### 1. Opening

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

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

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

### 2. Approval of Agenda

*Action: Approval*
*Lead: Chair Abbott*

**Recommended Motion:** That the Edmonton Metropolitan Region Board approve the Agenda of February 8, 2018 as presented.

### 3. Approval of Minutes, November 9, 2017 and December 14, 2017

*Action: Approval*
*Lead: Chair Abbott*

**Recommended Motion:** That the Edmonton Metropolitan Region Board approve the Minutes of both November 9, 2017 and December 14, 2017 as presented.
# 3. Executive Committee

## 4.1 Update from the Chair
*Action: Information*
*Lead: Chair Abbott*

## 4.2 Executive Committee Terms of Reference
*Action: Approval*
*Lead: Chair Abbott/ CEO Bruce*

### Recommended Motion:
The Edmonton Metropolitan Region Board approve the Executive Committee Terms of Reference.

## 4.3 Governance Manual
*Action: Approval*
*Lead: Chair Abbott/ CEO Bruce*

### Recommended Motion:
The Edmonton Metropolitan Region Board approve the Governance Manual.

## 4.4 Policy G023 – Pay to Participate
*Action: Approval*
*Lead: Chair Abbott/ CEO Bruce*

### Recommended Motion:
The Edmonton Metropolitan Region Board postpone indefinitely Policy G023 – Pay to Participate.

## 4.5 Regional Agriculture Master Plan Terms of Reference
*Action: Approval*
*Lead: Chair Abbott/ Ms. Shuya*

### Recommended Motion:
The Edmonton Metropolitan Region Board approve the Regional Agriculture Master Plan Terms of Reference.

## 4.6 Regional Agriculture Master Plan Task Force Appointments
*Action: Approval*
*Lead: Chair Abbott/ Ms. Shuya*

### Recommended Motion:
The Edmonton Metropolitan Region Board appoint _______ and _______ to the Regional Agriculture Master Plan Task Force.
4.7 Metropolitan Region Servicing Plan Project Charter

Action: Approval
Lead: Chair Abbott/ Mr. Sarnecki

Recommended Motion: That the Edmonton Metropolitan Region Board approve the Metropolitan Region Servicing Plan Project Charter.

4.8 Metropolitan Region Servicing Plan Task Force Terms of Reference

Action: Approval
Lead: Chair Abbott/ Mr. Sarnecki

Recommended Motion: That the Edmonton Metropolitan Region Board approve the Metropolitan Region Servicing Plan Task Force Terms of Reference.

4.9 Metropolitan Region Servicing Plan Task Force Appointments

Action: Approval
Lead: Chair Abbott/ Mr. Sarnecki

Recommended Motion: That the Edmonton Metropolitan Region Board appoint ______, ______, ______, ______, ______, and ______ to the Metropolitan Region Servicing Plan Task Force.

5. Audit & Finance Committee

5.1 Update from the Chair

Action: Information
Lead: Mayor Doblanko

5.2 Audit & Finance Committee Terms of Reference

Action: Approval
Lead: Mayor Doblanko/ CEO Bruce

Recommended Motion: That the Edmonton Metropolitan Region Board approve the revised Audit & Finance Committee Terms of Reference.

5.3 Confirmation of Chair

Action: Confirmation
Lead: Mayor Doblanko/ Mr. Chivers

Recommended Motion: That the Edmonton Metropolitan Region Board confirm Mayor Tanni Doblanko as Chair of the Audit & Finance Committee as of January 11, 2018.
## 5.4 Appointment of Auditors

**Action:** Approval  
**Lead:** Mayor Doblanke/ CEO Bruce

**Recommended Motion:** That the Edmonton Metropolitan Region Board approve the appointment of King & Company, Chartered Accountants.

## 5.5 2018/19 Budget and Workplan

**Action:** Approval  
**Lead:** Mayor Doblanke/ CEO Bruce

**Recommended Motion:** That the Edmonton Metropolitan Region Board approve the 2018/19 Budget and Workplan.

## 6. Information Sessions

### 6.1 Shared Investment for Shared Benefit, Metro Denver

**Action:** Discussion  
**Lead:** Chair Abbott

## 7. CEO Update

### 7.1 Regional 101 Orientation Update

**Action:** Information  
**Lead:** CEO Bruce/ Ms. Lennon

### 7.2 Energy Corridors Forum Update

**Action:** Information  
**Lead:** CEO Bruce/ Mr. Sarnecki

### 7.3 Quarterly Statement

**Action:** Information  
**Lead:** CEO Bruce/ Ms. Chauvette

### 7.4 KPI Update

**Action:** Information  
**Lead:** CEO Bruce/ Mr. Denham

## 8. Next Meeting

- April 12, 2018, 9:00 a.m. – Noon, Grand Ballroom, Chateau Louis

## 9. In Camera

**Action:** Approval  
**Lead:** Chair Abbott
<table>
<thead>
<tr>
<th>9.1 In Camera Sessions</th>
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<tbody>
<tr>
<td><strong>Recommended Motion:</strong> That the Edmonton Metropolitan Region Board approve the addition of an In Camera session at each Board and Committee meeting.</td>
<td></td>
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<tr>
<td>And</td>
<td></td>
</tr>
<tr>
<td>That during In Camera sessions of the Board or Committee meeting, attendees shall include; Board members or Alternates; and the CEO, EMRB staff or other expert advisors as appropriate and only where relevant for the topic under discussion.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>9.2 Motion to Move In Camera</th>
<th></th>
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<tbody>
<tr>
<td><strong>Recommended Motion:</strong> That the Edmonton Metropolitan region Board move in-camera, in accordance with the provisions of Section 21, 23, 24 and 25 of the Freedom of Information and Protection of Privacy Act (FOIP), R.S.A. 2000, c.F-25.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>9.3 Motion to Reconvene</th>
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<tbody>
<tr>
<td><strong>Recommended Motion:</strong> That the Edmonton Metropolitan Region Board move out of camera.</td>
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</table>

<table>
<thead>
<tr>
<th>10. Adjournment</th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Recommended Motion:</strong> That the Edmonton Metropolitan Region Board meeting of February 8, 2018 be adjourned.</td>
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</tbody>
</table>

* Strategic Planning Retreat to immediately follow in the St. Michael Room
Minutes of the meeting of the Edmonton Metropolitan Region Board held at Grand Ballroom, Chateau Louis Conference Centre on Thursday, November 9, 2017.

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

Regrets: None

EMRB Administration:
Malcolm Bruce, CEO
Sharon Shuya, Project Manager
Neal Sarnecki, Project Manager
Stephanie Chai, Project Manager
Loren Lennon, Communications Manager
Charlene Chauvette, Office Manager
Leslie Chivers, Operations Manager
Brandt Denham, GIS Coordinator
Amanda Borman, Executive Assistant
Marlaine Dupre, Administrative Assistant

1. Call to Order
Called to order 9:13 a.m.

2. Chair’s Opening Remarks
Chair Abbott provided welcome to the Edmonton Metropolitan Region Board, going on to say that she is pleased to Chair as a non-voting member of the Board given that she has nothing to gain. Chair Abbott also announces that over the next several months she will endeavour to meet each Mayor and visit councils across the region.
Following the Chair’s comments, members were advised that the Board would move directly into the Board Orientation agenda provided.

3. Welcome from the Minister of Municipal Affairs

Minister Shaye Anderson provided welcome to members on behalf of Alberta Municipal Affairs.

4. Introduction: Edmonton Metropolitan Region Board (EMRB)

   a. Housekeeping
      
      CEO Bruce reviewed the Housekeeping items.

   b. EMRB 101
      
      CEO Bruce provided members with a comprehensive overview of EMRB.

5. Regulation Overview

   a. Mandate
      
      CEO Bruce provided members with an overview of mandate regulations.

   b. Governance
      
      CEO Bruce provided members with an overview of governance regulations.

   c. Fiduciary Responsibility
      
      CEO Bruce provided members with an overview of fiduciary responsibility.

6. Roles and Responsibilities

   a. Board Chair
      
      CEO Bruce provided members with an overview of roles and responsibilities for the Board Chair.

   b. Board Member
      
      CEO Bruce provided members with an overview of roles and responsibilities for Board Members.
c. CEO

CEO Bruce provided members with an overview of roles and responsibilities for the CEO.

7. Administrative Items

a. EMRB Staff Introduction

CEO Bruce provided members with an introduction of the Edmonton Metropolitan Region Board Staff.

b. Website Overview

i. Meeting and Events
ii. Documents and Resources
iii. Expense Claims

Ms. Borman provided members with an overview of the Edmonton Metropolitan Region Board website.

8. Governance Manual Distribution

The Governance Manual provided to members in a complete binder with an announcement that an overview will be provided during the December 14 Board meeting.

9. Growth Plan Distribution

The Edmonton Metropolitan Region Board Growth Plan provided to members in hardcopy with an announcement that an overview will be provided during the December 14 Board meeting.

10. Next Steps

Chair Abbott advised members of the key messages for the December 14 board meeting:

- Organizational Meeting in December
- Process for selection of Committee Members
- Notice of Motion for Regional Agriculture Master Plan Terms of Reference
11. Adjournment

Chair Abbott declares the meeting adjourned at 11:36 a.m.

The Presentations from this meeting have been posted to the Edmonton Metropolitan Region Board website, under Meetings and Events.
Minutes of the meeting of
the Edmonton Metropolitan Region Board
held at Grand Ballroom, Chateau Louis Conference Centre
on Thursday, December 14, 2017.

Delegates in Attendance:
Dr. Jodi L. Abbott – Board Chair
Mayor John Stewart – Beaumont
Mayor Ray Ralph – Devon
Councillor Michael Walters – Edmonton (alternate)
Councillor Gordon Harris – Fort Saskatchewan (alternate)
Mayor Bob Young – Leduc
Mayor Tanni Doblando – Leduc County
Mayor Barry Turner – Morinville
Mayor Rod Shaigec – Parkland County
Mayor Stuart Houston – Spruce Grove
Mayor Cathy Heron – St. Albert
Councillor Ray Watkins – St. Albert (alternate)
Mayor William Choy – Stony Plain
Mayor Rod Frank – Strathcona County
Mayor Alanna Hnatiw – Sturgeon County
Thomas Djurfors – Government of Alberta

Regrets: None

EMRB Administration:
Malcolm Bruce, CEO
Sharon Shuya, Project Manager
Neal Sarnecki, Project Manager
Stephanie Chai, Project Manager
Loreen Lennon, Communications Manager
Charlene Chauvette, Office Manager
Leslie Chivers, Operations Manager
Brandt Denham, GIS Coordinator
Amanda Borman, Executive Assistant
Marlaine Dupre, Administrative Assistant

1. Member Group Photo, St. Michael’s Room

2. Call to Order
   Called to order 9:17 a.m.

3. Chair’s Opening Remarks
   - Thanked to all members who met with the Chair one on one recently, especially with Christmas holidays fast approaching.
   - Reminded Board members that Chair and CEO Bruce will be booking Council Road Show Presentations in the New Year and that any coordination assistance from member offices would be appreciated.
4. Approval of Agenda

Moved by Mayor Young. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board approve the agenda of December 14, 2017 as amended to move Item 8b to follow Item 5.

Motion carried unanimously.

5. 2018/19 Initial Draft Budget Review

CEO Bruce provided members with an overview of the 2018/18 Initial Draft Budget.

8. Member Motions

b. Leduc County – Committee Structure

Moved by Mayor Doblanko. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board reconsider the need for standing Executive and Audit and Finance Committees in light of the reduced membership of the Board from 24 to 13 members.

And

That the Edmonton Metropolitan Region Board reevaluate the need for standing Executive and Audit and Finance Committees in sixteen months (no later than the April 2019 Board Meeting).

Mayor Doblanko, Leduc County, makes friendly amendment to her own motion requesting that “Audit & Finance Committee” be removed from both its locations in the motion. Accepted.

Motion: That the Edmonton Metropolitan Region Board reconsider the need for standing the Executive Committee in light of the reduced membership of the Board from 24 to 13 members.

And

That the Edmonton Metropolitan Region Board reevaluate the need for standing the Executive Committee in sixteen months (no later than the April 2019 Board Meeting).

8 in favour, 5 opposed. Not supported by 2/3 of the representatives from participating municipalities. Motion Failed.
6. Organizational Appointments

a. Board Vice Chair

Moved by Mayor Heron. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board appoint Mayor William Choy, Stony Plain, as Vice Chair.

Motion carried unanimously.

b. Executive Committee

Following the brief 10 minute break for members to discuss membership, both Morinville and Parkland County acclaimed as members to the Executive Committee.

Acclaimed members: Morinville, Parkland County

Fort Saskatchewan and Leduc nominated to fill the City seat at the Executive Committee. Following the balloted vote, Leduc was declared the final member of the Committee.

Moved by Mayor Doblanko. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board appoint Leduc, Morinville and Parkland County to the Executive Committee.

Motion carried unanimously.

c. Audit & Finance Committee

Following the brief 10 minute break for members to discuss Committee membership, Beaumont, Devon, Leduc County and St. Albert were acclaimed as members of the Audit & Finance Committee.

