating budget must include the estimated amount of the following sources of revenue and transfers:
   a. fees for services provided;
   b. grants;
   c. transfers from or to the Capital Region Board’s accumulated surplus funds or reserves; and
   d. any other source of revenue.

5. The capital budget must include the following:
   a. an estimate of the amount needed to acquire, construct, remove or improve capital property;
   b. the anticipated sources and estimated amounts of money to pay the costs referred to in clause (a) above; and
   c. an estimate of the amount to be transferred from the operating budget.
6. By September 15 of each year, the Chief Executive Officer will obtain input from each of the CRB committees and the Project Managers with regard to initiatives to be considered for inclusion in the Business Plan. Initiatives, that have a financial commitment for municipalities, will be communicated to these municipalities as soon as possible.

7. The drafts of the budgets will be presented by the Chief Executive Officer to the Governance, Priorities, and Finance Committee no later than November 30.

8. The Governance, Priorities, and Finance Committee will recommend the budgets for board approval no later than December 31.

9. If the total revenues and transfers of the Capital Region Board over a four year period are less than the total expenditures and transfers of the Capital Region Board for the same period, the operating budget for the Capital Region Board for the year following the four year period must include an expenditure to cover the deficiency.

Nolan Crouse, Board Chair

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<td>February 8, 2016</td>
<td>Update</td>
<td>Fixed typos, clarified budget date, separated business plan from budget due date.</td>
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Policy: G007 – Insurance

Effective Date: September 9, 2010

Approved by: Capital Region Board

PURPOSE

To ensure that CRB members, employees and all assets owned by the Capital Region Board are covered by insurance. The role of insurance is to mitigate risk to the Capital Region Board.

POLICY

Capital Region Board shall maintain property insurance coverage for all of its physical assets, liability insurance for CRB members and employees, and employee dishonesty insurance.

GUIDELINES

1. The Capital Region Board shall ensure that all physical assets are insured for at least the acquired value.

2. The Capital Region Board shall carry a minimum of $10,000,000 comprehensive general liability insurance for coverage of Members and employees as per Policy G002 Indemnification of CRB Members and Employees.

3. The Capital Region Board shall carry a minimum of $1,000,000 employee dishonesty insurance.

4. The Capital Region Board shall obtain and maintain in effect directors’ and officers’ liability insurance with such insurers, in such amounts, and with such coverage, exclusions, deductibles, terms of conditions as are reasonable and prudent, having regard to the nature of the operations of the Board.

5. The Capital Region Board shall maintain a risk matrix in the Capital Region Board Business Plan. The risk Matrix shall be based on the following criteria:
   a. Impact reaches across CRB
   b. Potential reputational impact or risk to CRB and the jurisdictional support
   c. An issue of public interest

Nolan Crouse, Board Chair
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Policy: G008 – Regional capital projects

Effective Date: May 8, 2014

Approved by: Capital Region Board

PURPOSE

A process for the review and decision on all applications for funding of regional capital projects from the Capital Region Board participating municipalities.

POLICY

Applications from Capital Region Board participating municipalities for the funding of regional capital projects shall be processed in a fair and timely manner.

GUIDELINES

a. TIMELINES
   i. Sponsoring municipalities must submit completed applications for regional capital projects to the Capital Region Board no later than January 31 of any given year. There must be at least two CRB participating municipalities sponsoring an application.
   ii. CRB administration will review applications to ensure all required material is complete and included with the application.
   iii. Chief Administrative Officers (CAO) Committee will review applications and make recommendations to the Governance, Priorities, and Finance Committee no later than March 15 of any given year.
   iv. Governance, Priorities, and Finance Committee will review recommendations from CAO Committee and make recommendations to the Capital Region Board no later than April 30 of any given year.
   v. The Capital Region Board will consider the Governance, Priorities, and Finance Committee recommendations and make a decision on all applications no later than June 30 in any given year.

b. CHIEF ADMINISTRATIVE OFFICERS (CAO) COMMITTEE
   i. The role of the CAO Committee will be to provide recommendations to the Governance, Priorities, and Finance Committee on the completeness of the application, consideration for regional impact and financial impact on all municipalities.
   ii. Committee will consist of CAOs from the CRB participating municipalities. Designates will not be permitted.
   iii. A quorum shall consist of a minimum of 13 CAOs of which at least two are city CAOs, at least two are county CAOs and at least two are town/village CAOs.
   iv. Voting will be based on one member one vote.
   v. A voting majority will be 50% plus one of the CAOs attending a meeting.
vi. The Chair will be the Chief Executive Officer of the CRB and will have no voting powers.

vii. Recommendations to the Governance, Priorities, & Finance Committee will be approved by motions of the CAO Committee.

viii. Minutes will be recorded for all CAO Committee meetings.

c. REGIONAL PROJECTS

i. Regional capital project applications must be submitted as a completed Business Case to CRB for approval.

ii. Municipalities are encouraged to contact CRB Administration, should there be questions about the information requested.

d. BUSINESS CASE GUIDELINES

i. Sponsoring Municipalities and Contact Information
   I. A letter or letters signed by the Mayor and/or the CAO of each municipality involved in sponsoring the project confirming Council approval, by motion, of the project.
   II. Transit projects will require letter of endorsements from the Mayor and/or CAO of each of the three transit operators (City of Edmonton, City of St. Albert, and Strathcona County).

ii. Project Name and Description
   I. Context, Need, Project Objectives.

iii. Project Timelines
   I. Anticipated start date and anticipated completion date.

iv. Regional Impact
   I. Include the broader range of public policy objectives – environmental, social and economic.
   II. Consistency with the Capital Region Growth Plan Principles and Policies.
   III. Where does this project fit within the four areas of the Growth Plan (Land Use, Transit, Housing and GIS)?

v. Cost / Benefit
   I. Include other options considered.
   II. Identify the impact of not proceeding with the project.

vi. Total Project Cost – Financial Analysis
   I. Detail the sources of funding including amounts of funding requested from each funding source and the conditions of each funding source.
   II. Amount of funding requested from the CRB.
   III. Risk mitigating strategies that should include a financial plan to support the operating cost of the project.

vii. Implementation Plan
   I. Identify any linkages with other projects underway or planned.

viii. Council Resolution(s)
   I. Include copy of a resolution from each of the sponsoring municipalities.

ix. Supporting Documentation
   I. Administrative reports to the sponsoring Councils with all supporting documents including any feasibility studies.
e. ROLES & RESPONSIBILITIES
   i. Sponsoring Municipalities shall:
      I. Prepare regional capital project application which includes a covering letter, business case and all supporting documents.
      II. Secure funding from other levels of government.
      III. Obtain approval from their sponsoring Municipal Council.
      IV. All participating municipalities sponsoring the project are responsible for all cost overruns for a regional capital project unless otherwise approved by CRB.
      V. Oversee the implementation of the project and for project reporting as identified in the CRB funding agreement.
      VI. Be responsible for all costs associated with the development of an application. Sponsoring municipalities’ overhead costs, its direct or indirect operating or administrative costs, and, more specifically, its costs related to planning, engineering, architecture, supervision, management, and other activities that is carried out by its applicant’s staff are not eligible for funding.
      VII. Responsible to inform CRB in writing when funding from other sources is secured.
      VIII. All sponsoring municipalities are required to sign the CRB funding agreement.
   ii. CRB Administration
      I. Responsible to coordinate the business case applications for review by the CAO Committee.
      II. Responsible to coordinate the meeting for the CAO review and prepare the minutes from the meeting.
      III. Responsible to prepare cost sharing formula analysis for each regional project and cumulative effect (multiple projects). The cost sharing formulas are included in the Capital Region Growth Plan, dated March 2009 and the Capital Region Growth Plan Addendum dated October 2009.
      IV. Prepares funding agreement, as required, to include terms and conditions and reporting requirements for each project (i.e. Audited Financial Statements).
      V. Administers cost sharing formula on behalf of member municipalities.
      VI. Is available to assist sponsoring municipalities with completing business cases for regional projects.
      VII. Supports Governance, Priorities, & Finance Committee with preparing the recommendation to the CRB approval of regional projects.
      VIII. Supports Governance, Priorities, & Finance Committee with management of CRB regional project budget and reporting.
   iii. CRB Committees
      I. A Committee of CAOs is the first reviewer of regional capital project applications and makes a recommendation to the Governance, Priorities, & Finance Committee on regional capital projects based on the criteria outlined in this policy.
II. Governance, Priorities, & Finance Committee will provide the CRB with a recommendation and summary of its review of the regional capital project applications.

III. Governance, Priorities, & Finance Committee may refer any application to any other CRB committee for comments and support.

IV. Governance, Priorities, & Finance Committee may request the sponsoring municipalities make a presentation about the regional capital project to the Governance, Priorities, & Finance Committee.

V. Governance, Priorities, & Finance Committee will coordinate the presentation of the regional capital project to the CRB.

a. Capital Region Board
   I. Review and decide all regional capital project applications.
   II. Approved project applications may be subject to terms and conditions as determined by the CRB.

Revisions

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Nolan Crouse, Board Chair
Policy: G009– Appointment of auditor

Effective Date: September 9, 2010

Approved by: Capital Region Board

PURPOSE

To provide a process for the selection and appointment of an auditor.

POLICY

The Capital Region Board shall appoint an auditor.

GUIDELINES

1. If the appointment of an auditor is to expire on December 31, the Chief Executive Officer, as per the purchasing policy, prior to October 31, will recommend the name of an auditor to the Governance, Priorities, & Finance Committee for approval and recommendation to the Capital Region Board.
2. The Capital Region Board shall appoint an auditor, to a maximum four-year term, prior to December 31 of the year that the previous appointment is to expire.

Nolan Crouse, Board Chair

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Policy: G010 – Selection of Board Chair or Interim Board Chair, Board Vice Chair and Board Chair Review

Effective Date: September 9, 2010

Approved by: Capital Region Board

PURPOSE

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

POLICY

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

GUIDELINES

Part A – Selection of a Chair for the Capital Region Board

1. FOLLOWING A MUNICIPAL ELECTION OR A BOARD DECISION TO ELECT A NEW BOARD CHAIR:
   a. The Chief Executive Officer (CEO) or designate shall recommend a process for electing the Board Chair for review by the Governance, Priorities and Finance Committee (GPF Committee) and for approval by the Board.
   b. The CEO or designate shall circulate the Role and Authorities of Board Chair and Vice-Chair (Policy G014, Role and Authorities of Board Chair and Vice-Chair), to all Board members and solicit Board Chair nominations, providing a date in which all nominations must be received.
   c. Upon nomination, the CEO or designate shall confirm with the Board member as to their ability and willingness to fulfill the role of Board Chair. The Board member must confirm that they wish to remain a nominee for the role of Board Chair.
   d. Once all nominations have been received and nominated members have confirmed their nomination status, the Chief Executive Officer or designate shall send an email with list of nominees to Board members prior to the meeting at which the election shall take place.
   e. At a regularly scheduled or special meeting of the Board, the CEO or designate shall administer the selection process of the Board Chair by secret ballot.
   f. Prior to the ballot, all standing nominees shall be provided an opportunity of no more than five minutes to address the Board.
   g. Each Board member receives one vote; the successful nomination of the Board Chair requires a simple majority vote (fifty (50) percent plus one of total membership).
i. In cases where no nominee has received a total of thirteen (13) votes, then another secret ballot shall be conducted with the two nominees who received the most votes;
   I. Each nominee—at this stage—shall be provided an opportunity of no more than five minutes to address the Board,
   II. Each nominee—at this stage—has an opportunity to withdraw from the process.
ii. If more than two (2) nominees are tied with the most votes, another secret ballot shall be conducted.
iii. If a tie remains after this secret ballot then the names of those nominees shall be placed in a hat, and two (2) names drawn after which another secret ballot shall be conducted.
h. In cases where there is a tie between the final two (2) nominees (neither has received a total of thirteen (13) votes), then those names shall be placed in a hat, and a single name drawn.
i. The single name drawn shall be Board Chair

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

3. BOARD CHAIR REVIEW
   a. The Board Chair must provide written expression of interest to the Board of their desire to stay serving as Board Chair.
   b. The CEO will recommend a process and date for the Board Chair Review, for review by the GPF Committee and for approval by the Board.
   c. The CEO will circulate the Role and Authorities of the Board Chair and Vice-Chair (Policy G014, Role and Authorities of Board Chair and Vice-Chair), to all Board members.
   d. At a regularly scheduled or special meeting of the Board, the CEO will administer the Board Chair review process by secret ballot.
   e. Prior to the ballot, the Board Chair will be provided an opportunity of no more than five minutes to address the Board.
   f. The Board Chair will hand over Chair duties to the Board Vice Chair for the purpose of the vote.
   g. The Board Chair will be excused from the Board Chair Review vote, and the Board Chair’s municipally designated alternate will fill the role of the Board Chair’s municipality for the Board Chair Review vote.
   h. Each Board member receives one vote; the review of the Board Chair requires a simple majority vote (fifty (50) percent plus one of total membership).
   i. If the Board Chair review process determines a new Board Chair is to be selected, the Board will follow the process as outlined in this policy in Part A, Section 1.
j. After a Board Chair Review, the Board Chair will remain in position until after the Board elects a new Board Chair.

Part B – Selection of an Interim Chair for the Capital Region Board

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

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

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

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

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

1. The Board Vice-Chair may only be filled by a member who fills the role of Board Member
2. The Board Vice-Chair shall not be filled by an alternate position
3. The following member positions will fill the role of Board Vice-Chair, in the following order. In the event that the first member position is unavailable for Board Vice-Chair it will be filled by the second position. If the second position is unavailable, the Board Vice Chair will be filled by the third position, and so on;
   a. Chair of the Governance, Priorities and Finance Committee
   b. Chair of Advocacy and Monitoring Committee
   c. Chair of Land Use and Planning Committee
   d. Chair of Transit Committee
   e. Chair of Housing Committee
4. In the event that the Chair or Vice-Chair is not available the CEO shall seek a voluntary interim Chair for Emergent needs.

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

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### Revisions

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<td>Revised</td>
<td>Added Board Chair Review process</td>
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<td>June 17, 2015</td>
<td>Revised</td>
<td>Amended with input from Governance, Priorities and Finance Committee</td>
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<td>July 20, 2015</td>
<td>Revised</td>
<td>Cleaned up Part C – Selection of Vice Chair for the Capital Region Board</td>
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<td>August 13, 2015</td>
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<td>Approved with amendments</td>
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<td>August 20, 2015</td>
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<td>Incorporated Board amendments</td>
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<tr>
<td>August 30, 2016</td>
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<td>Clarified role of Board Chair after Board Chair Review</td>
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<td>October 13, 2016</td>
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POLICY

The Board and Committee Members are expected to conduct themselves in a professional manner by providing quality services, ensuring integrity and impartiality in their decision making and adhering to the policies, guidelines and procedures established by the Capital Region Board.

GUIDELINES

1. ADMINISTRATION
   a. The Chair/Interim Chair will administer the Board and Committee Member Code of Conduct and Ethics (the Code) for the Capital Region Board.
   b. All Board and Committee members are responsible for adhering to the Code and for acting in a manner that reflects the Code.
   c. Conflicts between the private interests of the Board and Committee members and their duty to the public and the member municipalities not specifically addressed in this Code shall be dealt with according to the principles and intent of the Code.

2. INTERPRETATION
   a. Any questions regarding the interpretation and application of this Code should be directed to the Chair/Interim Chair.

3. CONFIDENTIALITY
   a. Board and Committee members must adhere to the requirements of the Freedom of Information and Protection of Privacy Act and shall not divulge confidential information about the CRB, its customers, clients, suppliers or employees to anyone other than persons who are authorized to receive such information. Board and Committee members will respect the confidentiality of issues that are determined by policy of the CRB to be confidential, including but not limited to matters of a deliberative nature.

4. IMPARTIALITY
   a. Board and Committee members are expected to conduct their duties with impartiality in all regards.

5. DISCLOSURE
   a. Board and Committee members are required to disclose to the Chair/Interim Chair any situation involving them which is potentially a conflict or an apparent conflict of interest.
6. ACCEPTANCE OF GIFTS
   a. Board and Committee members shall not accept fees, gifts, or other benefits that are connected directly or indirectly with the performance of their public service duties, from any individual, organization or corporation, other than:
      i. The normal exchange of gifts between friends;
      ii. The normal exchange of hospitality between persons doing business together;
      iii. Tokens exchanged as part of protocol; or
      iv. The normal presentation of gifts to persons participating in public functions.

7. FURTHERING PRIVATE INTERESTS
   a. Board and Committee members are in conflict of interest and in violation of this Code if they:
      i. Take part in a decision in the course of carrying out their duties with the knowledge that the decision might further a private interest of the Board member, Committee member or an individual with whom the Board or Committee member has a close personal relationship;
      ii. Use their public role to influence or seek to influence a Capital Region Board decision which could further a private interest of the Board member, Committee member or an individual with whom the Board or Committee member has a close personal relationship; or
      iii. Use or communicate information not available to the general public that was gained by the Board or Committee member in the course of carrying out their duties, to further or seek to further a private interest of the Board member, Committee member or an individual with whom the Board or Committee member has a close personal relationship.

8. FINANCIAL INTERESTS
   a. If Board or Committee members directly or indirectly own or have an interest in any land, building, lease, mortgage, good, service or contract which is offered for option, sale, lease or assignment to the CRB, they shall disclose the situation to the Chair/Interim Chair. Failure to do so could be considered a conflict of interest.

9. RESPECT FOR BOARD MEMBERS, COMMITTEE MEMBERS AND EMPLOYEES
   a. Board and Committee members shall direct any comments on staff performances to the Chief Officer and shall avoid public comment on staff performances.
   b. Board and Committee members shall conduct themselves in a professional and responsible manner at all times.
   c. Board and Committee members shall display respect to other Board and Committee members at all times.
Nolan Crouse, Board Chair

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PURPOSE

To establish common terms of reference for committees and task forces.

POLICY

This policy provides the common terms of reference that Board committees and task forces shall apply in carrying out their specific mandates.

GUIDELINES

All committees and task force terms will be established with its own specific description, mandate and deliverables. Unless deemed otherwise by the Board, all committees and task forces will share the following common terms:

1. AUTHORITY
   a. All meeting groups established by the Board are considered advisory bodies to the Board and therefore must, by a passed motion, provide recommendation(s) to the Board for decision.
   b. Task forces that have been established under the guidance the Board are considered advisory bodies to the Board and therefore must, by a passed motion, provide recommendation(s) to the Board for decision.
   c. Task forces that have been established under the guidance of a specific committee are expected to seek counsel and support for any motions by their sponsoring committee before proceeding to the Board for decision.

2. AMENDMENTS TO THE TERMS OF REFERENCE
   At any time, a committee may consider changes to its Terms of Reference and recommend the proposed changes to the Governance, Priorities, & Finance Committee, through to the Board for review and approval.

3. MEMBERSHIP AND MEMBERSHIP TERMS
   Member Municipality Representation on committees and task forces shall be established by approved Terms of Reference for each committee or task force.

4. APPOINTMENT AND TERM OF THE CHAIR AND VICE-CHAIR
   Upon establishing a committee or task force, the committee or task force membership will appoint the Chair for each committee and task force. For committees, at the end of a two year period, once the membership has been reset, the committee may choose to elect its Chair and Vice-Chair.
5. EX-OFFICIO
   a. The Board Chair will be considered non-voting ex-officio in all meeting groups with the exception of the Board and Advocacy & Monitoring Committee unless otherwise specified in a committee’s or task force’s terms of reference.
   b. The CRB CEO will be considered non-voting in all meetings groups.

6. DECISION MAKING
   a. Decisions, recommendations, and actions determined by each committee/task force will be driven by the desired outcome to do what is in the best interest of the Capital Region. Only elected officials that are designated as voting members of a committee or task force, 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).

7. QUORUM
   Quorum is defined as 50 percent plus one of standing membership.

8. DISPUTE RESOLUTION
   The committee and task force Chairs are 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 applicable standing committee or Board for discussion and resolution.

9. SUPPORT/RESOURCES
   Committees and task forces will be supported by the Chief Executive Officer, Capital Region Board staff and consultant resources, and others as determined by their mandate, and the Board’s approved business plan and budget. The Chief Executive Officer may establish an administrative working or advisory group as deemed necessary to support a committee or task force project.

10. COMMUNICATIONS
    The Chief Executive Officer will act as the single point of contact for all communications requests for the Board and will determine the appropriate level of response required. This may result in responses being required from the Board Chair/Interim Chair, a committee or task force Chair, members, Board administration, or the Chief Executive Officer.

11. STATUS OF MEETINGS
    a. Committee and task force meetings are open to the public including all members of the CRB (elected officials and their alternates), administrative representatives from all CRB member municipalities and members of the public. Committees and task forces may invite individuals from the province, industry, the general public or other Board, committee, task force members to participate in specific agenda items. Matters emerging and voted on from committees and task forces 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.

12. REPORTING

Committees and task forces are expected to provide the Board, through established communication channels and schedules, advice, descriptions and recommendations to resolve existing issues, status and progress as it relates to its mandate and expected deliverables.

a. All CRB meeting agendas, minutes, reports, briefings and supporting documentation will be provided in an electronic format.

b. In general, CRB meeting agendas and pre-read materials, where available, will be provided at least one week in advance of a scheduled meeting.

c. All committees and task forces will include their meeting minutes with the next Board meeting agenda package.

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<td>Update</td>
<td>Provision regarding chair positions being occupied by municipally appointed Board Member.</td>
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<td>February 8, 2016</td>
<td>Update</td>
<td>Clarify CAO ability to vote, typos.</td>
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<td>March 9, 2016</td>
<td>Update</td>
<td>Removal of provision regarding chair positions being occupied by municipally appointed Board Member, as per GPF’s request.</td>
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<td>Update</td>
<td>Removal of conflict regarding Board Chair’s ability to vote.</td>
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<td>Update</td>
<td>Clarified authority of a task force reporting to the Board as per GPF’s request</td>
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<tr>
<td>September 8, 2016</td>
<td>Approve</td>
<td>Board approved policy</td>
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Nolan Crouse, Board Chair
PURPOSE

To regulate the proceedings of the Capital Region Board committee and task force meetings.

POLICY

The Capital Region Board shall conduct committee and task force meetings efficiently, effectively, and in an orderly manner in accordance with approved guidelines.

GUIDELINES

1. DEFINITIONS
   a. “Act” means the Municipal Government Act, R.S.A. 2000, c.M-26, any regulations thereunder, and any amendments or successor legislation thereto;
   b. “adjourn” used in relation to any meeting means to terminate the meeting;
   c. "amend a motion previously adopted" means to bring forward to a later meeting an amendment to a previously successful motion;
   d. "member" means a representative of a municipality on a committee or task force;
   e. “Chief Executive Officer” means the Chief Executive Officer of the Capital Region;
   f. “CRB” means the Capital Region Board;
   g. "in camera" means the portion of a meeting at which only members of the Capital Region Board, and committee or task force, and other persons specified by the committee or task force Chair may attend;
   h. “meeting” means when members of a decision-making body are invited to discuss matters within their jurisdiction resulting in a decision-making process;
   i. "orders of the day" means a requirement that the Chair return to the pre-determined agenda, including adjourning at the pre-determined time, unless a motion to extend the discussion occurring at that time or a motion to extend the meeting is adopted;
   j. “participating municipality” means a municipality listed in the schedule of the Capital Region Board Regulation;
   k. “point of order” means a demand by a member that the Chair enforce the rules of procedure;
   l. “point of privilege” means a request made to the Chair by a member on any matter related to the rights and privileges of the members and includes:
      i. the comfort of members
      ii. the conduct of CRB Employees or members of the public in attendance at the meeting;
      iii. the accuracy of the reports of the committee or task force proceedings; and
      iv. the reputation of the members;
   m. “postpone” means to delay the consideration of any matter, either:
      i. to later in the meeting;
ii. to a specified time and/or date;
iii. until the occurrence of an event; or
iv. indefinitely;

n. “public meeting” means a meeting a committee or task force at which members of the public may attend and may be invited to make verbal and/or written submissions;
o. “recess” means to take a short break in the order of business or an agenda item of a meeting with the intent of returning to that order of business or agenda item at the same meeting;
p. "reconsider" means to bring forward for consideration of the committee or task force a motion that has already been brought before, and voted upon, earlier in the same meeting;
q. “refer” means to send a pending motion or agenda item to the Board, committee, task force, or CRB administration for investigation and report;
r. "renew" means to bring forward to a later meeting a previously defeated motion; and
s. "table" means to lay the impending question aside temporarily when something else of immediate urgency has arisen.