Acclaimed members: Beaumont, Devon, Leduc County and St. Albert

Moved by Mayor Choy. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board appoint Beaumont, Devon, Leduc County and St. Albert to the Audit & Finance Committee.

Motion carried unanimously.

Mayor Cathy Heron, St. Albert, leaves the meeting; replaced by Councillor Ray Watkins.
d. Destruction of Ballots

Moved by Councillor Harris. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board authorize Administration to destroy the ballots.

Motion carried unanimously.

7. Orientation 2.0 for Information

a. Governance Manual Overview

Mr. Chivers provided members with an overview of the Governance Manual.

b. Introduction – Strategic Plan Process

Ms. Chai guided members through the process for the Strategic Plan.

c. Growth Plan & REF Overview

Mrs. Shuya presented members with an overview of the Edmonton Metropolitan Region Growth Plan.

Mr. Sarnecki provided members with an overview of the Regional Evaluation Framework (REF).

8. Member Motions

a. Spruce Grove – Trans Mountain Expansion Project

Moved by Mayor Houston. Accepted by Chair.

Motion: That the Edmonton Metropolitan Region Board direct administration to develop a letter of support regarding the Trans Mountain Expansion Project and all projects approved by the National Energy Board that will be signed by the Board Chair.

Mayor Houston, Spruce Grove, makes friendly amendment to his own motion requesting that “and all projects approved by the National Energy Board” be removed from the motion which was read into the record. Accepted.

Motion: That the Edmonton Metropolitan Region Board direct administration to develop a letter of support regarding the Trans Mountain Expansion Project that will be signed by the Board Chair.

Motion carried unanimously.
b. Leduc County – Committee Structure

The matter of Item 8b was discussed by members directly following Item 5 on the Agenda.

9. Notice of Motion

a. Regional Agriculture Master Plan Task Force, Terms of Reference for Approval

Moved by Mayor Shaigec.

Recommended Motion: That the Edmonton Metropolitan Region Board approve the Regional Agriculture Master Plan Terms of Reference.

Notice of Motion was given for the February 8, 2018 Board meeting.

10. Administrative Items

a. CEO’s Update

- Energy Corridors Forum takes place January 23, 2018 in Fort Saskatchewan, to discuss creation of a process for better planning of pipeline placement in the Region.
- Ransomware attack on our GIS System has occurred; we’ve lost 18 months of GIS data. No breach of confidential materials. The Edmonton Police Service is involved and administration is working toward a risk mitigation plan.
- Attended recent events: Heartland Housing Consultation on November 30, 2017; and National Housing Day November 22, 2017 in Calgary, where Administration provided a briefing and presentation on the Needs Assessments completed by the Board.
- Expense Claims due January 3, 2018 for the 2017 year.
- Please submit contact information forms, we are unable to issue payment until your pertinent details have been received.
- EMRB Office will be closed through the holidays, December 22, 2017 to January 2, 2018.

b. Quarterly Statement, July – September

CEO Bruce asked members if there were any questions regarding the presented Quarterly Statement and reminded everyone that they are posted to the EMRB website under Documents and Resources.

c. Regional Orientation, January 19, 2018

CEO Bruce reminded members of the Regional Orientation being held at Festival Place in Sherwood Park.
11. Next Meeting

- February 8, 2018, includes Board Retreat from Noon-4:00 p.m.
  Chateau Louis, Conference Centre, Grand Ballroom

12. Adjournment

The Chair declared the meeting adjourned at 11:52 a.m.
Executive Committee

Thursday, January 11, 2018
1:00 p.m. – 3:00 p.m.
Capital Region Boardroom, EMRB Office
1100 Bell Tower, 10104 103 Avenue, Edmonton

Members:
Jodi Abbott, Board Chair
Bob Young, City of Leduc (Vice Chair)
Tanni Doblanko, Leduc County
Rod Shaigec, Parkland County
Barry Turner, Town of Morinville
Michael Walters, City of Edmonton

CRB Staff & Consultants:
Malcolm Bruce, CEO
Neal Sarnecki, Project Manager
Sharon Shuya, Project Manager
Loreen Lennon, Communications Manager
Leslie Chivers, Operations Manager
Taylor Varro, Municipal Planning Intern
Amanda Borman, Executive Assistant

Guests:
William Choy, Town of Stony Plain (Board Vice Chair)
Lindsey Butterfield, City of Edmonton
Trevor Duley, City of St. Albert
Jordan Evans, Leduc County
Larissa Hepp, Sturgeon County
Brandy Kelly, City of Leduc
Gary Klassen, City of Edmonton
Marnie Lee, Strathcona County
Avril McCalla, City of Edmonton
John Stewart, Town of Beaumont
Julie Vizbar, Leduc County

1. Opening

1.1 Quorum

Quorum achieved.

1.2 Call to Order

Chair Abbott called the meeting to order at 1:01 p.m.

1.3 Chair’s Opening Remarks

2. Approval of Agenda

Motion: That the agenda of January 11, 2018 be approved.
Moved by: Mayor Tanni Doblanko, Leduc County
Decision: Carried unanimously
3. Governance

3.1 Selection of Vice Chair

**Motion:** That the Executive Committee appoint Mayor Bob Young to the position of Vice Chair.

**Moved by:** Mayor Barry Turner, Town of Morinville

**Decision:** Carried unanimously

3.2 Executive Committee Terms of Reference

**Motion:** That the Executive Committee reaffirm and recommend the Executive Committee Terms of Reference to the Edmonton Metropolitan Region Board for approval.

**Moved by:** Councillor Michael Walters, City of Edmonton

**Decision:** Carried unanimously

3.3 Governance Manual

**Motion:** That the Executive Committee endorse and recommend the Governance Manual to the Edmonton Metropolitan Region Board for approval.

**Moved by:** Mayor Barry Turner, Town of Morinville

**Decision:** Carried unanimously

3.4 Board Information Sessions

Executive Committee members have an open discussion regarding the opportunity for Board information sessions.

4. Strategy

4.1 Strategic Planning Process

CEO Bruce outlines the Strategic Planning Process with the Executive Committee members.

4.2 Regional Agriculture Master Plan – Task Force

Ms. Shuya reviews the Regional Agriculture Master Plan Task Force briefing note with the Executive Committee members.

4.3 Regional Context Statement

CEO Bruce provides an overview of the Regional Context Statement for Executive Committee members.
4.4 Metropolitan Region Servicing Plan Project Charter

**Motion:** That the Executive Committee endorse and recommend approval of the revised Metropolitan Region Servicing Plan Project Charter by the Edmonton Metropolitan Region Board.

**Moved by:** Mayor Tanni Doblanko, Leduc County

**Decision:** Carried unanimously

4.5 Metropolitan Region Servicing Plan Task Force Terms of Reference

**Motion:** That the Executive Committee endorse and recommend approval of the revised Metropolitan Region Servicing Plan Task Force Terms of Reference by the Edmonton Metropolitan Region Board.

**Moved by:** Mayor Barry Turner, Town of Morinville

**Decision:** Carried unanimously

5. Policy

5.1 Policy G023 – Pay to Participate

**Motion:** That the Executive Committee recommend the Edmonton Metropolitan Region Board postpone indefinitely Policy G023 – Pay to Participate.

**Moved by:** Mayor Bob Young, City of Leduc

**Decision:** Carried unanimously

5.2 Public Engagement Policy

Open discussion between the Executive Committee members on the Public Engagement Policy, and the Committee directed Administration to come back with an environmental scan on other jurisdictions.

6. CEO Update

6.1 Growth Plan KPIs Update

Mr. Denham provided an overview of new Growth Plan KPI Dashboard to the Executive Committee members.

6.2 Energy Corridors Forum

Mr. Sarnecki provided update on the planning process for the Energy Corridors Forum to the Executive Committee members.
7. **Next Meeting**

- Thursday, March 8, 2018 at 9:00 - Noon, Capital Region Boardroom, EMRB Office

8. **In Camera**

Chair Abbott reviewed with the Executive Committee members the conditions for going In Camera. The Executive Committee members were in support of the addition of in-camera sessions and this item is to be brought in front of the Board for consideration.

9. **Adjournment**

**Motion:** That the Executive Committee adjourn the meeting of January 11, 2018 at 2:42 p.m.
**Moved by:** Mayor Barry Turner, Town of Morinville
**Decision:** Carried unanimously

__________________________
Committee Chair, Jodi Abbott
Executive Committee Terms of Reference

That the Edmonton Metropolitan Region Board approve the Executive Committee Terms of Reference

Background

- The Board Committee and Task Force governance model was approved on June 8, 2017, and confirmed following the declaration of the Edmonton Metropolitan Region Board Regulation.

- The Board’s capacity to support multiple standing committees has been reduced with fewer members.

- The oversight of the Board’s fiduciary and operational responsibilities has been addressed within the mandates of the two Board Standing Committees.

- The use of Task Forces will provide the Board with maximum flexibility to address the implementation of the Growth Plan and other Board initiatives by creating the best governance structure for the project.

- Terms of Reference provide a roadmap for the Board Committees and Task Force(s) and contain consistent information on the purpose, scope, authority, reporting, organization and membership, coupled with a meeting schedule coordinated with the agendas of the six Board meetings per year.

- On January 11, 2018 the Executive Committee endorsed and recommended the Executive Committee Terms of Reference to the Board for approval.

Attachments

1. Executive Committee Terms of Reference
<table>
<thead>
<tr>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td><strong>Purpose</strong></td>
</tr>
<tr>
<td>The Executive Committee (the “Committee”) provides leadership advice for the governance of the Board, Board priorities and strategic agenda and the monitoring &amp; reporting of the Board’s progress towards its goals, in accordance with the Strategic Plan and Regional Growth Plan.</td>
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<tr>
<td>The Committee makes recommendations to the Board to:</td>
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<tr>
<td>• improve the overall performance and outcomes of the Board;</td>
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<td>• recommend the need for, and mandate of Task Forces;</td>
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<tr>
<td>• identify risk and issues that may inhibit the Board’s progress, and propose solutions; and</td>
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<tr>
<td>• identify emerging issues and opportunities to advance the goals of the Board.</td>
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<tr>
<td><strong>Overview</strong></td>
</tr>
<tr>
<td>The Committee is appointed by the Edmonton Metropolitan Region Board (the “Board”).</td>
</tr>
<tr>
<td>The Committee approves, monitors, evaluates, advises and makes recommendations, in accordance with these terms of reference, on matters in respect of the:</td>
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<tr>
<td>• strategic plan;</td>
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<td>• growth plan implementation;</td>
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<td>• monitoring and reporting (KPI’s);</td>
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<td>• policy review;</td>
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<td>• advocacy and communications;</td>
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<tr>
<td>• Board Chair performance;</td>
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<td>• CEO performance and compensation;</td>
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<td>• Board evaluation;</td>
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<td>• Public engagement;</td>
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<td>• any Board matter requiring a decision between Board meetings;</td>
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<td>• emerging issues, problems and initiatives (serves as a sounding board for management); and</td>
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<tr>
<td>• Other duties the Board may delegate from time to time.</td>
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<tr>
<td><strong>Accountability to the Board</strong></td>
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<tr>
<td>The Committee has no authority to direct management or commit the Board, unless specifically authorized by the Board through the Committee Terms of Reference.</td>
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</tbody>
</table>
The Committee will report to the Board following each meeting by distributing minutes of its meetings to the Board. When a Board meeting closely follows a Committee meeting, the Committee Chair will provide a verbal report to the Board and the minutes will be circulated at the next Board meeting.

### Membership

The Committee shall be composed of five (5) appointed members of the Board consisting of the:
- Board Chair (non-voting);
- Chair of the Audit & Finance Committee;
- City of Edmonton;
- 3 additional Board members (1 Town, 1 City, 1 County); and
- Board CEO (ex-officio, non-voting).

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

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

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

The Board may choose to replace up to two members on the Committee every two years.

In the event the member is unable to attend, an Alternate member may attend. Alternates for this committee are as follows:

- Board Chair – Alternate – Vice Chair
- Chair of Audit & Finance Committee – Alternate – Vice Chair
- City of Edmonton – Alternate – Board member designated Alternate
- 3 Additional Board Members – Board member designated Alternate

### Quorum

A majority of appointed Committee members (50 per cent plus 1) shall constitute a quorum, represented in person or by telephone or other telecommunications device that permits participation.
| **Sub-committees** | When deemed necessary, the Committee may form a sub-committee to deal with a specific issue or deliverables within the Committee’s mandate.  

The composition of the sub-committee and a description of the assignment shall be defined in a Terms of Reference.  

Sub-committees must have at least one Committee member to act as Chair of the sub-committee with the remaining members consisting of elected or non-elected representatives or a combination of both.  

Consideration should be given to the size of a sub-committee to ensure its effectiveness and that sub-committee members possess the desired skills, core competencies, and experience to contribute to the particular assignment.  

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

Remuneration for members. |
| **Voting** | Each Committee member will have one vote. The Committee will work towards consensus, as much as possible. In the event of a tie, the motion is defeated. |
| **Meetings** | The Committee meets six (6) times per year in the first year and thereafter may meet more or less frequently in the execution of its duties and responsibilities.  

Additional meetings outside of its normal schedule may be called to address specific items, and are at the call of the Chair. Reasonable notice shall be provided, preferably seven (7) days notice by email.  