2. APPLICATION AND INTERPRETATION

a. This policy shall apply to all committee and task force meetings of the Capital Region Board.
b. To the extent that a matter is not dealt with in this policy, committees and task forces shall have regard to Robert’s Rules of Order Newly Revised.
c. The precedence of the rules governing the procedures of c is:
   i. the Municipal Government Act (Divisions 3 and 4, Part 15.1);
   ii. Capital Region Board Regulation, ALTA. Reg. 38/2012;
   iii. this policy;
   iv. the committee or task force Terms of Reference; and

3. REGULAR OR SPECIAL MEETINGS

a. Date and time for meetings will be determined by the Chair and the Chief Executive Officer.
b. All meetings will be open to members of the public except for the in camera portion of the meeting.
c. Meetings will not be voice recorded.

4. SEATING

a. The seats of members shall be chosen by Capital Region Board administration.

5. QUORUM

a. Quorum is defined as fifty percent plus one of standing membership.
b. A committee or task force member, who is attending a committee or task force meeting from a remote location, counts toward quorum.

6. DUTIES OF OFFICIALS

a. The Chair shall:
   i. open and adjourn meetings;
   ii. chair meetings;
   iii. preserve order and decorum in meetings;
iv. rule on all questions of procedure;
v. ensure that each member who wishes to speak on a debatable motion is granted the opportunity to do so;
vi. determine the speaking order when two or more members or others wish to speak; and
vii. decides who, aside from members of, may address the committee or task force.
viii. have voting rights as a member representing their municipality.

b. The Vice-Chair shall chair meetings when the Chair is absent or unable to act as Chair and shall have all the powers and responsibilities of the Chair under this policy during the absence or incapacity of the Chair. The Vice-Chair has voting rights as a member representing his/her municipality.

c. The Chief Executive Officer or his/her delegate shall, subject to Division 3 and 4, Part 15.1 of the Municipal Government Act and the Capital Region Board Regulation:
   i. provide information and advice with respect to the operation of the CRB;
   ii. when requested, provide information and advice to the Chair on procedural matters in meetings;
   iii. ensure all minutes of the meetings are recorded and provide secretariat functions for meetings;
   iv. receive recommendations for resolutions and make them available to each member; and
   v. review proposed policies to ensure compliance with this policy and to advise of the existence of complementary and conflicting provisions in other policies.

7. CONDUCT AT MEETINGS

a. Agenda
   i. The proposed agenda for each meeting shall be established by the Chair with support from the Chief Executive Officer or his/her delegate.
   ii. The proposed agenda shall include:
      I. all recommendations for resolutions received in accordance with 9.a.i
      II. all matters scheduled to that meeting by prior resolution of the committee or task force; and
      III. such other items of business as determined by the Chair.
   iii. In establishing the agenda, the Chair may establish a specific time for the introduction of and debate on any agenda item.
   iv. The first order of business at any meeting shall be consideration of the proposed agenda and adoption of it, subject to any amendment that the committee or task force may approve.
   v. The order of business at a meeting shall be the order of the items on the adopted agenda.
   vi. After adoption of the agenda, the committee or task force may alter the order of the items on the agenda, by vote or consensus, for convenience of the meeting.

b. Rules Governing Debate
i. A motion must be made by a member before the committee or task force can debate an item.

ii. A seconder to a motion is not required.

iii. All discussion at a meeting shall be directed through the Chair.

iv. A member who has made a motion may speak either in favour of, or in opposition to, the motion.

v. Notwithstanding 7.b.iv:
   i. a member may ask questions of the CRB administration or other members on any motion or amendment to a motion;
   ii. a member may speak to answer questions put by other members; and
   iii. a member who has made a motion may speak last to close the debate.

vi. The Chair may participate in debate on any matter before the committee or task force by relinquishing the chair.

vii. The Chair may make a motion on any matter on the agenda but before doing so the Chair must relinquish the chair to the Vice-Chair until the vote on the motion has been taken.

viii. A member who is speaking may be interrupted by the Chair if:
   i. the member speaking is out of order; or
   ii. the matter being addressed by the member speaking is outside the jurisdiction of the committee or task force.

ix. A member who is speaking may only be interrupted by another member on:
   i. a point of privilege; or
   ii. a point of order.

x. The member who is speaking when a point of order or privilege is raised shall cease speaking immediately.

xi. The Chair may grant permission:
   i. to the member raising the point to explain the point briefly; and
   ii. to the member who was speaking to respond briefly; but otherwise a point of order or privilege is not debatable or amendable.

xii. The Chair must rule on a point of order or privilege and no vote will be taken unless there is a challenge by a member to the ruling.

xiii. The Chair may seek advice from the Chief Executive Officer on a point of order or privilege or to determine whether a matter is within the jurisdiction of the committee or task force.

xiv. Items that are on the agenda and do not have a recommended motion may be discussed by the committee or task force at the discretion of the Chair.

c. Challenging the Ruling of the Chair
   i. Any member may challenge the ruling of the Chair on a point of order or privilege and state the terms of the challenge.
   ii. When there is a challenge to the ruling of the Chair, all further debate shall cease until the challenge has been dealt with.
   iii. If a ruling of the Chair is challenged, the Chair shall briefly state the reasons for the Chair’s ruling and then put the question to the committee or task force.
   iv. The committee or task force shall decide the challenge, by vote, without debate.
   v. The decision of the committee or task force on the challenge is final.
vi. If the Chair refuses to put the challenge to the committee or task force, the committee or task force may request that the Vice-Chair assume the chair in order that the challenge to the Chair's ruling can be put to the committee or task force in accordance with the provisions herein. The result of the vote is as binding as if conducted under the Chair or Interim Chair and the Chair or Interim Chair shall abide by the result.

8. MAINTAINING ORDER IN COMMITTEE OR TASK FORCE MEETINGS

a. Order in Committee or Task Force Meetings – Members
   i. The Chair or Interim Chair may call to order any member of the committee or task force who is out of order.
   ii. A member of the committee or task force who is called to order must cease talking or otherwise engaging in the activity specified by the Chair or Interim Chair in the call to order.
   iii. When a committee or task force member has been called to order but persists in breaching the order of the committee or task force, the Chair or Interim Chair may name the member and declare the offence.
   iv. The Chief Executive Officer shall ensure the offence is noted in the minutes.
   v. If a member of the committee or task force who has been named apologizes to the committee or task force and withdraws the offensive statement or action, then the Chair or Interim Chair may direct that the notation of the offence be removed from the minutes.
   vi. A committee or task force member who is called to order or named may immediately thereafter challenge the ruling of the Chair or Interim Chair and state the terms of the challenge.
   vii. When there is a challenge to the ruling of the Chair or Interim Chair, all further debate shall cease until the challenge has been dealt with by the committee or task force. A challenge of the Chair’s or Interim Chair’s ruling shall follow those procedures outlined herein.

b. Order in Committee or Task Force Meetings – The Public
   i. Only committee or task force members, the Chief Executive Officer, and those individuals authorized by the Chief Executive Officer may be present on the floor of the meeting.
   ii. A person not listed in section 8.b.i may be present on the floor of the committee or task force meeting if that person has first received the approval of the Chair or Interim Chair.
   iii. The Chief Executive Officer or an employee or consultant authorized by the Chief Executive Officer may address the committee or task force from the floor of the committee or task force meeting, if recognized by the Chair or Interim Chair.
   iv. A person not listed in 8.b.i may address the committee or task force from the public gallery with permission of the Chair or Interim Chair. A member may, through the Chair or Interim Chair, request permission for an employee of that municipality to address the committee or task force.
v. No person present in the public gallery or on the floor of the meeting shall cause any disturbance, interrupt any speaker or interfere with the action of the committee or task force.

vi. The Chair or Interim Chair may call to order any person on the floor or in the public gallery who has created a disturbance and may expel that person from the committee or task force meeting.

9. RULES FOR MOTIONS

a. Motions
   i. A motion must be made prior to a vote occurring.
   ii. A recommendation in a report is not a motion until a member moves it.
   iii. The committee or task force shall consider only one motion at a time.
   iv. After a motion has been moved, it may not be withdrawn without the consent of the committee or task force.
   v. The following motions are not debatable by the committee or task force:
      I. to raise a point of privilege;
      II. to call for orders of the day;
      III. to raise a point of order;
      IV. to withdraw a motion;
      V. to recess or adjourn the meeting;
      VI. to challenge a ruling of the chair; or
      VII. to table a motion.
   vi. When a motion has been made and is being considered, no member may make any other motion except:
      I. as set out in 9.a.v;
      II. to amend the motion;
      III. to refer the main motion to the CRB administration, a committee, task force, or some other person or group for consideration; or
      IV. to postpone consideration of the motion.
   vii. Motions shall have precedence in accordance with the order that they are listed in 9.a.viii and then in 9.a.ix(2), 9.a.ix(3) and 9.a.ix(4).
   viii. If a motion is voted on by the committee or task force, a committee or task force member who voted on the prevailing side may move, at the same meeting or continuation thereof, that the vote be reconsidered, provided that the vote has not caused an irrevocable action.
   ix. If a motion fails, the same motion shall not be renewed unless one year has passed since the date that the motion was defeated.
   x. Notwithstanding 9.a.xi, if a motion is defeated, a committee or task force member may introduce a motion calling on the committee or task force to renew the motion if:
      I. the committee or task force member who wishes to have the Committee or task force renew a motion provides previous notice by setting out in writing what special or exceptional circumstances warrant further debate; and
      II. the committee or task force grants leave to a committee or task force member to introduce a motion calling on the committee or task force to renew the motion.
xi. If a motion succeeds, a committee or task force member may introduce a motion calling on the committee or task force to rescind the motion or amend a motion previously adopted provided that the committee or task force member sets out in writing what special or exceptional circumstances warrant further debate.

xii. A motion to rescind, renew or amend a motion previously adopted may not be introduced where the vote on the original motion has caused an irrevocable action.

xiii. The committee or task force may consider in camera 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.

xiv. The committee or task force may not vote on motions in camera except a motion to revert to a meeting held in public.

b. Amendments to Motions
   i. A committee or task force member who moved a motion may not move an amendment to it.
   ii. Any committee or task force member, other than the committee or task force member who moved the main motion, may move to amend a motion.
   iii. The committee or task force member who moved the main motion may move an amendment to the amendment.
   iv. The Chair or Interim Chair shall allow only:
       I. one amendment to the main motion; and
       II. one amendment to the amendment to be advanced and considered at a time.
   v. The committee or task force must vote:
       I. on an amendment to the amendment, if any, before voting on the amendment; and
       II. on any amendment before voting on the main motion.
   vi. When an amendment is on the floor, the committee or task force may debate only the merits of the amendment and shall not debate the merits of the motion to which it is applied.
   vii. The Chair or Interim Chair shall not put the main motion under debate to a vote until all amendments to it have been put to a vote of the committee or task force.
   viii. Once all amendments to the main motion have been voted on, the Chair or Interim Chair shall put forth the main motion under debate to the committee or task force for a vote, incorporating the amendments that have been passed by the committee or task force.
   ix. Notwithstanding anything in this section, a committee or task force member who has moved a motion may restate the motion to include a proposed amendment if no other committee or task force member objects.

c. Motions to Refer
   i. Any committee or task force member may move to refer any main motion, and any pending amendments, to a committee or task force or the CRB administration for investigation and report.
   ii. A motion to refer:
       I. is debatable;
II. precludes any further amendment to the main motion, until the motion to refer has been addressed by the committee or task force; and

III. shall include instructions indicating, who the receiving body is, what the receiving body is to do and the date by which the committee or task force requires a response.

iii. The Chair or Interim Chair shall refuse to accept a motion to refer that would have the effect of defeating the motion to which it applies.

iv. Once the receiving body commences its deliberations, the receiving body may recommend for adoption any amendment to the resolution so referred without regard to any amendments considered by the committee or task force prior to the referral. The resolution proposed by the receiving body shall be as if introduced to the committee or task force for the first time and the committee or task force shall be free to consider any amendment to it.

d. Splitting a Motion
   i. When a motion is lengthy, complicated or contains a series of independent issues dealing with different subjects, a committee or task force member may request that the motion be split into parts so that each part may be voted upon individually.
   ii. A committee or task force member who requests that a motion be split into parts may reword the parts so that the syntactical integrity of each part is maintained, but in doing so shall not change the intent of each part.
   iii. The Chief Executive Officer may, on the request of the Chair or Interim Chair, assist with phrasing the motions that would result from a motion being split so that the motions may be dealt with most effectively by the committee or task force.