The schedule of meetings shall be determined based on the timelines and outputs (or deliverables) of the committee.  

Meetings are open to the public, and are subject to FOIP. |
<p>| <strong>Duties and</strong> | Subject to the powers and duties of the Board, the Executive |</p>
<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>Committee will be responsible to perform the following duties:</th>
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<tbody>
<tr>
<td>i. Strategic Plan</td>
<td>a. Define the process for the development of the Strategic Plan and recommend to the Board</td>
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</tbody>
</table>
| ii. Growth Plan Implementation | a. Oversee the implementation of the growth plan  
b. Resolve issues arising from the implementation of the growth plan  
c. Ensure the effective prioritization of Board resources |
| iii. Monitoring & Reporting (KPIs) | a. Review and recommend the strategy for Monitoring & Reporting of the Strategic Plan and the Growth Plan KPIs |
| iv. Policy Review | a. Review Board Policies at least every four (4) years, and more frequently if necessary (e.g. based on legislative or regulatory changes or the development of governance best practices)  
b. Recommend changes to Board Policies |
| v. Executive Performance | a. Review and recommend the process to evaluate Board Chair’s performance  
b. Review and recommend the process to evaluate the CEO’s performance  
c. Succession Planning for the CEO |
| vi. Board Performance | a. Recommend a process to assess the effectiveness of the Board in achieving its mandate and specific goals |
| vii. Advocacy and Communications | a. Provide strategic leadership in the development, and oversee the implementation, of the Board’s Advocacy and Communication Plan to improve key relationships to enable the achievement of the Board’s goals with:  
i. Regional Stakeholders  
ii. Other Orders of Government  
iii. Municipal Councils  
iv. Media  
b. Inform and provide recommendations regarding Legislative, Policy, and Program issues and |
opportunities affecting the Board’s mandate and priorities to other orders of government.

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

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

viii. **Recommend Task Force(s)**

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

ix. **Public Engagement**

   a. Oversee the development of criteria and a process for public engagement to meet the requirement of the Board’s Regulation.
Governance Manual

**That the Edmonton Metropolitan Region Board approve the Governance Manual.**

**Background**

- On June 8, 2017, the Board approved the new governance structure, delegation of authority, Committee and Task Force terms of references, and policies.

- The Board maintains records of all approved Board documents: approved Policies, approved Terms of Reference (TOR) documents, the approved Governance Structure, and an approved Delegation of Authority.

- For simplicity, these Board Operations documents have been collected and indexed into the Edmonton Metropolitan Region Governance Manual for Board members and Administration.

- On January 11, 2018 the Executive Committee reviewed amendments to the Governance Manual to ensure compliance with the MGA and Regulation, and then endorsed and recommended the amended Governance Manual to the Board for approval.

- 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 tracks the decision-making authority through the Board, Committees, Task Forces, Board Chair, and CEO.

- Important to note, the Governance Manual is a living document that is amendable as individual parts change.

**Status**

- On October 26, 2017, the Government of Alberta approved the Edmonton Metropolitan Region Board Regulation.
Following approval of the Regulation and in consideration of the new MGA, appropriate changes and updates were made to associated policies and to the Governance Manual.

Attachments

1. Edmonton Metropolitan Region Board Governance Manual
# Governance Manual Amendments

<table>
<thead>
<tr>
<th>Revision Date</th>
<th>Amendment</th>
<th>Status/ Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 8, 2017</td>
<td>Fixed technical errors.</td>
<td></td>
</tr>
<tr>
<td>October 27, 2017</td>
<td>Technical changes made to ensure alignment with Regulation 189/2017 and name change from Capital Region Board to Edmonton Metropolitan Region Board throughout document where applicable.</td>
<td></td>
</tr>
<tr>
<td>June 22, 2017</td>
<td>Revised Capital Region Board Governance Manual, Approved December 8, 2016 to Edmonton Metropolitan Region Board Governance Manual, June 2017</td>
<td></td>
</tr>
</tbody>
</table>

**Motion, B2017-36:** That the Capital Region Board approve the Board Committee, Task Force and CAO Standing Committee Governance Model for the Edmonton Metropolitan Region Board as recommended by the Transition Task Force, subject to approval of the Edmonton Metropolitan Region Regulation.

**Motion, B2017-39:** That the Capital Region Board approve CRB Administration to make the non-substantive changes to the Corporate Policies of the Board once the new Regulation comes into effect, and that the policies requiring additional review, be addressed by the appropriate Standing Committee of the Edmonton Metropolitan Region Board and be presented to the Board for approval.
PREFACE

The Capital Region Board was established in 2007 by then-Premier Ed Stelmach as the first growth management board in the province. It consisted of 24 member municipalities with a mandate to establish and implement a regional growth plan.

In 2010 the Board’s first regional growth plan, Growing Forward, was approved by the Province.

In late 2016 the Board approved and delivered its updated Edmonton Metropolitan Region Growth Plan, Re-Imagine. Plan. Build., to the Province for its approval.

Cabinet approved the updated Growth Plan on October 26, 2017.

Several changes resulted from the Province’s other October 26, 2017 announcement - the new Edmonton Metropolitan Region Board Regulation:

- **A new name** - Officially became the Edmonton Metropolitan Region Board (EMRB).
- **An expanded mandate** - In addition to its role to plan for responsible regional growth and collaboration, the EMRB was also tasked with creating a Metropolitan Region Servicing Plan.
- **Approval of its updated Growth Plan** - Completed in 2016, implementation of the award-winning Edmonton Metropolitan Region Growth Plan became a major focus of the EMRB.
- **New Board composition** – Board membership moved from 24 members to 13, comprising only those regional municipalities with populations of 5,000 or more.
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1 THE EDMONTON METROPOLITAN REGION BOARD

1.1 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, four counties that surround it, four cities, and four towns. The Region covers 9,439 square kilometres, or 1.4% of Alberta’s land mass with 32.5% of Alberta’s population. It includes 725,000 jobs accounting for about 30% of provincial GDP.

In the 2016 Census, the Edmonton Metropolitan Region had a population of 1,321,426 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 jobs.

1.2 Who we are

The Edmonton Metropolitan Region Board is the continuation of the Capital Region Board established in December 2007, as per a Regulation under the Municipal Government Act. The new Regulation (189/2017) was published with the Queen’s Printer October 26, 2017.

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. They are tasked with implementing the regional Growth Plan and developing a Metro Servicing Plan.

1.3 Membership

<table>
<thead>
<tr>
<th>Town of Beaumont</th>
<th>City of St. Albert</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town of Devon</td>
<td>City of Spruce Grove</td>
</tr>
<tr>
<td>City of Edmonton</td>
<td>Town of Stony Plain</td>
</tr>
<tr>
<td>City of Fort Saskatchewan</td>
<td>Strathcona County</td>
</tr>
<tr>
<td>City of Leduc</td>
<td>Sturgeon County</td>
</tr>
<tr>
<td>Leduc County</td>
<td></td>
</tr>
<tr>
<td>Town of Morinville</td>
<td>Provincial Liaison ( non-voting)</td>
</tr>
<tr>
<td>Parkland County</td>
<td>Non-elected Board Chair (non-voting)</td>
</tr>
</tbody>
</table>
1.4 Roles and Responsibilities of Board Members

Each Board Member affirms the roles and responsibilities as below and strives to perform accordingly.

Role of Board Members

- To ensure the Board meets its legal requirements of a growth management board as set out in its Regulation
- To ensure the Board meets fiduciary responsibilities, to include reporting requirements
- To maintain a strategic, high level focus on the development of effective public policy to achieve specific regional outcomes
- To advocate to other orders of government for regional priorities
- To build and maintain key relationships in support of the Board’s mandate and regional outcomes
- To monitor performance of the regional growth plan
- To provide oversight to the organization through the CEO
- To ensure Board Chair and CEO have current position descriptions outlining roles, responsibilities, and authorities
- To lead the recruitment of the Board Chair
- To provide oversight for the direction and priorities of the Board, and development of the Strategic Plan
- To approve the annual operating budget, appointment of auditors, financial statements, appointment of chairs of Board, Committees and Task Forces, approve the Regional Evaluation Framework, and approve reports/outcomes from Board Committees and Task Forces.

Responsibilities of Board Members

- Believe in, and actively advocate as an ambassador, the vision, mission and values of the Board
- Act as an ambassador for the Board, the growth plan and regional outcomes
- Work collaboratively with fellow board members in fulfilling the obligations set out in the role of Board Members and fulfilling the Board mandate
- Represent the perspectives of your respective municipality during Board deliberations, but have a duty to act in the best interest of the Edmonton Metropolitan Region
- Identify and mitigate risks, roadblocks, and conflicts of interest that could impact the success of the Board
- Attend Board, Committee & Task Force meetings
- Prepare for all meetings by reviewing all materials
• Act in a way that contributes to the effective operation of the Board and work with fellow board members and administration to ensure the Board functions well: This includes, but is not limited to:
  o Strive towards consensus on matters before the Board
  o Maintain confidentiality of Committee and Board work, unless authorized otherwise
  o Support Board decisions once they are made
  o Participate in the evaluation of the Board and its Committees
  o Support the Board’s policies, procedures, and bylaws for conducting business
  o Bring a healthy skepticism to the Board discussions and decisions to ensure the best outcomes for the region’s citizens
• Be available to serve on a Committee or Task Force as Chair or member; be a prepared and active participant
• Respect the authority and work of the CEO and staff
• Report on the activities of the Board to your Council

1.5 What we do

The Edmonton Metropolitan Region Board exists to provide a regional planning framework for the municipalities of the Edmonton Metropolitan Region enabling them to think strategically and work together on priorities for growth, and 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 Metropolitan Region Growth Plan and a Metropolitan Region Servicing Plan.

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

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

The Board’s primary fiduciary responsibility is ensuring local municipal statutory plans are consistent the Growth Plan. This is done through the Regional Evaluation Framework (REF) via Ministerial Order L:111/17, which provides the Board with the authority to evaluate and approve proposed statutory plans and statutory plan amendments by member municipalities.

1.6 Governance Structure
1.7 Order of Authority

Ministerial Order MSL: 111/17

Edmonton Metropolitan Region Board Regulation 189/2017

Regional Growth Plan

Municipal Statutory Plans

1.8 Accountability Framework

CEO

CRB/Edmonton Metropolitan Region Board

Board Mandate - Regional Growth Management Plan and Metropolitan Service Plan, Policy Development and Implementation Oversight (REF) and Regional Advocacy

Standing Committee

Municipalities (Councils)

CAO

Implementation of Policies and Programs – Includes Regional Policies, Municipal Operations, Implements the direction of Council

Board Member
1.9 Delegation of Authorities Schedule

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

The Delegation of Authority is based on these Principles:

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

Definitions

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

Note:

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

1 Examples of Implementation Issues to be approved by the Executive Committee – Population & Employment Forecast and inclusion of Municipal Census data; amendments to the Growth Plan arising from completed work on implementation; KPI results requiring Plan amendments; changes to REF Process to recognize Metropolitan Servicing Plan; and priority of effort for Implementation. All other matters are referred to the Board for a decision.
<table>
<thead>
<tr>
<th>Duties</th>
<th>Delegation of Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>31 Ensure consistency with the Metropolitan Servicing Plan</td>
<td>Board: Approve</td>
</tr>
<tr>
<td></td>
<td>Executive Committee:</td>
</tr>
<tr>
<td></td>
<td>Audit &amp; Finance Committee: Recommend</td>
</tr>
<tr>
<td>32 Monitor, Report, on Growth Plan KPI’s &amp; Board Strategic Plan KPI’s (G017)</td>
<td>Board: Receive</td>
</tr>
<tr>
<td></td>
<td>Executive Committee:</td>
</tr>
<tr>
<td></td>
<td>Audit &amp; Finance Committee: Accountable</td>
</tr>
<tr>
<td>33 Monitor and Report on the outcomes of the Business Plan (G017)</td>
<td>Board: Receive</td>
</tr>
<tr>
<td></td>
<td>Executive Committee:</td>
</tr>
<tr>
<td></td>
<td>Audit &amp; Finance Committee: Accountable</td>
</tr>
<tr>
<td>34 Board Operations i.e. Document Management System (A003); Risk Management</td>
<td>Board: Receive</td>
</tr>
<tr>
<td></td>
<td>Executive Committee:</td>
</tr>
<tr>
<td></td>
<td>Audit &amp; Finance Committee: Accountable</td>
</tr>
<tr>
<td>35 Promote awareness and ensure implementation of the Board’s mandate (G014)</td>
<td>Board: Responsible</td>
</tr>
<tr>
<td></td>
<td>Executive Committee:</td>
</tr>
<tr>
<td></td>
<td>Audit &amp; Finance Committee:</td>
</tr>
<tr>
<td>36 Promote established outcomes of the Edmonton Metropolitan Region Growth Plan (G014)</td>
<td>Board: Responsible</td>
</tr>
<tr>
<td></td>
<td>Executive Committee:</td>
</tr>
<tr>
<td></td>
<td>Audit &amp; Finance Committee:</td>
</tr>
<tr>
<td>37 Promote the long term sustainability of the Region</td>
<td>Board: Responsible</td>
</tr>
<tr>
<td></td>
<td>Executive Committee:</td>
</tr>
<tr>
<td></td>
<td>Audit &amp; Finance Committee:</td>
</tr>
<tr>
<td>38 Ensure environmentally responsible land use planning, growth management and efficient use of land</td>
<td>Board: Responsible</td>
</tr>
<tr>
<td></td>
<td>Executive Committee:</td>
</tr>
<tr>
<td></td>
<td>Audit &amp; Finance Committee:</td>
</tr>
<tr>
<td>39 Ensure the delivery of core regional servicing and other services as deemed necessary by participating municipalities</td>
<td>Board: Responsible</td>
</tr>
<tr>
<td></td>
<td>Executive Committee:</td>
</tr>
<tr>
<td></td>
<td>Audit &amp; Finance Committee:</td>
</tr>
<tr>
<td>40 Promote the economic well-being and competitiveness of the Region</td>
<td>Board: Responsible</td>
</tr>
<tr>
<td></td>
<td>Executive Committee:</td>
</tr>
<tr>
<td></td>
<td>Audit &amp; Finance Committee:</td>
</tr>
<tr>
<td>Duties</td>
<td>Delegation of Authority</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td><strong>41</strong> Coordinate investment in infrastructure, core regional servicing, and other service delivery amongst participating members for regional projects of the Edmonton Metropolitan Region</td>
<td>Responsible</td>
</tr>
<tr>
<td><strong>42</strong> Share and coordinate information within the Region, including geospatial information services</td>
<td>Responsible</td>
</tr>
<tr>
<td><strong>43</strong> Carry out any other functions and duties as the Minister directs</td>
<td>Responsible</td>
</tr>
<tr>
<td><strong>44</strong> Maintain effective relationships with key stakeholders (G014)</td>
<td>Responsible</td>
</tr>
<tr>
<td><strong>45</strong> Authorization - Purchase, Procurement and signing Authority (F001, F002, F004)</td>
<td>Responsible</td>
</tr>
<tr>
<td><strong>46</strong> Ensure the Board operates within its legal framework</td>
<td>Accountable</td>
</tr>
<tr>
<td><strong>47</strong> Media Relations (A004, A007)</td>
<td>Approve</td>
</tr>
<tr>
<td><strong>48</strong> Communications Strategy (A004)</td>
<td>Approve</td>
</tr>
<tr>
<td><strong>49</strong> Investment Activity (F006)</td>
<td>Approve</td>
</tr>
<tr>
<td><strong>50</strong> Reserve transitions, re-designations, revisions, new reserve requests (F007)</td>
<td>Approve</td>
</tr>
<tr>
<td><strong>51</strong> Advocacy</td>
<td>Responsible</td>
</tr>
<tr>
<td><strong>52</strong> Board Performance</td>
<td>Accountable</td>
</tr>
<tr>
<td><strong>53</strong> Develop Policy for Public Engagement</td>
<td>Approve</td>
</tr>
</tbody>
</table>

Responsible

Accountable

Approve

Recommend

Recommend

Process

Recommend

Recommend

Recommend
## 2 TERMS OF REFERENCE

### 2.1 Executive Committee

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
</tr>
<tr>
<td>The Executive Committee (the “Committee”) provides leadership advice for the governance of the Board, Board priorities and strategic agenda and the monitoring &amp; reporting of the Board’s progress towards its goals, in accordance with the Strategic Plan and Regional Growth Plan. The Committee makes recommendations to the Board to:</td>
</tr>
<tr>
<td>• improve the overall performance and outcomes of the Board;</td>
</tr>
<tr>
<td>• recommend the need for, and mandate of Task Forces;</td>
</tr>
<tr>
<td>• identify risk and issues that may inhibit the Board’s progress, and propose solutions; and</td>
</tr>
<tr>
<td>• identify emerging issues and opportunities to advance the goals of the Board.</td>
</tr>
</tbody>
</table>

| **Overview** |
| The Committee is appointed by the Edmonton Metropolitan Region Board (the “Board”). The Committee approves, monitors, evaluates, advises and makes recommendations, in accordance with these terms of reference, on matters with respect to: |
| • the strategic plan; |
| • growth plan implementation; |
| • monitoring and reporting (KPI’s); |
| • policy review; |
| • advocacy and communications; |
| • Board Chair performance; |
| • CEO performance and compensation; |
| • Board evaluation; |
| • Public engagement; |
| • any Board matter requiring a decision between Board meetings; |
| • emerging issues, problems and initiatives (serves as a sounding board for management); and |
| • Other duties the Board may delegate from time to time. |

| **Accountability to the Board** |
| The Committee has no authority to direct management or commit the Board, unless specifically authorized by the Board through the Committee Terms of Reference. |
The Committee will report to the Board following each meeting by distributing minutes of its meetings to the Board. When a Board meeting closely follows a Committee meeting, the Committee Chair will provide a verbal report to the Board and the minutes will be circulated at the next Board meeting.

### Membership

The Committee shall be composed of five (5) appointed members of the Board consisting of the:
- Board Chair (non-voting);
- Chair of the Audit & Finance Committee;
- City of Edmonton;
- 3 additional Board members (1 Town, 1 City, 1 County); and
- Board CEO (ex-officio, non-voting).

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

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

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

The Board may choose to replace up to two members on the Committee every two years.

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

### Quorum

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

### Sub-committees

When deemed necessary, the Committee may form a sub-committee to deal with a specific issue or deliverables within the Committee’s mandate.
The composition of the sub-committee and a description of the assignment shall be defined in a Terms of Reference.

Sub-committees must have at least one Committee member to act as Chair of the sub-committee with the remaining members consisting of elected or non-elected representatives or a combination of both.

Consideration should be given to the size of a sub-committee to ensure its effectiveness and that sub-committee members possess the desired skills, core competencies, and experience to contribute to the particular assignment.

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

Remuneration for members.

<table>
<thead>
<tr>
<th>Voting</th>
<th>Each Committee member will have one vote. The Committee will work towards consensus, as much as possible. In the event of a tie, the motion is defeated.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Meetings</th>
<th>The Committee meets six (6) times per year in the first year and thereafter may meet more or less frequently in the execution of its duties and responsibilities. Additional meetings outside of its normal schedule may be called to address specific items, and are at the call of the Chair. Reasonable notice shall be provided, preferably seven (7) days’ notice by email. The schedule of meetings shall be determined based on the timelines and outputs (or deliverables) of the committee. Meetings are open to the public, and are subject to FOIP.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Duties and Responsibilities</th>
<th>Subject to the powers and duties of the Board, the Executive Committee will be responsible to perform the following duties:</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Strategic Plan</td>
<td>a. Define the process for the development of the Strategic Plan and recommend to the Board</td>
</tr>
</tbody>
</table>
| ii. Growth Plan Implementation | a. Oversee the implementation of the growth plan  
                                 b. Resolve issues arising from the implementation of the growth plan  
                                 c. Ensure the effective prioritization of Board resources |
iii. Monitoring & Reporting (KPIs)
   a. Review and recommend the strategy for Monitoring & Reporting of the Strategic Plan and the Growth Plan KPIs

iv. Policy Review
   a. Review Board Policies at least every four (4) years, and more frequently if necessary (e.g. based on legislative or regulatory changes or the development of governance best practices)
   b. Recommend changes to Board Policies

v. Executive Performance
   a. Review and recommend the process to evaluate Board Chair’s performance
   b. Review and recommend the process to evaluate the CEO’s performance
   c. Succession Planning for the CEO

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

vii. Advocacy and Communications
   a. Provide strategic leadership in the development, and oversee the implementation, of the Board’s Advocacy and Communication Plan to improve key relationships to enable the achievement of the Board’s goals with:
      i. Regional Stakeholders
      ii. Other Orders of Government
      iii. Municipal Councils
      iv. Media
   b. Inform and provide recommendations regarding Legislative, Policy, and Program issues and opportunities affecting the Board’s mandate and priorities to other orders of government.
   c. Communication: the Board CEO will act as a single point of contact for all communications requests for the Board and will determine the appropriate level of response required.
   d. The Board Chair is the official spokesperson for the Board for media unless determined otherwise by the Board.

viii. Recommend Task Force(s)
   a. Recommend the formation of a Task Force to the Board

ix. Public Engagement
   a. Oversee the development of criteria and a process for public engagement to meet the requirement of the Board’s Regulation.
## 2.2 Audit & Finance Committee

<table>
<thead>
<tr>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>The Audit &amp; Finance Committee (the “Committee”) provides strategic leadership and advice to the Board regarding its fiduciary responsibilities, compliance, risk management, external reporting, and internal control policies and practices.</td>
</tr>
</tbody>
</table>
| **Overview** | The Committee is appointed by the Edmonton Metropolitan Region Board (the “Board”).  

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

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

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

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

The Chair of the Committee shall be appointed by the Board with the Vice Chair elected by the Committee at its first meeting. The Audit & Finance Committee Chair is also a member of the Executive Committee.

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

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

The Board may choose to replace one Board member on the committee every two years.

Alternates for each appointed member municipality shall be identified.

<table>
<thead>
<tr>
<th>Quorum</th>
<th>A majority of appointed Committee members (50 per cent plus one) shall constitute quorum, represented in person or by telephone or other telecommunications device that permits participation.</th>
</tr>
</thead>
</table>
| Sub-committees| When deemed necessary, the Committee may form a sub-committee to deal with a specific issue or deliverables within the Committee’s mandate.  

The composition of the sub-committee and a description of the assignment shall be defined in a Terms of Reference.  

Sub-committees must have at least one Committee member to act as Chair of the sub-committee with the remaining members consisting of elected or non-elected representatives or a combination of both. |
| Consideration should be given to the size of sub-committee to ensure its effectiveness and that sub-committee members possess the desired skills, core competencies and experience to contribute to the particular assignment.  

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

Remuneration for members. |
<table>
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<tbody>
<tr>
<td><strong>Voting</strong></td>
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</tbody>
</table>
| **Meetings** | The Committee meets four (4) times per year and may meet more frequently in the execution of its duties and responsibilities.  

Additional meetings outside of its normal schedule may be called to address specific items, and are at the call of the Chair. Reasonable notice shall be provided, preferably seven (7) days notice by email.  

The schedule of meetings shall be determined based on the timelines and outputs (or deliverables) of the Committee.  

Meetings are open to the public, and subject to FOIP. |
| **Duties and Responsibilities** | Subject to the powers and duties of the Board, the Audit & Finance Committee will be responsible to perform the following duties:  

i. **Annual Report**  
   a. Review and recommend to the Board  

ii. **Annual Budget**  
   a. Recommend the remuneration of the Board Chair  
   b. Recommend the requisition of funds, if needed  
   c. Recommend the annual budget  
   d. Recommend Board remuneration  

iii. **External Audit**  
   a. Review and recommend the appointment of external auditors and fees  
   b. Act as the Board’s liaison with external auditors  
   c. Review the performance of the external auditors |
<table>
<thead>
<tr>
<th></th>
<th>iv. Risk Management</th>
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<tbody>
<tr>
<td></td>
<td>a. Review and recommend to the Board risk management policies and practices including appropriate D&amp;O and other Insurance requirements</td>
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<tr>
<td>v.</td>
<td>Financial Reporting</td>
<td></td>
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<tr>
<td></td>
<td>a. Review and recommend to the Board, the annual audited and unaudited financial statements</td>
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<tr>
<td></td>
<td>b. Review and approve quarterly financial statements</td>
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<td></td>
<td>c. Review and recommend to the Board, the financial content of the Annual Report</td>
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<tr>
<td></td>
<td>d. Monitor the financial reporting to the Board and recommend changes (as required)</td>
<td></td>
</tr>
<tr>
<td>vi.</td>
<td>Audit and Financial Policies and Practices</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Review and recommend financial policies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Review and recommend financial practices</td>
<td></td>
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<tr>
<td></td>
<td>c. Review and recommend investment policies</td>
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<tr>
<td></td>
<td>d. Review such matters that the Committee or the Board deems advisable or timely</td>
<td></td>
</tr>
<tr>
<td>vii.</td>
<td>Statutory Obligations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. The Audit &amp; Finance Committee shall ensure that the Edmonton Metropolitan Region Board meets its statutory obligations and conducts its affairs in accordance with legal and regulatory requirements.</td>
<td></td>
</tr>
<tr>
<td>viii.</td>
<td>Policy Review</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. The Committee has the responsibility to review Board Policies at least every four (4) years, and more frequently if necessary (e.g. based on legislative or regulatory changes or the development of governance best practices).</td>
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</tr>
</tbody>
</table>
### 2.3 Task Force(s)

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

Composition of a Task Force shall be identified in the Terms of Reference and shall consider the skills and experience necessary to complete the mandate/project/initiative.

Consideration should be given to the appropriate size of the Task Force to ensure the effectiveness the Task Force and shall be determined on a case-by-case basis.

Consideration should be given to Task Force representation to include elected officials, non-elected officials\(^2\), and consideration of provincial representation, where applicable.

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

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

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

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

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

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

### Quorum

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

### Advisory Group(s)

When deemed necessary, a Task Force may strike a working group and/or an Advisory Group to provide technical support or subject matter expertise in carrying out its project/mandate.