e. Tabling Motions
   i. A motion may be tabled by a vote of the committee or task force.
   ii. A motion to table:
      I. includes all other motions; and
      II. takes precedence over any other motion connected with the motion being tabled.
   iii. A motion that has been tabled may be raised from the table at any time by a vote of the committee or task force.
   iv. If a motion to raise a motion from the table is defeated, it may only be made again after the committee or task force has addressed some other matter or business.
   v. When a tabled motion is raised from the table, it is brought back with all motions connected with it, exactly as it was when laid on the table.
   vi. A motion fails if it is not raised from the table within one year of being tabled.
   vii. A motion to table such determination to another meeting is not permitted. If the committee or task force is unable to make a determination and additional information is necessary to duly make the decision, the committee or task force has the capacity to refer the matter to Administration to bring forward additional information to assist with making the decision.

f. Postponing Motions
   i. A motion may be postponed:
I. to later in the meeting to enable the committee or task force to deal with other more pressing matters; or
II. to a specified time and/or date; or
III. until the occurrence of an event; or
IV. indefinitely.

ii. A motion to postpone:
   I. includes the motion being postponed and all connected amendments; and
   II. takes precedence over any other motion connected with the motion being postponed.

iii. A motion that has been postponed under 9.f.i(1) or 9.f.i(4) may be considered at any time by a vote of the committee or task force.

iv. If a motion to consider a postponed motion is defeated, it may only be made again after the committee or task force has addressed some other matter or business.

v. When a motion that has been postponed is brought back to the committee or task force, it is brought back with all motions connected with it, exactly as it was when postponed.

vi. If a motion has been postponed to a specified time and/or date or until the occurrence of an event, the motion is automatically placed on an agenda for consideration at that time and date or upon the occurrence of the event.

vii. A motion to postpone such determination to another meeting is not permitted. If the committee or task force is unable to make a determination and additional information is necessary to duly make the decision, the committee or task force has the capacity to refer the matter to Administration to bring forward additional information to assist with making the decision.

g. Notice of Motion
   i. Prior to the committee or task force adjourning a committee or task force meeting, committee or task force members will be given an opportunity to bring a notice of motion by reading into the minutes the notice of motion and by providing the Chief Executive Officer with a written copy of the notice.
   ii. A notice of motion given at a committee or task force meeting will automatically appear on the agenda of the next regular committee or task force meeting unless otherwise directed or agreed upon by the Chair/Interim Chair or Chief Executive Officer or the Notice Provider.
   iii. A motion for notice is not debatable until a committee or task force member moves the motion.

10. VOTING

   a. Subject to the committee or task force terms of reference, each member has one vote.
   b. A motion will be carried when a motion is supported by quorum.
   c. A committee or task force member may request a vote be recorded any time before the vote is taken.
   d. When a vote is recorded, the minutes must indicate which committee or task force member requested the recorded vote and list the municipalities voting for or against the motion. Additionally, those municipalities that are absent will be recorded in the minutes even though their vote is recorded in favour.
11. INFORMATION REQUESTS

a. A committee or task force member wishing to make an information request of CRB administration shall present it to the committee or task force at the appropriate time on the agenda of a regular committee or task force meeting.
b. If the Chief Executive Officer is unable to answer the information request at the meeting, the Chief Executive Officer will forward the request to the appropriate entity for a response.
c. Information Requests will appear on a subsequent agenda.
d. If the Chief Executive Officer determines that the requested information should not be supplied, as the corporation has an obligation to keep it private under the provisions of the Freedom of Information and Protection of Privacy Act, the Chief Executive Officer shall file a response with the committee or task force stating the reasons for withholding the information.
e. If the Chief Executive Officer determines that the time and cost of compiling the information will be considerable, the Chief Executive Officer shall request a resolution of the committee or task force to approve the request either at the same meeting or a future meeting.
f. If a committee or task force member who has made an information request wishes to withdraw the request, that committee or task force member shall so inform the committee or task force.

12. ADJOURNING THE MEETING

a. When the Chair or Interim Chair is satisfied that all the business and purposes of a meeting have been addressed, the Chair or Interim Chair may adjourn or request a motion to adjourn the meeting.
b. Any committee or task force member may move to adjourn the meeting at any time.

Nolan Crouse, Board Chair

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<td>July 28, 2015</td>
<td>Update</td>
<td>Fixed technical errors; clarified Section 10. Voting; defined meeting as per legal advice, remote attendance added, clarity regarding notice of motions</td>
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<td>September 14, 2015</td>
<td>Update</td>
<td>Copy edits and clarification re: in camera</td>
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<td>September 21, 2015</td>
<td>GPF amendment</td>
<td>Add “unanimous” to Section 2 (d)</td>
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<td></td>
<td>October 15, 2015</td>
<td>Board amendment</td>
<td>Removed Section 2 (d)</td>
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PURPOSE

This policy clarifies the Board Chair’s or Interim Board Chair, and Vice-Chair’s role and responsibilities.

POLICY

This role description outlines the delegated authorities provided to the Board Chair or Interim Board Chair required to carrying out his/her duties on behalf of the Board and ensure compliance with the Capital Region Board Regulation and any Ministerial Orders that are active.

GUIDELINES

1. POSITION SUMMARY

The Chair will promote awareness and ensure the implementation of the Board’s mandate, goals, and established outcomes of the Capital Region Growth Plan and develop and maintain effective relationships and communication with member municipalities, government and key stakeholders.

The Chief Executive Officer reports to the Chair.

2. AUTHORITIES

The Capital Region Board was created in April 2008 with the promulgation by the Province of Alberta of the Capital Region Board Regulation. The Board is defined as a corporation that has some of the powers and duties of a regional services commission under the Municipal Government Act. The Regulation, as updated periodically by the Province, outlines the authorities and responsibilities of the Board including the requirement to prepare and implement the Capital Region Growth Plan and the administration of the Regional Evaluation Framework. The Regulation and CRB Policies govern the overall operations of the Board.

In accordance with CRB Policy G005 Board Meeting Procedures, the Chair has voting rights as a member of the Capital Region Board representing his/her municipality. The Chair may participate in debate on any matter before the Board by relinquishing the Chair. The Chair may make a motion on any matter on the agenda but before doing so, the Chair must relinquish the chair to the Vice-Chair until the vote on the motion has been taken.

3. RESPONSIBILITIES

a. Responsible to the members of the Capital Region Board.

b. Ensures that the Board members are aware of their responsibilities under the Capital Region Board Regulation.
c. Prepare for and Chair meetings of the Capital Region Board in accordance with the Capital Region Board Regulation and CRB Policies.
d. On behalf of the Board, ensure that the Chief Executive Officer is satisfactorily carrying out his/her duties and is responsible for the annual performance review of the CEO with support from Advocacy, Monitoring Committee.
e. Shall be designated by the Board and in CRB policies as one of the signing officers for certain Board documents.
f. The Chair is non-voting ex-officio on all Board committees and task forces.
g. When required, represents the Capital Region Board to the federal and provincial governments, other stakeholders and attends external events.

4. TIME COMMITMENT

Properly performing the duties of the Chair will require a time commitment of between three and four working days per month.

5. REMUNERATION

Remuneration is outlined in Schedule A

6. BOARD VICE-CHAIR

In instances when the Chair rescinds his/her role during a Board meeting (refer to Policy G005) or at any other time, the Board Vice-Chair is authorized to perform the responsibilities and have the authority of the Board Chair.

Nolan Crouse, Board Chair

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<td>July 23, 2015</td>
<td>Revised</td>
<td>Ensured consistency between policies. Fixed technical errors.</td>
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<td>August 31, 2015</td>
<td>Revised</td>
<td>Incorporated input from Governance, Priorities and Finance Committee</td>
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<td>September 10, 2015</td>
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Schedule A

Remuneration

An elected Board chair will be paid a retainer of $2,000 per month. The Chair will also be permitted to claim per diems and travel expenses for Board, committee, and task force meetings (i.e. $200 per day). Per diems, travel and parking will be reimbursed in compliance with the CRB Policy G003 Remuneration and Expenses Board and Committee and Task Force Members. Parking at the CRB office building will be provided.
PURPOSE

This policy clarifies the role and responsibilities of committee and task force chairs and vice-chairs.

POLICY

The role of committee and task force chairs and vice-chairs are to oversee the efforts of the committee or task force enabling progress in its mandate through effective planning, member collaboration, productive meetings, and reporting.

GUIDELINES

1. MEETING PROCEDURES

   The Chair is responsible for:
   
   a. Having a working knowledge of the CRB Regulation & other provincial obligations, Growth Plan, Board policies, and Board business and strategic plans; and
   
   b. Applying Policy G005 – Board Meeting Procedures and Policy G013 – Committee and Task Force Meeting Procedures.

2. AGENDA SETTING

   With the assistance of the CEO and the assigned CRB Project Manager, the Chair is responsible for setting each meeting agenda, reviewing and approving the agenda package, and ensuring that the agenda and work undertaken by the committee/task force remains consistent to its mandate as set by the Board.

   In setting the agenda, the Chair is responsible for assessing the timing and expected outcomes of the agenda and determining if a meeting should be rescheduled or cancelled.

   As a general rule, the Chair will work with CRB administration to finalize and issue the meeting agenda and supporting documentation to its members one week prior to each scheduled meeting.

3. REPORTING

   The Chair is responsible for ensuring that the committee/task force reporting is timely, consistent and transparent to the Board and its members. In doing so, the following tasks are included:

   a. Ensuring that meeting minutes are reviewed and included in the next scheduled Board meeting package;

   b. Ensuring committee/task force deliverables are reviewed and issued to the Board one week prior of a scheduled meeting; and
c. Providing verbal updates to the Board as required.

4. VICE-CHAIR

In instances where the Chair rescinds his/her role during a meeting (refer to Policy G005) or at any other time, the Vice-Chair is authorized to perform the responsibilities and have the authority of the Chair.

Nolan Crouse, Board Chair

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<td>February 8, 2016</td>
<td>Update</td>
<td>Typo, updated 3(C) to required vs. requested.</td>
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<td>April 14, 2016</td>
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<td><strong>Policy:</strong></td>
<td>G016– Member municipality representation on committees and task forces</td>
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<td><strong>Effective Date:</strong></td>
<td>November 14, 2013</td>
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<td>Capital Region Board</td>
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**PURPOSE**

To determine municipal membership, Chairs and Vice-Chairs for each of the Board’s committees and task forces.

**POLICY**

In carrying out its mandate, the Board benefits from the use of committee and project-focused task forces to support implementation and further development of the Growth Plan and to provide informed advice and recommendations to the Board as part of its corporate responsibilities.

**GUIDELINES**

At a regularly scheduled or special meeting of the Board, the Chief Executive Officer (CEO) will administer the selection processes.

**Part A - Standing Committee Municipal Membership Selection**

For each standing committee, municipal membership will be determined by approved Terms of Reference for each committee and Policy G012 – Committee and Task Force Terms of Reference.

1. Board members from each municipality type (cities, towns, counties, and villages, or defined sub region as with the Housing Committee) will form separate groups. Within each group, each municipality will have an opportunity to identify their preference and interest in participating in one or more of the standing committees.

2. In the circumstance where there are no municipal candidates for a particular type of municipality grouping determined for a specific committee, then no vote will occur and that seat will remain vacant until the next membership selection process takes place.

3. Once municipal candidates for each committee have been determined, then the CEO will facilitate a secret ballot if necessary for each committee:
   a. Each member will have one vote for each committee.
   b. The municipality with the most votes for a specific committee will be deemed the representative.
   c. For committees that allow for more than one representative position, then the municipality with the second and, if applicable, third highest votes will be deemed the representative(s).
   d. In cases where there is a tie (same number of votes) then a “run off” process will be used to determine the municipal representatives for that committee:
      i. A tie of two (2) or more members with the most votes will result in either:
I. For cases where the number of tied candidates equal the positions available, then all are to be deemed successfully elected; or

II. For cases where there are more tied candidates than positions available, then a second ballot may be conducted or the names of these candidates will be drawn until all vacant positions have been filled.

Part B - Task Force Municipal Membership Selection

For each task force established by the Board, municipal membership will be determined by approved Terms of Reference for each task force and Policy G012 – Committee and Task Force Terms of Reference. As task forces are designed to be focused on a particular outcome through the completion of a specific project, the selection process may not occur at the same time as the selection process for the standing committees but rather at a time that meets the requirements of the project.