Advisory Groups are considered a resource for the Task Force and their roles shall be identified in the Terms of Reference for the Task Force.

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\(^2\) “Non-elected official” may include and not limited to municipal administration (includes CAOs), industry representatives, academics, subject matter experts, and consultants, etc.
An Advisory Group may be requested to perform research, provide information, complete tasks and provide advice and/or recommendations for the Task Force’s consideration.

An Advisory Group may include, but is not limited to: expert (blue ribbon) panels; technical advisors to include members of the public sector; private sector members, and members of the public. The composition of an Advisory Group shall consider the needs of the project and ensure the members possess the desired skills, core competencies, and experience to contribute to the particular assignment.

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

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

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

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

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

a) Provide unbiased technical advice, information, in support of the project /or initiative;

b) Provide professional planning and policy advice for consideration;

c) Provide information regarding relevant regional issues, policies, and programs and initiatives that may have an effect on the project and/or initiative;

d) Represent the best interests of the Region; and

e) Take on and complete assigned tasks as requested, depending on the needs of the project, and report back with research, information, advice and/or a recommendation.

**Voting**

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

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

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

Additional meetings outside of its normal schedule may be called to address specific items, and are at the call of the Chair. Reasonable notice shall be provided, preferably seven (7) days’ notice by email.

Meetings are open to the public, and are subject to FOIP.

### Duties and Responsibilities

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

a) Deliver on the outcomes identified for the project/ initiative in accordance with its Terms of Reference and within the approved budget and project timeline.

b) Provide information regarding relevant regional issues, policies, and programs and initiatives that may have an effect on the project and/or initiative.

c) Identify project risks and issues that may inhibit the project progress and deliverables, and propose solutions.

d) Provide progress updates to the Board and report on project milestones.

e) Represent the best interest of the Region in carrying out the project.

f) Bring forward recommendations to the Board for its approval.

### Examples of Task Forces

- Board Transition
- Recreation/Open Spaces/Wildlife Corridors Study
- Ag Master Plan
- Metropolitan Servicing Plan
### 2.4 CAO Standing Committee

<table>
<thead>
<tr>
<th>Description</th>
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| **Purpose** | The CAO Standing Committee exists to provide senior administrative input to support Board decision-making and to provide leadership for operationalization of Board outcomes.  
Note: It is recommended that this Committee’s Terms of Reference be reviewed in six (6) months to determine if changes are required. |
| **Overview** | The CAO Standing Committee has been identified as an opportunity to strengthen and reinforce the support of the CAOs on an ongoing basis within the management structure of the Board.  
During a consultation with the 13 CAOs of the Edmonton Metropolitan Region Board, it was recommended that a Standing Committee be formed to work with the Board CEO allowing for a more systematic engagement: to enhance communications; to improve the timeliness of regional input on projects; to increase the level of commitment for regional initiatives; to act a resource for funding and resourcing strategies, and to enable support for the outcomes of Board through regular meetings with the Board CEO. |
| **Accountability to the Board** | The CAO Standing Committee has no authority to direct management or commit the Board unless specifically authorized by the Board through the Task Force Terms of Reference.  
Any changes to the Terms of Reference are to be approved by Board before they are adopted.  
The Board CEO shall take the input from the CAO Standing Committee into consideration. |
| **Membership** | The CAO Standing Committee shall include the 13 CAOs of the member municipalities of the Edmonton Metropolitan Region Board, with the Board CEO as the appointed Chair for this Committee.  
Consideration should be given to including provincial representation as a permanent member, and inviting other key stakeholders to attend meetings to contribute their expertise and knowledge on a specific topic, and on an ex-officio basis. |
Members may send an alternate to represent their municipalities, in the event they may be unable to attend.

**Meetings**

The CAO Standing Committee shall meet every 6-8 weeks.

Meetings will be scheduled one (1) year in advance.

Agenda will be prepared by the Committee Chair and distributed seven (7) days in advance.

Provisions can be made for participation by Teleconference.

Additional meetings outside of its normal schedule may be called to address specific items, and are at the call of the Chair. Reasonable notice shall be provided, preferably seven (7) days’ notice by email.

**Duties and Responsibilities**

Subject to the powers and duties of the Board, the CAO Standing Committee will be responsible to:

a) review, share information, discuss, collaborate, coordinate, and provide advice as it relates to and in support of the regional priorities and outcomes of the Board.

b) review status of Board initiatives.

c) provide regional input on policy direction.

d) discuss implementation considerations and alignment of implementation priorities.

e) provide input on funding strategies, resourcing and implications.

f) identify risks and recommend mitigating measures. foster an understanding of issues and opportunities from a regional versus an individual municipal perspective to support informed regional decision-making.

g) provide leadership and support for ensuring municipal councils understand Board initiatives.
# 3 CORPORATE POLICIES

<table>
<thead>
<tr>
<th>ADMINISTRATION</th>
<th>Amendments</th>
</tr>
</thead>
<tbody>
<tr>
<td>A001 Email Distribution List</td>
<td>Name Change</td>
</tr>
<tr>
<td>A002 Appointment of Acting Chief Executive Officer</td>
<td>Name Change</td>
</tr>
<tr>
<td>A003 Records and Information Management</td>
<td>Name Change</td>
</tr>
<tr>
<td>A004 Media &amp; Communications</td>
<td>Name Change</td>
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<tr>
<td>A005 Access to Public Information</td>
<td>Name Change</td>
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<td>A006 Information Technology</td>
<td>Name Change</td>
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<tr>
<td>A007 Media Relations</td>
<td>Name Change</td>
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<tr>
<td>A008 Advocacy &amp; Communications</td>
<td>Name Change</td>
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<thead>
<tr>
<th>FINANCE</th>
<th>Amendments</th>
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<tbody>
<tr>
<td>F001 Authorization to Purchase</td>
<td>Name Change</td>
</tr>
<tr>
<td>F002 Procurement</td>
<td>Name Change</td>
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<tr>
<td>F003 Capitalization</td>
<td>Name Change</td>
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<tr>
<td>F004 Signing Authorities</td>
<td>Name Change</td>
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<tr>
<td>F005 Financial Reporting</td>
<td>Name Change</td>
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<td>F006 Investments</td>
<td>Name Change</td>
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<td>F007 Reserves</td>
<td>Name Change</td>
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</tbody>
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<thead>
<tr>
<th>GOVERNANCE</th>
<th>Amendments</th>
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<tbody>
<tr>
<td>G001 Policy Development</td>
<td>Name Change</td>
</tr>
<tr>
<td>G002 Indemnification of CRB Members and Employees</td>
<td>Name Change</td>
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<tr>
<td>G003 Remuneration and Expenses for Board, Committee and Task Force Members</td>
<td>Name Change</td>
</tr>
<tr>
<td>G004 Board Meeting Minutes</td>
<td>Name Change</td>
</tr>
<tr>
<td>G005 Board Meeting Procedures</td>
<td>Name Change, minor changes – Voting Model</td>
</tr>
<tr>
<td>G006 Budgeting</td>
<td>Name Change</td>
</tr>
<tr>
<td>G007 Insurance</td>
<td>Name Change</td>
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<tr>
<td>G008 Regional Capital Projects</td>
<td>Name Change, review required</td>
</tr>
<tr>
<td>G009 Appointment of the Auditor</td>
<td>Name Change</td>
</tr>
<tr>
<td>G010 Selection of Chair and Vice Chair/ Interim Chair and Interim Vice Chair</td>
<td>Name Change, minor Changes – Voting Model</td>
</tr>
<tr>
<td>G011 Board, Committee, and Task Force Member Code of Conduct and Ethics</td>
<td>Name Change</td>
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<tr>
<td>G012 Committee and Task Force Terms of Reference</td>
<td>Name Change, review required</td>
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### Corporate Policies

#### GOVERNANCE

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<thead>
<tr>
<th>Policy Number</th>
<th>Policy Title</th>
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<tbody>
<tr>
<td>G013</td>
<td>Committee and Task Force Meeting Procedures</td>
<td>Name Change</td>
</tr>
<tr>
<td>G014</td>
<td>Roles and Authorities of the Board Chair, Interim Chair, and Vice Chair</td>
<td>Name Change</td>
</tr>
<tr>
<td>G015</td>
<td>Role and Responsibilities of Committee and Task Force Chairs and Vice Chairs</td>
<td>Name Change</td>
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<tr>
<td>G016</td>
<td>Member Municipalities Representation on Committees and Task Forces</td>
<td>Name Change, review required</td>
</tr>
<tr>
<td>G017</td>
<td>Monitoring &amp; Evaluation Board Performance</td>
<td>Name Change</td>
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<td>G018</td>
<td>Geographic Information Services</td>
<td>Name Change</td>
</tr>
<tr>
<td>G019</td>
<td>Membership Review Process</td>
<td>Name Change, review required</td>
</tr>
<tr>
<td>G020</td>
<td>Housing Policy</td>
<td>Name Change</td>
</tr>
<tr>
<td>G021</td>
<td>Regulation Transition</td>
<td>Name Change</td>
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#### HUMAN RESOURCES

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

#### Policies to Be Developed

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

#### Definitions:

**Name Change** means to the Board and or refers to a change in Board Standing Committee.
4 PLANS

4.1 The Growth Plan

In accordance with the Board Regulation, the Edmonton Metropolitan Region Board is required to prepare an Edmonton Metropolitan Region Growth Plan. The Board’s Regulation establishes the Objectives for the Plan:
(a) to promote an integrated and strategic approach to planning for future growth in the Edmonton Metropolitan Region;
(b) to identify the overall development pattern and key future infrastructure investments that would;
   i. best complement existing infrastructure, services and land uses in the Edmonton Metropolitan Region;
   ii. best complement the desired scale of development and community visions across the region;
   iii. best address efficient and cost effective growth and development; and
   iv. maximize benefits to the Edmonton Metropolitan Region;
(c) to coordinate decisions in the Edmonton Metropolitan Region to sustain economic growth and ensure strong communities and a healthy environment; and
(d) to promote the social, environmental, and economic well-being and competitiveness of the Edmonton Metropolitan Region.

The Regulation also outlines the contents of the Plan.

The Edmonton Metropolitan Region Growth Plan (EMRGP) – Re-imagine. Plan Build., was approved by the Board on October 13, 2016, and by the Province on October 26, 2017. The EMRGP responds to the objectives and contents set out in the Regulation and replaces the Growth Plan – Growing Forward, approved by the Province in 2010. The EMRGP is also aligned with Provincial priorities such as Climate Change, Economic Diversification, and Families.

The EMRGP is a 30-year Plan that contains a 50 Year vision, seven guiding principles as a framework for decision-making and an underlying foundation of responsible growth. The Plan includes six integrated policy areas, including two new policy areas – Economic Competitiveness & Employment and Agriculture. The existing policy areas of the previous growth plan have been broadened to Communities and Housing, Natural Living Systems; Integration of Land Use & infrastructure and Transportation Systems. The Plan includes an integrated Implementation Plan along with a robust set of performance indicators (KPIs) to measure progress towards the policy outcomes of the Plan.

To support the implementation of the Growth Plan the Board has developed a number of master plans that provide more expansive planning in particular areas e.g. – Integrated Regional
Transportation Master Plan and Regional Energy Corridors Master Plan. Future work includes a Metropolitan Region Servicing Plan and an Agriculture Master Plan.

The Edmonton Metropolitan Region Growth Plan is implemented through the Regional Evaluation Framework (REF). The REF requires member municipalities’ Statutory Plans to be consistent with the Growth Plan principles and polices.

The Board is committed to ‘ever-greening’ the Plan through regular updates: a five year interim review followed by a comprehensive review every 10 years.

For a copy of the Edmonton Metropolitan Region Growth Plan visit: emrb.ca/growth-plan/
4.2 Board Strategic Plan

The current Capital Region Board Strategic Plan guides the work of the Edmonton Metropolitan Region Board until the new Board creates its own Strategic Plan. Until then, the four key areas of focus are:

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.emrb.ca
4.3 Cost Sharing Formula

The Edmonton Metropolitan Region Board has two Cost Sharing Formulas, developed as part of the original Growth Plan in 2010.

General Formula
The first is a municipal cost sharing formula intended to determine the applicable municipal portion of costs incurred by the Edmonton Metropolitan Region Board in each of the four areas of responsibility:

1. The regional planning process
2. The implementation of a regional system to amalgamate geographic information
3. The planning process for regional Intermunicipal transit
4. The development of a social and affordable housing plan

As the Board’s focus is regional in nature, only those projects deemed regional either by the Minister or by the Board would be subject to requisition funding. Further, the requisition would be for the municipal contribution only, after both the provincial and federal funding contributions have been deducted.

The governing principle included consideration of the level of benefit brought to each municipality when determining the financial contribution, as well as affordability, equity and fairness.

The general cost sharing formula for regional projects consists of a core fee to which all members would contribute equally and a weighted allocation formula based on population and total equalized assessment. The core fee recognizes all members’ commitment regardless of size, with the balance of the fees allocated proportionally based on size of municipality.

Transit Formula
The Transit Cost Sharing Formula is of a similar structure to the general formula with a Core Fee and a weighted allocation of population and equalized assessment. To recognize the magnitude of transit projects, the core fee is limited to 1% of the smallest member’s operating expense for the previous year, with the balance of the municipal portion of the project costs shared proportionally amongst PGA/CCRA municipalities based on a 50% Population and 50% Equalized Assessment. In light of the new Regulation, membership, and Growth Plan, it is proposed that the Transit Formula be reviewed and updated.
5 CEO JOB DESCRIPTION

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<th>Chief Executive Officer</th>
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<tr>
<td>Company Name:</td>
<td>Edmonton Metropolitan Region Board</td>
</tr>
<tr>
<td>Location:</td>
<td>#1100 Bell Tower, 10104 103 Ave. Edmonton, AB T5J 0H8</td>
</tr>
<tr>
<td>Reports to:</td>
<td>Chair/Interim Chair, Capital/ Edmonton Metropolitan Region Board</td>
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<tr>
<td>Last Updated:</td>
<td>January 18, 2018 (updated to align with new Regulation)</td>
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5.1 Position Description

A. Current Position Summary

Responsible to the Board, the Chief Executive Officer will provide leadership and oversee the development and implementation of the Edmonton Metropolitan 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/task forces in the preparation and implementation of the Edmonton Metropolitan Region Growth Plan.

The Chief Executive Officer reports to the Chair/Interim Chair of the 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 Edmonton Metropolitan Region Board and develop/maintain effective relationships with key municipal administrators in the Edmonton Metropolitan 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. This was updated with the Edmonton Metropolitan Region Growth Board Regulation in October 2017. The Board is a growth management board 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, Metropolitan Region Servicing Plan, Public Engagement Policy, 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 Edmonton Metropolitan 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/Task Force Agendas in consultation with Committee/Task Force 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 Edmonton Metropolitan 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 Edmonton Metropolitan Region Growth Plan in accordance with the Edmonton Metropolitan 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 Edmonton Metropolitan 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 are identified and addressed to the highest possible standard is required.
Policy G023 – Pay to Participate

That the Edmonton Metropolitan Region Board postpone indefinitely Policy G023 – Pay to Participate.

The Edmonton Metropolitan 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.

Background

- 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, the CAO Advisory Committee discussed the development of a Pay-to-Participate policy for the Capital Region Board. At that time, the discussion focused on developing a mechanism that could encourage collaboration amongst fewer than 24 members, but still within the CRB framework. Following the meeting, 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.

- An updated Draft was brought to the December 8, 2016 Board meeting. At the meeting the following motion was approved:

  *That the Capital Region Board postpone the Policy G023 matter for one calendar year.*

- On March 8, 2017, the Minister of Municipal Affairs signed a Ministerial Order (MSL:019/17) that applied membership contributions to the 13, reduced from 24.

- On October 26, 2017, the Government of Alberta approved a new Regulation with a reduced membership size from 24 to 13.
On January 11, 2017, the policy was reviewed by the Executive Committee, which has recommended the Board indefinitely postpone the policy.

Rationale

With a reduced membership, a pay-to-participate policy is no longer needed.

Attachments

1. Policy G023 – Pay-to-Participate
Policy G023
Pay to Participate

<table>
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<tr>
<th>Policy:</th>
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<tr>
<td>Effective Date:</td>
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**PURPOSE**

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

**POLICY**

The Edmonton Metropolitan Region Board (EMRB) 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 over which 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 Regulation,
3. In alignment with The 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 Board mandate and Regulation shall be exempt from pay-to-participate consideration and shall be funded from the Board’s approved budget. These core projects include The 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 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 Board.

PROCESS

To determine a pay-to-participate project:

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

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

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

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

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

Dr. Jodi L. Abbott, Board Chair

<table>
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Regional Agriculture Master Plan Terms of Reference

That the Edmonton Metropolitan Region Board approve the Regional Agriculture Master Plan Terms of Reference.

Why a Regional Agriculture Master Plan (RAMP)?

A RAMP not only will lead towards greater food security, it directly will provide for:

- Better tools to enable consistency in decision-making across the region
- Greater certainty, with flexibility, for land owners
- Stronger linkages between urban and rural agriculture
- Reduced conflict between Ag and Non-Ag development and decisions about urban growth
- Clarity about ‘why’ land is kept in production
- Urban sustainability

Additionally a RAMP has the benefits of supporting the Government of Alberta’s Economic Diversification Strategy and reinforcing the regional leadership of the Edmonton Metropolitan Region Board.

Introduction/Overview

Context for Edmonton Metro Region Agriculture Master Plan Terms of Reference

- The Edmonton Metropolitan Region Board Growth Plan – Re-Imagine. Plan. Build. was approved by the Government of Alberta (GOA) on October 26, 2017. This growth management plan provides direction for “how the region will manage and optimize growth” in the next 30 years.
- With the approval of the Growth Plan, GOA has provided support for the vision, principles, objectives and policies as being critical for the sustainability of the region. This includes recognition of the vital role the agriculture sector plays in economic diversification and prosperity, food security, and the social, cultural and historical significance of the region.
- From 1974-2014, the region’s population grew from 560,000 to 1,234,000 and the pattern of growth resulted in a tripling of the development footprint and a loss of 47,000 hectares (181.5 quarter sections) of valuable agricultural lands. To put this in perspective, one sports field is roughly one hectare in size.
- In the next 30 years, growth estimates for the Edmonton Metropolitan Region forecasts this region has the potential to double in population and add 470,000 jobs by 2044. This means a population of 2.2 Million people and 1.2 Million jobs - same size as Metro Vancouver or Metro Portland today.
• By 2044, of the 2.2 million people in the region, just over 2 million will reside in urban areas and remainder in the rural areas. The trend towards urban settlement and its impact on the rural landscape requires a broader discussion on how best to balance urban growth in the long term (beyond the next 30 years, think 30-50+ years) and what trade-offs we are prepared to make to ensure future food security, regional sustainability and economic growth.

• The Edmonton Metro Region is surrounded by some of the province’s best quality agricultural lands, along with what is typically referred to as the corridor region; these lands are often referred to as Alberta’s prime agricultural lands. The conversion of prime agricultural lands to non-agricultural uses is a significant issue for this region and poses a fundamental challenge to sustain and grow a thriving agricultural sector.

• The commitment to compact, contiguous growth, and protecting the environment set out in the Growth Plan is estimated to conserve 250 quarter sections of prime agricultural lands and some $5 billion savings in infrastructure efficiency through land savings.

• The Board felt it critical to grow more responsibly and elevate the importance of conserving agricultural lands with the addition of a new Agriculture policy area.

Status

• The Board committed to address the challenges facing growth of rural and urban agriculture through the development of a Regional Agriculture Master Plan (RAMP) and a land evaluation and site assessment tool within two years of the approval of the Growth Plan.

• A Regional Agriculture Master Plan working group¹ was approved by the member CAOs and formed in September 2017 to assist Edmonton Metropolitan Region Board administration prepare a draft terms of reference to complete the work pursuant to Part B. Regional Policies, Policy 6.1.1.a and 6.1.1.b.

• In furthering the implementation of the Growth Plan, the development of a RAMP and land evaluation and site assessment tool will bring greater clarity and context to the Agriculture Sector in the region taking into account both urban and rural landscapes and the need to balance growth, sustainability and economic prosperity.

• The chart below illustrates the hierarchy of plans from a land use perspective. Once completed and approved by the Board and Province, initiatives like the Regional Agriculture Master Plan identified under Future Work will be integrated into the Growth Plan.

¹ See Appendix D in RAMP Terms of Reference for list of working group members
Background

Prime Agricultural Lands are defined in the Growth Plan as Lands that include Class 2 and 3 soils according to the Land Suitability Rating System (LSRS) used by the Government of Alberta.

- **Responsible growth** means using land and resources more efficiently for the benefit of current and future generations. Specifically,
  - minimizing the expansion of the urban footprint
  - integrating land use and infrastructure decisions
  - building resilient, adaptable and complete communities
  - ensuring the region’s transportation systems are interconnected and enable economic prosperity and
  - protecting the environment and encourage the growth of the agriculture sector.

- The region measures 9,879 sq km with the rural area representing 86% of the region’s land base (8,497 sq km). It is the largest land area in the region for employment, infrastructure, recreation and economic potential and is under pressure to address its own growth challenges and growth from urban areas.

- The Growth Plan intends that further policy direction on the issue of conversion of prime agricultural lands for subdivision for non-agricultural uses be considered in the development of a Regional Agriculture Master Plan (RAMP) and a land evaluation and site assessment tool.

- The RAMP will provide context, an overarching framework and rationale for the region’s agricultural policies. The RAMP will enable the broader conversation of, how as a Board, we can enable the growth and sustainability of the Agriculture Sector and what it means in an urban and rural context and within the context of the integrated policies of the growth plan.

- The RAMP will include strategies and a policy framework to enable the region to maintain a supply of prime agricultural lands; minimize fragmentation and conversion of prime agricultural lands; support the diversification of the agri-food production and growth of the value added agri-economy; provide guidance for infrastructure investments and urban agriculture and address the transition between the rural-urban fringes.

- The development of a RAMP requires that the Board develop a land evaluation and site assessment tool to qualify and quantify the prime agricultural lands to be conserved in the region. Until the RAMP is completed, Municipalities are required to use [Schedule 11](#) to identify prime agriculture land.

- A land evaluation and site assessment tool[^1] is intended to provide an understanding of the value of a land base by considering a range of contextual factors in addition to the soil classification. The site assessment component may include factors that affect productivity, factors associated with development pressures and factors measuring public values such as historical significance and environmental consideration, as examples. The land evaluation and site assessment tool will be used to identify areas of prime agricultural lands to be conserved.

[^1]: See Appendix B in [RAMP Terms of Reference](#) for the land evaluation and site assessment framework
Schedule 11 on page 5 shows the Metropolitan Structure to 2044, as an overlay to the Land Suitability Ratings (LSRS) which is the Agriculture and Agri-Food Canada soil classification system that is used by the Government of Alberta to determine soil classification. The LSRS uses the same Class and Sub-class designation as the Canada Land Inventory (CLI) system, but the LSRS is slightly more specific. Under the LSRS classification system, prime agricultural lands are Class 2 and 3 soils. These classes are equivalent to CLI Class 1, 2 and 3.

Over the past several years, the counties of Leduc, Parkland and Strathcona have completed a number of studies, reports, strategies and Agriculture Master Plans to understand the challenges and opportunities facing the Agriculture sector within their municipalities. Sturgeon County is currently in the process of preparing to do an Agriculture study. The information gathered has provided direction to support future growth of the Ag Sector, and inform Municipal Development Plans and other planning documents within those municipalities and will serve as a starting point to develop a profile of the Agriculture Sector in the region.

On the leading edge of pioneering urban agriculture initiatives, the City of Edmonton approved fresh: Edmonton’s Food and Urban Agriculture Strategy in 2012 and has been developing policies to support its implementation. The first hand experience, lessons learned and overall knowledge of urban agriculture gathered by Edmonton will be important to inform the discussion of food security, economic contribution and urban sustainability.

All these plans, reports, strategies and studies were informed by extensive consultations with stakeholders involved in different aspects of the food system and in aggregate will be used to define the agricultural landscape of the region, inform existing challenges, gaps, future opportunities and needs to support growth of the sector.

Another important consideration in planning for growth is to understand what already exists, as illustrated in the “Constraints” map on page 6. The location of Natural Constraints like environmentally sensitive areas and water bodies, Land Use areas such as Country Residential and Energy Constraints like pipeline and resource extraction areas shown on this map are all important considerations when planning for the location and growth of the agriculture sector.

The Edmonton Metropolitan Region Growth Plan is based on an integrated policy framework – see graphic on page 6, critical to coordinating and managing growth across the region and across municipalities. The six policy areas are interconnected and therefore the policy implications arising from the Regional Agriculture Master Plan must be considered within each policy area of the Growth Plan.

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3 See Appendix C in RAMP Terms of Reference for a complete list of documents.
Growth Plan Integrated Policy Framework:

Attachments:
1. Regional Agriculture Master Plan Terms of Reference
INTRODUCTION

Pursuant to Part B. Regional Policies, Policy 6.1.1.a of the Edmonton Metropolitan Region Growth Plan, a Regional Agriculture Master Plan (RAMP) is required to support the implementation of the Growth Plan guiding principle: ensure the wise management of prime agricultural resources. The RAMP will provide a policy framework for conserving and maintaining a secure supply of prime agricultural lands to support the regional food system, diversify the agri-food production base and value added growth of the agri-economy, and to guide agriculture supportive infrastructure investments. Also Policy 6.1.1.b requires the development of land evaluation and site assessment tool to qualify and quantify the prime agricultural lands to be conserved in the Region.

Pursuant to Board policy, a Task Force will be established to carry out the project Terms of Reference approved by the Board.

PURPOSE

To establish terms of reference for the Regional Agriculture Master Plan Task Force. The Task Force will provide strategic direction and oversight on all aspects of the project on behalf of the Board.

PROJECT DESCRIPTION

The Task Force is responsible for the preparation and recommendation of a Regional Agriculture Master Plan and Land Evaluation and Site Assessment Tool to the Edmonton Metropolitan Region Board in accordance with Policies 6.1.1.a and 6.1.1.b. The outcome will be to provide the Region’s decision-makers with a land use framework and tools to make decisions consistent with the principles and objectives of the Growth Plan.