In considering municipal representation for membership positions, the Board will consider those municipalities that can add expertise and value to the quality and outcome for a specific project and/or may be more impacted by the project outcomes than other municipalities. As a result, ensuring representation from each municipality type (city, town, county, and village) may not be the best use of Board and member resources. Member municipality representation is limited to a maximum of one representative for each Task Force but may, at the will of the Board, participate in multiple task forces if it is deemed to be in the best interest of the task forces.

Municipal membership will remain consistent for the term of the project unless otherwise determined by the Board.

1. For those projects that are deemed by the Board to require a task force, the Board will seek a recommendation from the Governance, Priorities, & Finance Committee as to the optimal task force membership including funding requirements. In situations where all municipalities can contribute equally and are impacted equally, then the Governance, Priorities, & Finance Committee will consider the recommendation of one member from each municipality type (city, town, county and village) plus one.

2. For task force positions that will consist of specific municipality type(s), the same voting process outlined in Part A of this policy will be facilitated by either the Board Chair or CEO.

3. For task force positions that will be determined based on specific criteria (expertise, impact, etc.), then those municipalities who wish to be considered for the task force will be asked to identify themselves for Board consideration and vote.

4. The CEO will facilitate a secret ballot for each task force:
   a. Each Board member will have one vote
   b. The top five candidates with the most votes will be deemed to be on the task force
   c. In cases where there is a tie (same number of votes) then a “run off” process will be used to determine the municipal representatives for the task force:
   d. A tie of two or more members with the most votes will result in either:
      i. For cases where the number of tied candidates equal the positions available, then all are to be deemed successfully elected; or
ii. For cases where there are more tied candidates than positions available, then a second ballot may be conducted or the names of these candidates will be drawn until all vacant positions have been filled.

Part C - Selection of Chairs and Vice-Chairs for Committee and Task Forces

Each committee and task force will be led by a Chair and supported by a Vice-Chair. These positions are appointed to a specific person who has already been deemed a member of the committee or task force in question. For continuing committee and task force, Chairs and Vice-Chairs will be reviewed and refreshed every two (2) years: after each municipal election and at the two (2) year point into the four (4) year term.

1. Following each municipal election and after the determination of municipal membership representatives for a committee and/or task force, the committee or task force memberships will appoint their Chair and Vice-Chair.

2. At the mid-term point of two (2) years and after the membership has been reviewed and updated, the membership may elect both the Chair and Vice-Chair to serve the remaining two years of the term unless the Board agrees to extend the term.

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<td></td>
<td>September 18, 2015</td>
<td>Revised</td>
<td>Addition of the phrase “task force” to help clarify, added sub-region to committee selection process</td>
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<tr>
<td></td>
<td>February 8, 2016</td>
<td>Revised</td>
<td>Removed Board Chair from administering the selection process.</td>
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<td>April 14, 2016</td>
<td>Approved</td>
<td>Board approved</td>
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Nolan Crouse, Board Chair
Policy: G017 – Monitoring and evaluating board performance

Effective Date: November 14, 2013

Approved by: Capital Region Board

PURPOSE

This policy provides the basis of the Board’s monitoring and evaluation framework.

POLICY

The Board is expected to establish a clear sense of direction and monitor and evaluate its performance on a regular basis. In doing so, the Board can be proactive in addressing any shortfalls or unexpected results as well as recognize the progress it has made.

GUIDELINES

The Board will commit to the development and implementation of a monitoring and reporting framework to measure the Board’s performance and success in achieving its goals and targets as set out in the CRB Growth Plan and its strategic and business plans.

1. STRATEGIC AND BUSINESS PLANNING

The Board will develop a strategic plan that mirrors the length of the municipal election term and a rolling four year business plan that is updated annually. Refer to Policy G006 – Budgeting for further reference to the business plan.

2. SCOPE

The Board will develop and maintain a monitoring and evaluation program that addresses, at minimum, the Board’s:
   a. Compliance to the Regulation, Board-approved policies and any legal constraints placed on the CRB by the Province of Alberta;
   b. Effectiveness of the Board’s performance against reasonable or available standards; and
   c. Oversight of the monitoring and evaluation of the Board’s performance activities.

3. ADVOCACY AND MONITORING COMMITTEE

To further develop this framework and to ensure due attention, the Board has established an Advocacy & Monitoring Committee under its oversight with the mandate to:
a. Monitor and report on the Board’s progress as set out in its approved business, strategic and Growth plans;

b. Identify risks and issues that may be inhibiting the Board’s progress and propose solutions;

c. Identify emerging issues and opportunities to the Board;

d. Identify where changes are needed or enhancements can be applied to further reinforce the progress of the Board’s collective efforts; and

e. Monitor Key Performance Indicators and report regularly to the Board.

Nolan Crouse, Board Chair

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<td>February 8, 2016</td>
<td>Update</td>
<td>Update the committee name to reflect Board structure.</td>
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<tr>
<td>April 14, 2016</td>
<td>Approved</td>
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Policy: G018 – Geographic information systems

Effective Date: December 11, 2014

Approved by: Capital Region Board

PURPOSE

To define the role of the Capital Region Geographic Information Services (CRGIS).

POLICY

The Capital Region Board (CRB) shall develop and maintain a shared regional Geographic Information System, and related services, that provides equitable access to members and promotes informed regional decision-making as directed in Appendix 4: CRGIS Strategy and Implementation Plan of the Growing Forward Capital Region Growth Plan.

GUIDELINES

1. CRGIS encompasses both a Geographic Information System (GIS) and related services that the CRB provides to member municipalities.
2. CRGIS shall act as a centralized hub of regional spatial data and provide complementary services to member GIS systems and services. CRGIS is not intended to replace existing or future GIS systems or services provided by members to their communities.
3. CRGIS will focus on the collection, assembly and maintenance of regional data and information used in spatial analytics and data visualization that support regional decision-making and initiatives by the CRB. Where resources permit, CRGIS will also provide related GIS support to members, such as GIS education and capacity development, advisory and consultation services, analysis and mapping, etc.
4. CRGIS shall facilitate access, sharing and analysis of regional datasets to member municipalities and the public where appropriate.
5. The CRB shall ensure that delivery of CRGIS is cost effective and balances the needs of individual municipal members with the needs of the CRB, as a whole.
6. The CRB shall ensure that the CRGIS can be readily accessed while also ensuring that appropriate security is in place to protect information when necessary.
7. Member municipalities shall respond to all CRB administration or member municipality requests for data related to the CRGIS Strategy and Implementation Plan and/or Capital Region Growth Plan.
8. Original data creators/owners will retain complete ownership and authority over their data.
9. The CRB shall develop and maintain processes and guidelines for data submissions and updates from data owners as well as ad hoc data request procedures.
10. CRB believes in an open data structure where appropriate and only share licensed or restricted data with the full consent of the data owner.
11. CRGIS shall support Capital Region Board regional initiatives.

PRINCIPLES

1. This policy will be realized through the guiding principles defined in the CRGIS Strategy and Implementation Plan:
2. Autonomy – All municipal members will respect the self determinations of other municipalities and their control over land use planning and data within the context of the regional plan.

3. Collaboration – All municipal members will work together to support the planning efforts of the region including free sharing of relevant non-confidential data sets.

4. Equity – All municipal members will be treated in a way that is equitable, consistent and congruent and to ensure the benefits of CRGIS are available to all municipal members.

5. Flexibility – All municipal members will be expected to identify options that work best for themselves while also fitting in with the needs of the region including data standards and technology platforms.

6. Mutuality – Working together in the region will be the key to achieving a consistent level of data quality and data access to any of the member municipalities.

7. Sustainability – All municipal members will seek decisions which encourage sustainable data acquisition and maintenance practices.

8. Transparency – The results of decision making processes in relation to spatial data and technology platforms that relate to the regional plan will be transparent to the stakeholders.

Nolan Crouse, Board Chair

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<tr>
<td>February 9, 2016</td>
<td>Amend</td>
<td>Added public to recipient list in Guideline 4. Added support for current and future CRB initiatives in Guideline 11)</td>
<td></td>
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<tr>
<td>March 9, 2016</td>
<td>Amend</td>
<td>Clarified Guideline 11 to be inclusive of all CRB regional initiatives, as per GPFs request.</td>
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<td>April 14, 2016</td>
<td>Approved</td>
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PURPOSE

The Capital Region Board (CRB) Regulation established the Board and stipulates the participating municipalities and it is within the Province’s authority to designate participating municipalities. This policy establishes a process for review of the Capital Region Board’s participating municipalities and outlines steps to request joining or leaving the CRB.

POLICY

The Capital Region Board’s participating municipalities are mandated through the Capital Region Board Regulation, Alta. Reg. 38/2012.

A participating municipality of the Capital Region Board must be contiguous to another participating municipality.

1. MEMBERSHIP REVIEW
   a. The Capital Region Board may conduct a membership review of participating municipalities once every four years upon the Board passing a motion to do so.
   b. A membership review cannot take place within the one year period leading up to a municipal election, or within the one year period after a municipal election.
   c. Municipalities designated as a County, or specialized municipality, or with an urban population of 5,000 or greater, within the Capital Region Board boundary, must participate in the Capital Region Board’s activities.

2. PROCESS
   a. Upon the passing of a motion to conduct a membership review;
   b. The Capital Region Board shall notify the Minister of Municipal Affairs that the Capital Region Board is undergoing a membership review.
   c. The Capital Region Board Chair shall request eligible participating municipalities—who do not meet the criteria in the Membership Review section above—to provide a written position supported by a Council motion, if they wish to seek support from the Capital Region Board for a change in membership status. If an eligible participating municipality does not submit a written position supported by a Council motion, it will be assumed the participating municipality wishes to remain a participating municipality of the Capital Region Board.
   d. The Capital Region Board shall request that municipalities, which are not participating municipality, that fall within the Capital Region Board Boundary, and have crossed the urban population threshold of 5,000, join the Capital Region Board.
   e. Municipalities wishing to gain Capital Region Board support to change their membership status shall provide their written position, supported by a Council motion, within 90 calendar days of the Capital Region Board motion to review its membership.
f. Motions to join or withdraw must be worded as follows:

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<th>JOIN</th>
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<tr>
<td>That the _______ of _______ wishes to become a &quot;participating municipality&quot; of the Capital Region Board pursuant to the Capital Region Board Regulation, Alta. Reg. 38/2012, and requests that: (a) the Minister of Municipal Affairs and the Lieutenant Governor in Council take such steps as are required to enact a regulation replacing or amending the Capital Region Board Regulation to give effect to this request, and; (b) the Capital Region Board pass a resolution to support this request by the _______ of _______.</td>
<td>No motion needed.</td>
<td>That the _______ of _______ wishes to terminate its status as a &quot;participating municipality&quot; pursuant to the Capital Region Board Regulation, Alta. Reg. 38/2012, and requests that: (a) the Minister of Municipal Affairs and the Lieutenant Governor in Council take such steps as are required to enact a regulation replacing or amending the Capital Region Board Regulation to give effect to this request, and; (b) the Capital Region Board pass a resolution to support this request by the _______ of _______.</td>
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g. A municipality may withdraw its motion requesting to change its Capital Region Board membership status, within the 90 calendar day window, with another council motion requesting a withdraw of the original motion.

h. Upon completion, the CEO shall present the results of the membership review to the Capital Region Board at the next scheduled Board meeting.

i. The Capital Region Board may make the following motions in support:

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<td>That the Capital Region Board supports _______ of _______'s request to become a &quot;participating municipality&quot; of the Capital Region Board pursuant to the Capital Region Board Regulation, ALTA. Reg. 38/2012, and request that the Minister of Municipal Affairs and Lieutenant Governor in Council take such steps as are required to enact a regulation replacing or amending the Capital Region Board Regulation to give effect to the request of _______ of _______.</td>
<td>No motion needed.</td>
<td>That the Capital Region Board supports the _______ of _______'s request to terminate its status as a &quot;participating municipality&quot; pursuant to the Capital Region Board Regulation, ALTA. Reg. 38/2012 and request that the Minister of Municipal Affairs and Lieutenant Governor in Council take such steps as are required to enact a regulation replacing or amending the Capital Region Board Regulation to give effect to the request of _______ of _______.</td>
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j. Voting Structure
   i. If the Board supports a change in Board membership, the Board shall review the voting structure taking the proposed membership into account.
   ii. The CEO shall undertake a voting structure review and propose a modified voting structure with the same ratio (75% of population and 66% +1 of participating municipalities) as the voting structure outlined in *Capital Region Board Regulation, ALTA. Reg. 38/2012*.
   iii. The proposed amendments to the Board voting structure shall be reviewed by Governance, Priorities & Finance Committee.
   iv. The final voting structure shall be presented to the Board for review.
   v. Recommendation to the Province shall occur based on the Board’s approved motion and in conjunction with the requested change in membership.