The Regional Agricultural Master Plan will provide certainty and flexibility for the existing agricultural sector and position the region to capitalize on future agricultural opportunities for the growth and sustainability of the sector for future generations.

PROJECT DELIVERABLES

As outlines in the Terms of Reference for the Project the key project deliverables are:

- Edmonton Metropolitan Region Agricultural Profile
- Edmonton Metropolitan Region Agricultural Master Plan
- Land Evaluation and Site Assessment Tool

TERMS OF REFERENCE

1. AUTHORITY
   The Task Force shall be established by the Board is considered an advisory body to the Board and therefore must, by a passed motion, provide recommendation(s) to the Board for decision.
2. AMENDMENTS TO THE TERMS OF REFERENCE
At any time, the Task Force may consider changes to these Terms of Reference and recommend the proposed changes to the Board for review and approval.

3. MEMBERSHIP
The membership of the Task Force shall be comprised of elected municipal representation, the Province of Alberta and a Technical Committee, made up of a subset of a broader working group.

   Municipal Representation
   • Edmonton
   • 4 Counties
   • 2 additional Urban members from within the Metropolitan Area
   • 1 Provincial Representative (non voting)

At least one representative from each type of municipality - City and County must be a Board member.

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

   Regional Technical Advisory Committee (Non-voting)
   The Task Force will be supported by a Regional Technical Working Group with representation being determined based on the needs of the project.

4. TERM
The term of the Task Force is from its establishment by the Board and will continue for 2 years with the expectation that the Regional Agriculture Master Plan and LESA tool will be recommended to the Board on or before June of 2020.

5. APPOINTMENT AND TERM OF THE CHAIR AND VICE-CHAIR
Upon establishing the Task Force, the Task Force membership will appoint a Chair and Vice Chair. The Chair and Vice Chair must be appointed members of the Board. The Chair and Vice Chair shall be appointed for the term of the Task Force.

6. EX-OFFICIO
   a. The Board Chair will be considered non-voting ex-officio in the Task Force.
   b. The CEO will be considered non-voting in the Task Force.

7. 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 Edmonton Metropolitan 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. In the event of a tie, the motion is defeated.
b. All motions must be moved by a voting member. Motions require a simple majority of members in attendance to pass a motion (50 percent plus one).

8. QUORUM
Quorum is defined as 50 percent plus one of standing membership and may include representation in person, or by telephone or other telecommunication devices which permit participation.

9. DISPUTE RESOLUTION
The Task Force Chair is accountable for ensuring effective and collaborative committee / task force operations and decision-making. Where the Chair’s efforts are unable to resolve a dispute, the matter will be brought to the Executive Committee first for discussion and resolution; however, if the Committee is unable to reach a decision, the matter will be forwarded to the Board for discussion and resolution.

10. SUPPORT/RESOURCES
The Task Force will be supported by the Chief Executive Officer, a Project Manager assigned by the CEO from Board staff, Consultants as required, a Regional Technical Advisory Committee and a municipal administrative working group as established by the CEO.

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

12. MEETING FREQUENCY
At the first meeting of the Task Force, a schedule of meetings will be established and approved by the Task Force. The frequency of the meetings will be established to align with the milestones and delivery dates of the project. Where warranted, the Task Force Chair may call a meeting outside of the approved schedule.

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

14. STATUS OF MEETINGS
   a. Task Force meetings are open to the public including all members of the Board (elected officials and their alternates), administrative representatives from all Board member municipalities and members of the public. The Task Force 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 by the Task Force 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 falls within one of the exceptions to disclosure in Division 2 of Part 1 of the Freedom of Information and Protection of Privacy Act.
c. All members (elected and administrative) attending the *in camera* session shall respect the confidentiality of the *in camera* items.

15. REPORTING
The Task Force is 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.
Regional Agriculture Master Plan Task Force Appointments

That the Edmonton Metropolitan Region Board appoint _____, and______ to the Regional Agriculture Master Plan Task Force.

Background

- The RAMP Task Force is proposed to be comprised of seven elected officials: one from each of the following municipalities: City of Edmonton, Strathcona County, Sturgeon County, Parkland County, Leduc County; and two additional urban municipalities.

- Councillors are welcome to sit on the Task Force, however, the Terms of Reference proposes that at least one of the representatives in each of the following two categories be a Board member:
  - Counties: That means at least one Task Force member from amongst the four counties is a sitting Board member
  - Urban municipalities: That means at least one of the two urban municipality Task Force members is a sitting Board member

- In the event that more names than required for these positions come forward, the final selection will be made via a Board vote.
Metropolitan Region Servicing Plan Project Charter

That the Edmonton Metropolitan Region Board approve the Metropolitan Region Servicing Plan Project Charter.

Background

On October 26, 2017, the Minister of Municipal Affairs approved the new Edmonton Metropolitan Region Board (EMRB) Regulation. The new Regulation expanded the mandate of the EMRB to include the preparation of a Metropolitan Region Servicing Plan (MRSP) that supports the implementation of the long term vision of the Edmonton Metropolitan Region Growth Plan. The MRSP is required to be completed within two years of the new Regulation coming into force. In this regard, the MRSP must be completed by October 26, 2019.

Project Charter

The objectives of the Metropolitan Region Servicing Plan are to:
1. Identify existing services, including current capacity and service provision, and their ability to support current growth;
2. Identify existing municipal and intermunicipal services and existing shared servicing agreements;
3. Identify the services required to support future growth through the implementation of the Growth Plan;
4. Identify opportunities for increased efficiency and collaboration in the sharing of services;
5. Identify the benefits of enhanced efficiency and optimized services shared amongst municipalities in the Edmonton Metropolitan Region.
6. Implementation recommendations for consideration by the Board.

The Metropolitan Region Servicing Plan will not see the EMRB take on the operation and/or delivery of services.

The Metropolitan Region Servicing Plan will be limited to the following services as identified in the Regulation:

(i) transportation, including regional transit,
(ii) water, waste water and storm water,
(iii) solid waste, and,
(iv) emergency services (fire)

The Project Charter proposes that the preparation of the Plan be overseen by a Board Task Force that is supported by a project team consisting of an EMRB Project Manager, Consultant(s) and a Working Group of senior municipal staff from the Region.

Attachments

1. Metropolitan Region Servicing Plan Project Charter
Metropolitan Region Servicing Plan

Project Charter
November 2017 - Draft
Introduction

On October 26, 2017, the Minister of Municipal Affairs announced proclamation of new the Municipal Government Act. Concurrent with the Act, the province also approved the new Edmonton Metropolitan Region Board (EMRB) Regulation, replacing the Capital Region Board (CRB) Regulation. Besides introducing a new name for the Board, the new Regulation included the following changes from the CRB Regulation:

- Removed many of the duplicate regulations for Growth Management Boards that are now in the updated MGA.
- Instituted new Board composition – Reduced board membership from 24 to 13 municipalities. The EMRB is now comprised of representatives from regional municipalities with populations of 5,000 or more.
- Expanded mandate – In addition to the CRB’s mandate to plan for responsible regional growth and prepare a Regional Growth Plan, the EMRB is now tasked with creating a Metropolitan Region Servicing Plan. Similar to the Inter Municipal Collaboration Framework (ICF) Agreements that neighbouring municipalities are required to complete, this Plan addresses many of the same services on a Regional basis and relieves member municipalities from entering into ICF’s with each other.
- With the new Regulation in place, the province approved the new Edmonton Metropolitan Region Growth Plan (EMRGP), which had been approved and recommended by the Capital Region Board to the Minister of Municipal Affairs in October of 2016. The Growth Plan is a blueprint for the responsible growth and development of the Edmonton Region to 2044.

Project Summary

The new EMRB Regulation expands the mandate of the Board to prepare a Metropolitan Region Servicing Plan (MRSP) for the Edmonton Metropolitan Region. The purpose of the MRSP is to identify the regional services necessary to support the implementation of the long term vision of the Growth Plan; support the optimization of shared services across the region; facilitate orderly, economical and environmentally responsible growth; and coordinate planning and decisions among Metropolitan Region municipalities to ensure the optimization of ratepayer dollars. The MRSP is due within two years of the new regulation coming into force. In this regard, the MRSP is to be submitted to the Minister of Municipal Affairs by October 26, 2019. Importantly, members within the EMRB do not need to complete an ICF with other members, but members will need to complete an ICF with adjacent non-EMRB members.

Project Objectives

The objectives of the Metropolitan Region Servicing Plan are to:

1. Identify existing services, including current capacity and service provision, and their ability to support current growth;
2. Identify existing municipal and intermunicipal services and existing shared servicing agreements;
3. Identify the services required to support future growth through the implementation of the Growth Plan;
4. Identify opportunities for increased efficiency and collaboration in the sharing of services;
5. Identify the benefits of enhanced efficiency and optimized services shared amongst municipalities in the Edmonton Metropolitan Region.

6. Prepare implementation recommendations for consideration by the Board.

\textit{Note: The MRSP will not see the EMRB take on the operation and/or delivery of services.}

\textbf{Project Scope}

Municipalities in the Edmonton Metropolitan Region provide a significant range of services to residents, business, and industry. The Regulation requires the MRSP to list the services required to support the development outlined in the Growth Plan, and provides a list of services that may be included:

(i) transportation, including regional transit,
(ii) water, waste water and storm water,
(iii) solid waste,
(iv) emergency services (fire).

The Regulation allows the EMRB to consider any other services that it believes could benefit residents in more than one of the municipalities. However, given the extent and complexity of the services provided by municipalities, the two year time frame to complete the Plan, and the capacity of the Board to undertake the work, it is recommended that the first Metropolitan Region Servicing Plan be limited to the four areas listed in the Regulation as listed above.

\textbf{Project Approach}

The recommended project approach includes 6 phases:

\textit{Phase 1 - Project initiation}

The first phase is setting up the project including establishing the Task Force, project Terms of Reference, a municipal working group, contracting consultants, etc.

\textit{Phase 2 - Environmental Scan}

The Environmental Scan will include collecting all available data on the services, information respecting existing intermunicipal servicing plans and agreements, funding models, etc.

\textit{Phase 3 – Future Needs Assessment}

This will be an assessment of the future demand and capacities needed to achieve the implementation of the Growth Plan to 2044.

\textit{Phase 4 - Gap Analysis/Opportunities}

There will be a review and analysis of the existing services versus those needed in the future. Gaps and opportunities will be identified.

\textit{Phase 5 - Servicing Plan}

The Servicing Plan is the recommended roadmap to ensuring the services are available to support the implementation of the Growth Plan.

\textit{Phase 6 - Approvals & Implementation}

The final phase is the approval and implementation of the Servicing Plan by the Task Force and Edmonton Metropolitan Region Board.

\textit{Draft}
Project Governance

The Edmonton Metropolitan Region Board is the project sponsor for the Metropolitan Region Servicing Plan and provides the authority and support for the project.

The Board oversight for this project will come from a Task Force of elected officials appointed by the Board. The Task Force will provide strategic direction and oversight on all aspects of the project on behalf of the Board.

Participation by member municipalities is essential to support the development of the Plan. Therefore, Regional CAOs will be consulted throughout the process of developing the plan.

The Task Force will be supported by a Project Team consisting of a Project Manager, a Municipal Working Group, and project consultant(s). The Project Team will work closely with the Task Force and participate directly in Task Force meetings.

A Project Manager from EMRB administration will be assigned to oversee the planning, execution and completion of the Servicing Plan. The project manager is responsible for project administration including project resource management, project schedule, budget management, and issues management throughout the project.

The Municipal Working Group of senior staff from the region will provide professional policy and technical advice and support regarding the relevant services, plans, and programs in preparation of the Servicing Plan. The Working Group is proposed to be comprised of seven members as follows:

- Edmonton
- 2 Cities
- 2 Towns
- 2 Counties

Consultant(s) will be contracted to assist in all phases of project and prepare the final Metropolitan Servicing Plan.

![Figure 1: Project Governance](Diagram of Project Governance)
Deliverables

The outcome of the Project is a Metropolitan Region Servicing Plan that supports the implementation of the EMRGP by assessing the Region’s existing capacity to support current growth, the capacity needed to service future growth, and the opportunities for efficiencies and collaboration. The following is a list of key project deliverables:

- A policy framework linking the Growth Plan and the Servicing Plan.
- Inventory of existing services, including current capacity and service provision.
- List of current intermunicipal services and agreements for sharing of services.
- List of services, including capacity and service provision, required to support future growth through the implementation of the Growth Plan.
- Identify opportunities for increased efficiency and collaboration in the sharing of services.
- For future services to be provided on an intermunicipal basis, if any, outline how each service will be:
  o intermunicipally delivered, including which municipality will lead delivery of the service, and
  o intermunicipally funded,
  o and a timeframe for implementing the services.
- Identify the benefits of enhanced efficiency and optimized services shared amongst municipalities in the Edmonton Metropolitan Region.
- Implementation recommendations for consideration by the Board.