k. Notifying the Province
   i. The Province will be notified upon the Board taking an official position on listing of participating municipalities and associated change to voting structure:
   ii. If the Board supports a change in Board membership, the Board must request that the Minister of Municipal Affairs and Lieutenant Governor in Council take such steps as are required to enact a regulation replacing or amending *Capital Region Board Regulation, ALTA. Reg. 38/2012 Part 5 Schedule – Participating Municipalities* with an updated list of participating municipalities.
   iii. If the Board supports a change in voting structure, the Board must request that the Minister of Municipal Affairs and Lieutenant Governor in Council take such steps as are required to enact a Ministerial Order replacing or amending *Capital Region Board Regulation, ALTA. Reg. 38/2012 Part 1 Section 5(2) – Voting rights of representatives*, with an updated voting structure.

l. Actions upon Membership Change approved by the Province
   i. The CEO shall notify municipalities within the Capital Region Board boundary of any change in membership
   ii. The CEO shall conduct a Committee structure review within a six month period of any membership change occurring and present the results to the Governance, Priorities & Finance Committee through to the Board
   iii. The CEO shall conduct a policy review within a six month period of any membership change occurring and present the results to the Governance, Priorities & Finance Committee through to the Board

3. UNDERSTANDING MEMBERSHIP

   a. Obligation of Participating Members
      i. Participating Municipalities shall adhere to the Capital Region Board Regulation.
      ii. Participating Municipalities shall adhere to Capital Region Board Policies.
      iii. Participating Municipalities shall act in good faith and in accordance with decisions of the Board.
      iv. Participating Municipalities shall be required to finance Board initiatives, subject to a cost sharing formula, if the Board approves funding above and beyond core funding.
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<td>June 26, 2015</td>
<td>Created</td>
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<tr>
<td>August 25, 2015</td>
<td>Amended</td>
<td>Amended with comments made by Governance, Priorities and Finance Committee meeting</td>
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<tr>
<td>September 10, 2015</td>
<td>Approved</td>
<td>Capital Region Board approval</td>
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<tr>
<td>April 5, 2016</td>
<td>Amended</td>
<td>Linked Membership and voting</td>
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<tr>
<td>October 13, 2016</td>
<td>Approved</td>
<td>Board approved</td>
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**Policy:** H001– Employee performance planning and appraisal

**Effective Date:** September 9, 2010

**Approved by:** Chief Executive Officer

**PURPOSE**

To commit to ongoing performance management by providing performance feedback and regular performance evaluations.

**POLICY**

The Capital Region Board expects all employees to perform their duties in an efficient and effective manner.

The Capital Region Board believes it appropriate that all employees have a clear understanding of what is expected of them, and that their performance is appraised annually and the results of the appraisal are reviewed with the employees.

**GUIDELINES**

1. The objectives of the Performance Planning and Appraisal Program are:
   a. to establish and maintain high standards of employee conduct;
   b. to encourage improved performance;
   c. to acknowledge competency;
   d. to improve communication between employees and their supervisors;
   e. to enable decisions regarding continuing employment (or termination), compensation and promotion;
   f. to establish measuring tools by which the employee’s performance in completing their duties and responsibilities can be evaluated;
   g. to recognize employees who achieve high performance levels; and
   h. to identify employee training and staff development needs.

2. **PERFORMANCE PLANNING**
   a. Performance Planning is the process of informing employees what will be expected of them during the period of time under review.
   b. The supervisor and employee will set performance objectives and targets every year.
   c. The supervisor and employee will discuss and agree upon the expectations and the employee will be provided with a copy signed by both.
   d. The employee’s position description will be used in conjunction with developing the information on expectations. The supervisor will ensure that the position description is accurate and current.

3. **PERFORMANCE APPRAISAL**
   a. There will be formal touch points during each appraisal period.
I. Goal setting at the beginning of the appraisal period
II. A mid year review
III. A written yearly formal appraisal toward the end of the performance year.

b. Progress of expectations should be measured throughout the year.
c. The supervisor will prepare the appraisal and review it with the employee.
d. The appraisal will focus on the employee’s demonstration of:
   I. the degree of attainment of expectations;
   II. behavior consistent with the assignment; and
   III. personal characteristics, which enhance the ability to effectively fulfill any assigned tasks.
e. The employee will be given an opportunity to add comments about the appraisal. Once completed, and signed by both the supervisor and the employee, the original will be filed in the employee’s official file and a copy provided to the employee.
f. Employees will be expected, where necessary, to take remedial action to improve unsatisfactory performance.

4. TIMING OF APPRAISALS
   a. Employee performance appraisals will be prepared:
      i. For a probationary employee, prior to completion of the probation period; these periods normally last 3 to 6 months
      ii. For a regular employee, at least once every twelve months, normally at the end of their anniversary date; or
      iii. When there is a serious performance deficiency.

5. All appraisals, except the Chief Executive Officer, will be reviewed and approved by the Chief Executive Officer. The approval of the Chief Executive Officer is final and no appeals will be available to the employee.

6. The Annual Salary and Performance Appraisal for the Chief Executive Officer will be conducted and approved by the Chair/Interim Chair and the Vice-Chair/Interim Vice-Chair of the Capital Region Board, through solicitation and feedback from the Advocacy and Monitoring Committee.

Malcolm Bruce, CEO

Revisions

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<td>May 8, 2014</td>
<td>Update</td>
<td>Fixed technical errors</td>
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<tr>
<td>August 24, 2015</td>
<td>Update</td>
<td>Fixed technical errors; clarified Section 3 Performance Appraisal; adding more details</td>
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Policy: H002 – Position descriptions

Effective Date: September 9, 2010

Approved by: Chief Executive Officer

PURPOSE

To ensure that employees know their job duties and performance expectations.
To assist the Capital Region Board in employing the best possible person for each position.

POLICY

Every staff position with the Capital Region Board shall have a job description.

GUIDELINES

1. Position descriptions will provide a summary of specific job duties and responsibilities.
2. Provide guidelines on how to prepare new position descriptions and when position descriptions should be reviewed and, if necessary, rewritten.
3. Position descriptions will consist of the following sections:
   a. Position Summary – this section will provide a general overview of the responsibilities, position reporting and supervisory roles.
   b. Authorities – this section provides an outline of where the position acquires the authority to carry out its duties and responsibilities.
   c. Responsibilities – a detailed list of job duties and responsibilities.
   d. The Person – includes the knowledge and experience requirements, academic requirements, and competency requirements.
4. Job descriptions will be reviewed and rewritten, if necessary, once per year preferably when the employee performance planning and appraisal is conducted.
5. It is the responsibility of the supervisor and employee to ensure that the job description is kept updated and reflects current tasks assigned to the employee.
6. New position descriptions will be prepared and approved by the Chief Executive Officer prior to the job being posted.

Malcolm Bruce, CEO
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**Policy:**  H003– Salary administration

**Effective Date:**  September 9, 2010

**Approved by:**  Chief Executive Officer

**PURPOSE**

To provide a salary administration process that is internally equitable, externally competitive and fiscally responsible.

**POLICY**

The Capital Region Board recognizes the importance of attracting and retaining excellent staff through appropriate and competitive salaries. The Chief Executive Officer has the authority to make exceptions to any aspect of this policy as considered necessary.

**GUIDELINES**

1. All positions, except the Chief Executive Officer’s position, will be assigned a salary range determined by the Chief Executive Officer.

2. Initial salary determination will take into consideration the work experience and qualifications of the individual, the recruitment market for the position and internal equity.

3. New employees meeting the minimum qualifications for a position will normally be hired at the lower end of the salary range.

4. New employees may be hired higher in the range to reflect additional experience and education that exceeds the minimum for the position.

5. All salaries and salary ranges will be determined by the Chief Executive Officer.

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Malcolm Bruce, CEO

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Policy: H004 – Recruitment and hiring

Effective Date: September 9, 2010

Approved by: Chief Executive Officer

PURPOSE

To establish a fair approach to employee recruitment and selection.

POLICY

The Capital Region Board is committed to the principle of equal employment opportunity for all applicants. Recruitment and selection of employees shall be done in a way that ensures the most suitable candidates are selected on the basis of merit, within applicable legislation. The CRB reserves the right to employ individuals who best meet the needs and interests of the position.

GUIDELINES

1. On advice from the Chair/Interim Chair, the Board of the CRB shall determine whether the recruitment of the Chief Executive Officer’s position will be recruited through a competition.

2. The Chief Executive Officer shall determine whether the recruitment of a position, other than the Chief Executive Officer’s position, will be recruited through a competition.

3. RECRUITMENT OF THE CHIEF EXECUTIVE OFFICER

   a. The Board shall recruit and fill the position of the Chief Executive Officer.
   b. The Selection Committee shall be the Governance, Priorities, & Finance Committee. The Governance, Priorities, & Finance Committee may select a subcommittee to assist with the selection of the Chief Executive Officer.
   c. The Governance, Priorities, & Finance Committee or subcommittee shall review all applications and select a list of candidates to be interviewed by the Governance, Priorities, & Finance Committee or subcommittee.
   d. The Chair/Interim Chair will negotiate, with the selected candidate, the terms and conditions of employment and recommend to the Governance, Priorities, & Finance Committee.
   e. The Governance, Priorities, & Finance Committee shall recommend to the Board one candidate and the terms and conditions of employment for their consideration.
   f. The Board may request an interview with the candidate.
   g. The Board, by motion, will select the successful candidate and will determine the terms and conditions of employment.

4. RECRUITMENT FOR ALL OTHER POSITIONS

   a. The Chief Executive Officer shall be responsible for the hiring of all other employees.
b. The Chief Executive Officer shall review all applications and select a list of candidates to be interviewed.

c. The Chief Executive Officer will select the successful candidate and shall determine the compensation package and conditions of employment.

Malcolm Bruce, CEO

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<td>Policy:</td>
<td>H005– Discipline, suspension, and dismissal of employees</td>
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<td>Approved by:</td>
<td>Chief Executive Officer</td>
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**PURPOSE**

To provide a process for discipline, suspension, and dismissal of employees that is progressive and corrective in nature.

**POLICY**

The Capital Region Board believes that the process for discipline, suspension, and dismissal of an employee whose conduct, performance, or suitability does not satisfy the values or standards established for CRB employees, should be a formal and fair procedure. It is the responsibility of the supervisors through regular evaluation, applying the principle of progressive discipline, to provide the employees with ongoing communication regarding progress toward acceptable standards.

**GUIDELINES**

1. The Chief Executive Officer shall ensure that the principle of progressive discipline is handled in a fair and consistent manner.

2. Any warning taken beyond a verbal warning shall include a meeting of the employee and supervisor with expectations clearly communicated verbally and in writing. A copy shall be given to the employee and a copy filed in their personnel file.

3. The Chief Executive Officer shall be consulted if discipline proceeds past the first written warning.

4. Progressive discipline will normally be carried out in the following sequence:
   a. Verbal warning(s) by the employee’s supervisor with a record of such noted in the employee’s personnel file.
   b. Written warning(s) by the employee’s supervisor and a copy filed in the employee’s personnel file.
   c. Suspension without pay may be done by the Chief Executive Officer. An interview with a written summary will be provided to the employee and a copy filed in the employee’s personnel file.
   d. Termination. Prior to termination, the Chief Executive Officer will consult with the CRB legal advisor. A written report will be placed in the employee’s personnel file.

5. An employee’s conduct may be such that it would cause any of these steps to be circumvented.

6. When a settlement is deemed advisable, the Chief Executive Officer will consult with the Chair/Interim Chair prior to finalizing the settlement. The Board will be advised of the terms of settlement.
7. An employee who is terminated for just cause has no entitlement to notice of termination or payment in lieu of notice, but rather, will be terminated immediately and without any severance.

8. In the case of a probationary employee:
   a. Concerns must be discussed as they occur during the probationary period.
   b. If requirements of the position are not being met the supervisor will determine a course of action.
   c. If changes required to rectify the situation are still not met the Chief Executive Officer will take the appropriate action to terminate employment.
   d. When employment is terminated during the probationary period, there is no appeal afforded.
   e. Provision for extension of probation can be made by the Chief Executive Officer.

9. Termination notice or termination pay will be determined as outlined under the Alberta Employment Standards Code.
Policy: H006– Employee benefits

Effective Date: September 9, 2010

Approved by: Chief Executive Officer

PURPOSE

To provide Capital Region Board employees with benefits that are an integral part of a total compensation plan designed to attract and retain the competent employees necessary to achieve the goals of the CRB.

POLICY

The Capital Region Board may provide benefits that include pension contributions, life insurance, accidental death and dismemberment, extended health care, dental, employee assistance program, long term disability, workers compensation coverage, and vehicle parking.

GUIDELINES

1. Full time permanent employees and part time permanent employees (who are scheduled to work at least 15 hours per week) are eligible for benefits provided through Alberta Municipal Services Corporation, with the exception of long term disability, where eligibility is 20 hours per week. Full time permanent employees and part time permanent employees are eligible for all other benefits mentioned in this policy.

2. Temporary and casual employees are not eligible for any of the benefits mentioned in this policy except for WCB and the Employee Assistance Program.

3. Eligible employees qualify for benefit coverage following three months of employment or upon successful completion of the probationary period, whichever is the longer period of time.

4. Capital Region Board will adhere to any other eligibility criteria as established by the benefit provider(s).

5. Cost Sharing of Premiums
   a. Local Authorities Pension Plan
   b. Life Insurance – 100% paid by CRB
   c. Accidental Death and Dismemberment – 100% paid by CRB
   d. Extended Health Care – 100% paid by CRB
   e. Dental – 100% paid by CRB
   f. Long Term Disability – 100% paid by employee
   g. Employee Assistance Program – sponsored by CRB
   h. WCB coverage – provided by CRB
6. New eligible employees may opt out of the Extended Health and/or Dental Care if this employee has alternate coverage. Life insurance, Accidental Death and Dismemberment, and Long Term Disability coverage is mandatory. Registered Retirement Savings Plan program is optional for employees.

7. Vehicle parking in the CRB office building or near to the CRB office building will be paid by the Capital Region Board. If the employee chooses other parking arrangements, the cost for this vehicle parking will be reimbursed by the CRB to the employee by an amount not to exceed $270 per month.

8. If an employee chooses to purchase transit passes, in lieu of vehicle parking, then the CRB will reimburse the employee for the cost of transit passes up to a maximum of $270 per month.

9. The Chief Executive Officer shall have the authority to make exceptions to this policy.

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PURPOSE
To provide the administrative basis for the work day and week for Capital Region Board employees. To define overtime, overtime pay, and time off in-lieu of overtime.

POLICY
The normal hours of work for Capital Region Board employees is seven hours per day, Monday thru Friday, excepting General Holidays and any other day that the CRB declares as a holiday. Hours of work for employees are based on the requirement to complete work assignments, satisfy client needs and achieve business plan objectives.
The CRB recognizes that employees may work beyond the regular hours of work and should be compensated accordingly.

GUIDELINES

1. The normal hours of work will be from 8:30am to 4:30pm with one hour unpaid break for lunch.

2. Actual work schedules may vary according to business needs and service requirements, however, two consecutive days of rest is normally scheduled.

3. Modified hours of work may be implemented where necessary and shall be approved by the Chief Executive Officer.

4. Overtime requirements shall be evaluated and shall be pre-authorized by the Chief Executive Officer.

5. Overtime is calculated when an eligible individual has been authorized and works beyond the normal daily scheduled hours of work or on scheduled days of rest.

6. The Chief Executive Officer, Project Managers, Operations Manager and Communications Manager are not eligible for overtime.

7. Eligible employees must sign overtime agreements, whereby employees bank their overtime hours, and time off is taken in-lieu of overtime pay on an hour for hour basis.

8. If the time off with pay is not provided or taken within three months of the end of the pay period in which it was earned, it will be paid out as per the overtime agreement and Alberta Employment Standards Code.
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**Policy:** H008– Employee business expenses

**Effective Date:** September 9, 2010

**Approved by:** Chief Executive Officer

**PURPOSE**

To provide guidelines for reimbursement of expenses incurred by CRB employees in the performance of their duties.

**POLICY**

Capital Region Board shall reimburse expenses incurred by employees in the performance of their duties. Where employees incur such expenses it is expected that logic and good business sense prevail.

**GUIDELINES**

1. **Travel**
   a. Where travel is authorized, the most direct, practical, and cost effective mode of travel shall be utilized.
   b. Employees should fly on excursion or advance booking fares that do not exceed economy class rates. Flight cancellation insurance will be paid if approved by the Chief Executive Officer in advance of purchase. Flight accident insurance will not be reimbursed.
   c. Expenses incurred for taxi or parking services while on approved CRB business will be reimbursed upon submission of receipts.
   d. Automobile rental charges may be claimed with receipts.
   e. Business use of private vehicle will be reimbursed a travel allowance on a per kilometer basis equivalent to the Government of Alberta rate.

2. **Accommodation**
   a. The Capital Region Board will pay accommodation costs, including applicable taxes, upon invoice from the hotel, or upon submission of a detailed hotel receipt verifying the costs when paid directly by the individual.

3. **Meals**
   a. With receipts, the Capital Region Board will reimburse for meals, not including alcoholic beverages, where the employee has actually incurred an expense, including meals paid for others if deemed to be reasonable and appropriate. A maximum 15% gratuity on the meal cost will also be reimbursed. It is expected that reasonable judgment be used when approving amounts in excess of the daily per diem amount listed in 3.b.
   
   b. Without receipts, employees may claim a meal allowance:
      
      | Meal   | Amount |
      |--------|--------|
      | Breakfast | $10.00 |
      | Lunch    | $15.00 |
      | Dinner   | $25.00 |
4. General
   a. Reimbursement of all employee business expenses, except the Chief Executive Officer, is subject to the approval of the Chief Executive Officer.
   b. Reimbursement of all business expenses for the Chief Executive Officer shall be approved by the Chair/Interim Chair or in his/her absence, by the Vice-Chair/Interim Vice-Chair.
   c. Travel outside Canada shall be reimbursed in Canadian currency plus the applicable exchange rate.
   d. Chief Executive Officer CRB credit card expenditures shall be approved by the Chair/Interim Chair or in his/her absence, by the Vice-Chair/Interim Vice-Chair.

Malcolm Bruce, CEO

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PURPOSE

The Capital Region Board values and supports staff training and development as a means to achieve and maintain excellence in the delivery of quality work.

POLICY

The Capital Region Board places a high value on having skilled employees and recognizes the necessity for accessing effective and appropriate training and development programs for employees. Training includes that which is required for certification standards. Technical skills must be kept current and employee development is encouraged. The CRB supports ongoing employee learning and development as an opportunity for improving the overall performance of the organization by preparing employees to meet the current and future service requirements of the CRB’s participating municipalities.

GUIDELINES

1. All employees are eligible to apply for training and development opportunities and membership fees in professional organizations.

2. Employee training and development may include conferences, conventions, workshops, courses, and seminars.

3. It is important that employee learning and development opportunities are congruent with the CRB goals and direction as well as respecting the individual needs of employees.

4. The following criteria will be considered when assessing the suitability of training and development activities:
   a. CRB priorities and needs
   b. directly related to the employee’s present work with the CRB
   c. required to enhance or upgrade the employee’s skill level to satisfactorily perform their duties and responsibilities
   d. required to ensure that the employee maintains their professional designation
   e. long term benefit to both the CRB and the employee
   f. is it offered by a credible source in a cost effective manner

5. Employees will submit a request for training and development, with relevant supporting documentation including all costs requested for reimbursement by the CRB, to the Chief Executive Officer. This is best done during goal setting at the start of each performance appraisal year.
6. The Chief Executive Officer shall make all decisions related to the approval of the request. If approved, the Chief Executive Officer will decide what portion of the costs will be reimbursed by the CRB. Eligible costs may include the registration cost of a course, conference, convention, workshop or seminar and related travel costs. For budgeting purposes, $3,500 is budgeted for each employee, for professional and development training.

7. Employees may apply for reimbursement of costs for membership in professional organizations providing the membership relates and has benefit to the employee’s job duties and responsibilities. The Chief Executive Officer will make all decisions regarding reimbursement.

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Malcolm Bruce, CEO
PURPOSE

To establish guidelines for Leaves of Absence for Capital Region Board employees.

POLICY

Capital Region Board recognizes that employees require Leaves of Absence for illness, family matters, bereavement, maternity/parental, and other types of leaves either with or without pay.

GUIDELINES

The Capital Region Board establishes the administrative provisions for each of the types of leave and coordinates benefits with the carriers in support of leaves where applicable.

1. SICK LEAVE
   a. Permanent full-time employees accumulate 1.5 days per month of sick leave. This leave is for employees who are unable to work due to personal illness or injury. Maximum accumulation for sick leave is 90 days.
   b. Permanent part-time employees accrue sick leave credits in proportion to the number of hours they are regularly scheduled to work.
   c. When the maximum sick leave credit is accrued, there is no further accumulation until the total accumulation is reduced below the maximum.
   d. Employees using their sick leave credits will be paid according to their regular earnings.
   e. The number of days/hours of paid sick leave will be deducted from their accumulated credits, up to the total of accumulated credits at the time sick leave commenced.
   f. If sick leave credits are used entirely, and the employee is unable to return to work, they may apply for the appropriate income protection plan (EI Sickness Benefits or Long Term Disability) for which they are eligible.
   g. Sick leave and vacation credits are not accrued for any period of illness/injury or Leave of Absence in excess of 30 calendar days. This includes periods of paid sick leave and/or LTD.
   h. Employees may be required to provide satisfactory evidence of illness, from a licensed physician in order to receive sick leave benefits. The Chief Executive Officer may waive this requirement in extenuating circumstances.
   i. All permanent employees are eligible for this benefit, accessible from the start date of their employment, provided they have a sufficient accumulation of sick leave in their bank.

2. FAMILY LEAVE
   a. An employee will be provided with up to five days leave each calendar year for attending to illness in the employee’s immediate family, birth of their child or for attending dental, optical, or medical appointments with them. This may include a critical illness in an employee’s immediate family. A medical certificate may be required indicating that the
employee’s presence is necessary. (See the definition below, under Bereavement leave, for immediate family).

b. Days taken as family leave are to be recorded as such, and are deducted from the employee’s sick bank. These days are not carried over from year to year.

c. All permanent employees are eligible for this benefit, accessible from their start date of employment, provided they have a sufficient accumulation of sick leave in their bank.

3. BEREAVENTMENT LEAVE

   a. An employee will be provided with up to three working days in the event of the death of a member of an employee’s immediate family. An employee may be provided with up to two working days for travel time if required. The Chief Executive Officer shall approve such leave(s).

   b. Immediate family is defined as: spouse, children, stepchildren, parent (in-law), brother/sister (in-law), son/daughter (in-law), grandparent, grandchildren, or relative who is a member of the employee’s household.

   c. If an employee experiences the death of a family member while on authorized vacation leave, they may use bereavement leave in place of vacation leave as per the above. Bereavement leave replacing vacation leave may be used only after the employee has returned home.

   d. Bereavement leave up to one calendar day per year may be granted in the event of a death of a person other those listed above.

   e. All employees are eligible for this benefit, accessible from their start date of employment.

4. COMPASSIONATE LEAVE

   a. Employees are eligible for up to eight weeks of unpaid leave to provide care and support to a gravely ill or dying person. Immediate family is defined as: spouse, children, stepchildren, parent (in-law), brother/sister (in-law), son/daughter (in-law), grandparent, grandchildren, or relative who is a member of the employee’s household.

   b. During this unpaid leave, employees may apply for Employment Insurance (EI) benefits for compassionate care.

   c. All requests must be made in writing, and include a medical certificate stating there is a significant risk of death within 26 weeks.

   d. Group benefits and pension will be maintained for the duration of the leave provided that the employee pays their share of premiums.

   e. All employees are eligible for this benefit, accessible from their start date of employment.

5. JURY / WITNESS DUTY

   a. An employee’s regular rate of pay is maintained for normally scheduled days of work when attending jury selection or acting as a juror, or when subpoenaed as a witness, provided that any fees paid are assigned to the Capital Region Board.

   b. All permanent employees are eligible for this benefit, accessible from their start date of employment.

6. MATERNITY / PARENTAL LEAVE

   a. The general conditions pertaining to unpaid leave of absence for maternity / parental leave shall be in accordance with the Employment Standards Code.
7. OTHER LEAVE(S)
   a. Employees attending their own wedding, convocation, or graduation from a post-secondary
      institution may be granted one day, with pay, providing the event occurs on a working day.
   b. Applications for leave of absence with or without pay (other than those specified previously)
      must be made in writing and are subject to approval by the Chief Executive Officer.
   c. Employees on leave of absence without pay are not eligible for statutory holidays.
   d. Vacation and sick leave credits will not accrue during a leave without pay.
   e. The Chief Executive Officer shall have the authority to make exceptions to anything
      contained in this policy.

Malcolm Bruce, CEO

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**Policy:**
H011– Vacations and general holidays

**Effective Date:**
December 11, 2014

**Approved by:**
Chief Executive Officer

**PURPOSE**

To establish guidelines for the administration of vacation leave and General Holidays for Capital Region Board employees.

**POLICY**

The Capital Region Board provides annual vacation leave to all permanent employees to ensure that they have adequate time for rest and relaxation each year. It is expected that employees will take vacation leave on at least an annual basis except for extenuating circumstances. The CRB recognizes the General Holidays under the Alberta Standards Code and recognizes additional holidays.

**GUIDELINES**

1. Vacation entitlement for all full-time employees shall be earned during each year of continuous service with the Capital Region Board from the employee’s date of hire. All employees, except Managers, shall earn vacation time with pay as follows:

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<tr>
<th>Annual Entitlement</th>
<th>Length of Service</th>
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<tr>
<td>Three (3) weeks or 15 days per year</td>
<td>1-5 years of continuous services</td>
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<td>Four (4) weeks or 20 days per year</td>
<td>6-10 years of continuous service</td>
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<tr>
<td>Five (5) weeks or 25 days per year</td>
<td>after 10 years of continuous services</td>
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2. Vacation entitlement for all managers shall be earned during each year of continuous service with the Capital Region Board from the employee’s date of hire. All Managers shall earn vacation time with pay as follows:

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<tr>
<th>Annual Entitlement</th>
<th>Length of Service</th>
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<tr>
<td>Four (4) weeks or 20 days per year</td>
<td>1-5 years of continuous services</td>
</tr>
<tr>
<td>Five (5) weeks or 25 days per year</td>
<td>6-10 years of continuous service</td>
</tr>
<tr>
<td>Six (6) weeks or 30 days per year</td>
<td>after 10 years of continuous services</td>
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3. The CRB office will close between Christmas and New Years. All employees shall receive these days in addition to their normal vacation entitlement in lieu of overtime.

4. Vacation days must be taken in the same year they are earned, the Chief Executive Officer shall have the authority to make exceptions.
5. If employment is terminated for any reason, vacation days will be calculated on a pro rata basis. Any
days owing to the employee will be paid out based on the employee’s regular rate of pay. Any days
owing to the CRB will be deducted from the employee’s last pay cheque based on the employee’s
regular rate of pay.

6. The Chief Executive Officer shall have the authority to make exceptions to the earned vacation days
as deemed necessary.

7. Scheduling of vacation time must be approved by the Chief Executive Officer.

8. Vacation leave for the Chief Executive Officer will be determined in his/her personal services
contract.

9. The following days are general holidays in Alberta recognized under the Alberta Standards Code:
   a. New Year’s Day
   b. Alberta Family Day
   c. Good Friday
   d. Victoria Day
   e. Canada Day
   f. Labour Day
   g. Thanksgiving Day
   h. Remembrance Day
   i. Christmas Day

10. In addition to the above, the Capital Region Board declares the following as additional general
    holidays:
    a. Easter Monday
    b. Heritage Day (first Monday in August)
    c. Boxing Day

11. Should any of the above named general holidays fall on a normal working day and the employee
does not work that day, the employee shall receive the day with pay.

12. Should any of the above named general holidays fall on a weekend, the following scheduled working
day shall be observed as the day off for the employees. The Chief Executive Officer shall have the
authority to change the day off for general holidays that fall on a weekend.

13. The vacation year is January 1 – December 31. For new employees who start other than January 1
vacation days will be prorated to the end of the year.
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PLANS

The Growth Plan

In 2016, the Board updated its initial 35–year regional growth strategy, Capital Region Growth Plan: Growing Forward, 2010, which was commissioned to ensure sustainability of the Region for future generations.

Growth Plan 2.0 is a result of a thorough and sequential process, which began in 2014, and makes two significant improvements: the integration of 11 documents into one and the addition of an Implementation Plan. It also adds value by:

- Amalgamating the plan’s principles, and providing clear policy direction
- Identifying policy areas, adding new policy areas for Agriculture, Economic diversification and Climate Change
- Creating a three-tier metropolitan region structure broadly defining a rural area, a metropolitan area and a metropolitan core

The Growth Plan is a mandated policy document that represents a shift in planning with the emphasis greater the interrelation of land uses and GIS, with transportation and housing. The goal is to build toward long term regional prosperity and sustainability through more strategic and coordinated planning for growth.

The updated plan is based on a revised set of seven core growth principles to guide the Board’s decision-making at a local and regional level in six policy areas:

- Economic Competitiveness and Employment
- Natural Living Systems
- Communities and Housing
- Integration of land Use and Infrastructure
- Transportation Systems
- Agriculture

Growth Plan 2.0 will be reviewed again in five years against the key performance indicators now embedded in the implementation plan and fully updated in 10 years.
Capital Region Board Strategic Plan

The strategic Plan guides the work of the CRB in conjunction with its member municipalities. It describes the priority areas and outlines the many benefits of regional collaboration. Within the Strategic Plan the Capital Region Board has highlighted four key areas of focus.

1. **Regional Vision:** The Board develops a strong, long-term vision for the whole region based on the desires and dreams of the region’s municipalities and citizens.

2. **Collaborative Culture:** The Board’s activity promotes a collaborative culture among members. CRB focuses its efforts on high level issues that impact the region.

3. **Regional Growth Plan:** The Board develops and implements a high level, long term growth plan for the region, which is approved by the Government of Alberta.

4. **Global Competitiveness:** The Board understands the global situation and positioning of the region and the strategic opportunities to compete globally.

An electronic copy of the Strategic Plan is available at www.capitalregionboard.ab.ca
COST SHARING FORMULA

Alberta’s Capital Region Regulation (AR 49/2008) indicates that the Board develop a regional growth plan that addresses:

1. A comprehensive, integrated regional land use plan
2. A regional intermunicipal transit network plan
3. A plan to amalgamate regional geographic information
4. A plan for social and affordable housing

By Ministerial Order, the Minister can requisition member municipalities to pay an allocated cost for regional projects that the Capital Region Board has adopted.
CEO JOB DESCRIPTION

<table>
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<th>Position Title:</th>
<th>Chief Executive Officer</th>
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<tbody>
<tr>
<td>Company Name:</td>
<td>Capital Region Board</td>
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<tr>
<td>Location:</td>
<td>#1405 Bell Tower, 10104 103 Ave. Edmonton, AB T5J 0H8</td>
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<tr>
<td>Reports to:</td>
<td>Chair/Interim Chair, Capital Region Board</td>
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<td>Last Updated:</td>
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Position Description

A. Position Summary

Responsible to the Capital Region Board, the Chief Executive Officer will provide leadership and oversee the development and implementation of the Capital Region Growth Plan. This position will also be responsible for the development of policies and practices to guide the Board's activities in the future. The Chief Executive Officer will lead a team of professionals whose roles are to assist the Board and its working committees in the preparation and implementation of the Capital Region Growth Plan.

The Chief Executive Officer reports to the Chair/Interim Chair of the Capital Region Board and in his or her absence, reports to the Vice Chair/Interim Vice Chair.

The Chief Executive Officer will promote awareness of mandates, goals, and established outcomes of the Capital Region Board and develop/maintain effective relationships with key municipal administrators in the Capital Region, government officials and key stakeholders.

B. Authorities

The Capital Region Board was created in April 2008 with the promulgation by the Province of Alberta of the Capital Region Board Regulation. The Board is a regional services commission under the Municipal Government Act. The Regulation outlines the authorities and responsibilities of the Board including the preparation and implementation of a Regional Growth Plan and the administration of the Regional Evaluation Framework. The Regulation governs the overall authority and operations of the Board.

C. Responsibilities

- Manage the day-to-day operations of the Board in accordance with the Capital Region Board Regulation, Board by-laws, policies, and Board direction.
- Responsible for preparing the Board’s strategic and business plan(s), annual and quarterly reports (as required), budget and financial reports (e.g., audited financial statements), developing and implementing a corporate governance framework (e.g., performance measures).
• Responsible for developing Board Meeting Agendas and meeting schedules and directing Project Managers in preparing Committee Agendas in consultation with Committee Chairs.
• Apply and implement by-laws, policies and direction to ensure public funds are managed within accepted public sector business and financial practices.
• Advise the Interim Chair/Chair, and Board members to ensure they are meeting their responsibilities and achieving the Board mandate, priorities and implementing the Capital Region Growth Plan.
• Responsible for identifying, managing and procuring financial resources required to carry out the Board’s mandate, including delegated signing authority.
• Monitoring Board performance and implementation of the Capital Region Growth Plan in accordance with the Capital Region Board Regulation.
• Liaising and working co-operatively with Board members and administrations for member municipalities to ensure the Interim Chair/Chair, Board and Committee and members are supported in carrying out the roles and responsibilities as provided in the Capital Region Board Regulation and Board bylaws/policies.
• Designing the Board administration’s structure, hiring and managing Board employees as well as future human resource planning.
• Key representative of the Board in developing and maintaining productive relationships with government departments and agencies, senior leaders and influencers in the Region and community organizations and advising the Board Interim Chair/Chair and members on these relationships.
• Key external representative of the Board including media and communications activities.
• Provide leadership, support and advice to the Board Interim Chair/Chair and members on strategic planning, achieving the mandate and vision of the Board and any other matters related to the future of the Board.
• Performing duties as requested by the Board Interim Chair/Chair and Board members.

D. The Person

1. Knowledge/Experience Requirements
   • Progressive senior management experience with agencies, boards or government. A sound understanding of principles of natural justice and the operation of municipal/provincial governments or quasi-judicial boards is desirable.
   • Understanding of governance and experience working with a Board of Directors.
   • Good understanding of the political process and the political environment in Alberta.
   • Skills and abilities to respond to contentious, controversial issues within highly political environments.
   • Strong interpersonal, collaborative, decision-making, and verbal and written communications skills.
   • Sound conceptual and strategic thinking skills along with the ability to take complex information and diverse points of view into consideration in making sound decisions.
   • Strong leadership and management skills to manage a diverse group of professionals and administrative support staff within a team environment.
   • Ability and skills to respond to a heavy workload, shifting priorities and challenges.
   • A graduate university degree in a related discipline.
2. Competencies

- **Leadership Skills** – demonstrates a visionary leadership style while providing guidance and support to staff. A mentor and positive role model combined with a practical, collaborative and common sense approach and expertise in issues management.

- **Strategic and Business Planning** – provides executive leadership to all planning initiatives and ensures accountability for achievement of results.

- **Politically Astute** – knows and understands governance, legislative and regulatory processes and has the ability to read the political implications of recommendations and actions. Enjoys working with elected officials. Knows and understands the importance of working closely with municipalities and the provincial government.

- **Relationship Building** – demonstrates an ability to develop and maintain win/win relationships and partnerships. Understands the importance of identifying potential partners and working with them to further the goals of the organization.

- **Interpersonal Skills** – works well with people from all disciplines and is sensitive to diverse needs of stakeholders. Will be effective at promoting positive intermunicipal relationships.

- **Communication Skills** – an open and straightforward style with all audiences and an ability to effectively communicate with municipal and provincial officials; is candid and respectful with everyone.

- **Project Management** – demonstrates an ability to successfully complete projects, including project scheduling, planning and resourcing; is skilled at leading project teams to ensure on-time and on-budget results.

- **Financial Management** – a proven ability to work within the constraints of a budget. Timely reporting in all budget, financial and information matters.

- **Human Resource Management** – requires excellent human resource knowledge and interpersonal skills to work positively with staff and elected officials. Sensitive and caring with the ability to bring diverse individuals and program initiatives together using strong negotiation and conflict resolution skills.

- **Self Confidence** – possesses a positive attitude and confidence in own skills and abilities; is able to make difficult decisions and stand by them; Thoroughly researches implications of all recommendations to the Board and is willing to provide the best possible advice even when those recommendations may not always be well received.

- **Client Service** – client service is paramount to the success of the Board. Confidence in ensuring stakeholder needs is identified and addressed to the highest possible standard is required.