Project Schedule

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Project initiation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Environmental Scan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Future Needs Assessment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Gap Analysis/Opportunities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Servicing Plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Approvals &amp; Implementation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Stakeholders

<table>
<thead>
<tr>
<th>Water/Wastewater/Storm Water</th>
<th>Emergency Services (Fire)</th>
<th>Solid Waste</th>
<th>Transportation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>Wastewater</td>
<td>Storm Water</td>
<td>Roads</td>
</tr>
<tr>
<td>• Municipalities</td>
<td>• Municipalities</td>
<td>• Municipalities</td>
<td>• Municipalities</td>
</tr>
<tr>
<td>• Epcor</td>
<td>• Epcor</td>
<td>• Epcor</td>
<td>• Edmonton Region</td>
</tr>
<tr>
<td>• Water Commissions</td>
<td>• Wastewater Commissions</td>
<td>• North</td>
<td>• Waste Minimization Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Saskatchewan</td>
<td>Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Watershed Alliance</td>
<td>• Private Contractors</td>
</tr>
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<td></td>
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</tbody>
</table>

Budget

The budget of the MRSP is proposed as follows:

<table>
<thead>
<tr>
<th>2017/18</th>
<th>2018/19</th>
<th>2019/20</th>
<th>Total Project Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>$20,000</td>
<td>$150,000</td>
<td>$50,000</td>
<td>$220,000</td>
</tr>
</tbody>
</table>
Metropolitan Region Servicing Plan Task Force Terms of Reference

That the Edmonton Metropolitan Region Board approve the Metropolitan Region Servicing Plan Task Force Terms of Reference.

Background

On October 26, 2017, the Minister of Municipal Affairs approved the new Edmonton Metropolitan Region Board (EMRB) Regulation. The new Regulation expanded the mandate of the EMRB to include the preparation of a Metropolitan Region Servicing Plan (MRSP) that supports the implementation of the long term vision of the Edmonton Metropolitan Region Growth Plan. The MRSP is required to be completed within two years of the new Regulation coming into force. In this regard, the MRSP must be completed by October 26, 2019.

Metropolitan Region Servicing Plan

The MRSP will identify the regional services necessary to support the implementation of the long term vision of the Growth Plan; support the optimization of shared services across the region; facilitate orderly, economical and environmentally responsible growth; and coordinate planning and decisions among Metropolitan Region municipalities to ensure the optimization of ratepayer dollars.

Task Force

Oversight for the MRSP project will come from a Task Force of elected officials appointed by the Board. The Task Force will provide strategic direction and oversight on all aspects of the project on behalf of the Board. EMRB Administration is recommending that the Task Force be comprised of the following membership:

- Edmonton
- 2 Cities
- 2 Towns
- 2 Counties

The Terms of Reference is attached for the Board's review.

Attachments

1. Metropolitan Region Servicing Plan Task Force Terms of Reference
INTRODUCTION

The new Edmonton Metropolitan Region Board (EMRB) Regulation expanded the Board’s mandate to include the preparation of a Metropolitan Region Servicing Plan (MRSP). The Plan is required to be completed within two years of the Regulation coming into force. In this regard, the MRSP is to be completed by October 26, 2019. Pursuant to Board policy, a Task Force will be established to carry out the project mandate and a Terms of Reference approved by the Board.

PURPOSE

To establish terms of reference for the Metropolitan Region Servicing Plan Task Force. The Task Force will provide strategic direction and oversight on all aspects of the project on behalf of the Board.

PROJECT DESCRIPTION

The Task Force is responsible for the preparation and recommendation to the Edmonton Metropolitan Region Board of a Metropolitan Region Servicing Plan that identifies the regional services necessary to support the implementation of the long term vision of the Growth Plan; support the optimization of shared services across the region; facilitate orderly, economical and environmentally responsible growth; and coordinate planning and decisions among metropolitan region municipalities to ensure the optimization of ratepayer dollars.

PROJECT DELIVERABLES

The outcome of the project is a Metropolitan Region Servicing Plan that supports the implementation of the Edmonton Metropolitan Region Growth Plan. The following is a list of key project deliverables:

- A policy framework linking the Growth Plan and the Servicing Plan.
- Inventory of existing services, including current capacity and service provision.
- List of current intermunicipal services and agreements for sharing of services.
- List of services, including capacity and service provision, required to support future growth through the implementation of the Growth Plan.
- Identify opportunities for increased efficiency and collaboration in the sharing of services.
- For future services to be provided on an intermunicipal basis, if any, outline how each service will be:
  - intermunicipally delivered, including which municipality will lead delivery of the service, and
  - intermunicipally funded,
  - and a timeframe for implementing the services.
- Identify the benefits of enhanced efficiency and optimized services shared amongst municipalities in the Edmonton Metropolitan Region.
- Implementation recommendations for consideration by the Board.

TERMS OF REFERENCE

1. AUTHORITY

   The Task Force shall be established by the Board is considered an advisory body to the Board and therefore must, by a passed motion, provide recommendation(s) to the Board for decision.
2. **AMENDMENTS TO THE TERMS OF REFERENCE**
   At any time, the Task Force may consider changes to these Terms of Reference and recommend the proposed changes to the Board for review and approval.

3. **MEMBERSHIP**
   The membership of the Task Force shall be comprised of elected municipal representation from the following members:
   - Edmonton
   - 2 Cities
   - 2 Towns
   - 2 Counties

   At least one representative from each category of City, Town and County must be a Board member.

4. **TERM**
   The term of the Task Force is from its establishment by the Board in early 2018 with the expectation that the Metropolitan Region Servicing Plan will be recommended to the Board on or before the required completion date of October 26, 2019.

5. **APPOINTMENT AND TERM OF THE CHAIR AND VICE-CHAIR**
   Upon establishing the Task Force, the Task Force membership will appoint a Chair and Vice Chair. The Chair and Vice Chair must be appointed members of the Board.

6. **EX-OFFICIO**
   a. The Board Chair will be considered non-voting ex-officio in the Task Force.
   b. The CEO will be considered non-voting in the Task Force.

7. **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 Edmonton Metropolitan 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).

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

9. **DISPUTE RESOLUTION**
   The Task Force 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 Executive Committee first for discussion and resolution, however, if the Committee is unable to reach a decision, the matter will be forwarded to the Board for discussion and resolution.
10. SUPPORT/RESOURCES
   The Task Force will be supported by the Chief Executive Officer; a Project Manager assigned by
   the CEO from Board staff; consultant resources as required; and a municipal administrative
   Working Group as established by the CEO.

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

12. MEETING FREQUENCY
   At the first meeting of the Task Force, a schedule of meetings will be established and approved by
   the Task Force. The frequency of the meetings will be determined and established to align with the
   milestones and delivery dates of the project. Where warranted, the Chair of the Task Force may call
   a meeting outside of the approved schedule.

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

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

15. REPORTING
   The Task Force is 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.
Metropolitan Region Servicing Plan Task Force Appointments

That the Edmonton Metropolitan Region Board appoint ____, ____, ____, ____, ____, ____, and______ to the Metropolitan Region Servicing Plan Task Force.

Background

- The MRSP Task Force is proposed to be comprised of seven elected officials including the City of Edmonton, two other cities, two towns, and two counties.

- Councillors are welcome to sit on the Task Force; however, the Terms of Reference proposes that at least one of the two representatives in each of the City, Town, and County categories for the Task Force membership be a sitting Board member.

- In the event that more names than required for these positions come forward, the final selection will be made via a Board vote.
Audit & Finance Committee

Thursday, January 11, 2018
9:00 a.m. – 11:00 a.m.
Capital Region Boardroom, EMRB Office
1100 Bell Tower, 10104 103 Avenue, Edmonton

Members:
Tanni Doblanko, Leduc County (Chair)
Ray Ralph, Town of Devon
John Stewart, Town of Beaumont
Michael Walters, City of Edmonton

Regrets:
Wes Brodhead, City of St. Albert (Vice Chair)

CRB Staff & Consultants:
Malcolm Bruce, CEO (Acting Chair)
Neal Sarnecki, Project Manager
Sharon Shuya, Project Manager
Loreen Lennon, Communications Manager
Leslie Chivers, Operations Manager
Charlene Chauvette, Office Manager
Taylor Varro, Municipal Planning Intern
Amanda Borman, Executive Assistant

Ex-Officio:
Jodi Abbott, Board Chair

Guests:
Lindsey Butterfield, City of Edmonton
Trevor Duley, City of St. Albert
Jordan Evans, Leduc County
Larissa Hepp, Sturgeon County
Marnie Lee, Strathcona County
Avril McCalla, City of Edmonton
Mike Schwirtz, Town of Beaumont
Julie Vizbar, Leduc County

1. Opening

1.1 Quorum

Quorum achieved.

1.2 Call to Order

Acting Chair Bruce called the meeting to order at 9:02 a.m.

1.3 CEO Opening Remarks

Acting Chair Bruce advised members that there are two handouts and one update to Item 3.4 for the meeting.
2. Approval of Agenda

Motion: That the agenda of January 11, 2018 be approved as amended to include the update to Item 3.4.
Moved by: Mayor Ray Ralph, Town of Devon
Decision: Carried unanimously

3. Governance

3.1 Selection of Chair

Motion: That the Audit & Finance Committee appoint Mayor Tanni Doblaniko to the Chair position and recommend that the Edmonton Metropolitan Region Board endorse and reaffirm that appointment.
Moved by: Councillor Michael Walters, City of Edmonton
Decision: Carried unanimously

Motion: That the Audit & Finance Committee direct Administration to destroy the ballots.
Moved by: Councillor Michael Walters, City of Edmonton
Decision: Carried unanimously

3.2 Selection of Vice Chair

Motion: That the Audit & Finance Committee appoint Councillor Wes Brodhead to the position of Vice Chair.
Moved by: Councillor Michael Walters, City of Edmonton
Decision: Carried unanimously

3.3 Audit & Finance Committee Terms of Reference

Comment: The Terms of Reference were revised by the Audit & Finance Committee (page 2, paragraph 3, changed “appointed” to “confirmed”)

Motion: That the Audit & Finance Committee endorse and recommend the revised Audit & Finance Committee Terms of Reference to the Edmonton Metropolitan Region Board for approval.
Moved by: Mayor Ray Ralph, Town of Devon
Decision: Carried unanimously

3.4 Appointment of Auditors

Comment: There were only 2 responses to the RFP. King & Company is a smaller local company that is more affordable.
Motion: That the Audit & Finance Committee endorse and recommend the appointment of King & Company, Chartered Accountants to the Edmonton Metropolitan Region Board for approval.
Moved by: Councillor Michael Walters, City of Edmonton
Decision: Carried unanimously

4. Finance

4.1 2018/19 Initial Budget and Workplan

Comment: The CEO informed the committee that a forensic audit is being conducted. Administration will confirm and develop scenarios for the Audit & Finance committee to review for an ultimate recommendation to the Board.

Motion: That the Audit & Finance Committee endorse and recommend the 2018/19 Initial Budget and Workplan to the Edmonton Metropolitan Region Board for approval.
Moved by: Mayor John Stewart, Town of Beaumont
Decision: Carried unanimously

4.2 2018-22 Business Plan

CEO Bruce reviewed the first draft of the 2018-22 Business Plan with the members of the Audit & Finance Committee.

5. CEO Update

No further updates from CEO Bruce.

6. Next Meeting

- Thursday, March 8, 2018 at 1:00 – 3:00 p.m., Capital Region Boardroom, EMRB Office

7. In Camera

Chair Abbott reviews the conditions for going In Camera with members of the Audit & Finance Committee. The Audit & Finance Committee members were in support of the addition of in-camera sessions and this item is to be brought in front of the Board for consideration.

8. Adjournment

The Chair declared the meeting adjourned at 10:24 a.m.

Committee Chair, Tanni Doblanko
Audit & Finance Committee Terms of Reference

That the Edmonton Metropolitan Region Board approve the revised Audit & Finance Committee Terms of Reference.

Background

- The Board Committee and Task Force governance model was approved on June 8, 2017 based on the Edmonton Metropolitan Region Board Regulation.

- The Board’s capacity to support multiple standing committees has been reduced with fewer members.

- The oversight of the Board’s fiduciary and operational responsibilities has been addressed within the mandates of the two Board Standing Committees.

- The use of Task Forces will provide the Board with maximum flexibility to address the implementation of the Growth Plan and other Board initiatives by creating the best governance structure for the project.

- Terms of Reference provide a roadmap for the Board Committees and Task Force(s) and contain consistent information on the purpose, scope, authority, reporting, organization and membership coupled with a meeting schedule coordinated with the agendas of the six Board meetings a year.

- On January 11, 2017, The Terms of Reference were revised by the Audit & Finance Committee (page 2, paragraph 3, changed “appointed” to “confirmed”) and the revision was endorsed and recommended to the Board for approval.

Attachments

1. Audit & Finance Committee Terms of Reference
<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
</tr>
<tr>
<td><strong>Overview</strong></td>
</tr>
<tr>
<td><strong>Accountability to the Board</strong></td>
</tr>
<tr>
<td><strong>Membership</strong></td>
</tr>
</tbody>
</table>
Committee members should be financially literate; with at least one member having accounting or related financial experience. "Financially literate" means the ability to read and understand financial statements of the complexity normally presented by the Board and “accounting or related experience” means the ability to analyze and interpret a full set of financial statements, including notes.

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

The Chair of the Committee shall be confirmed by the Board with the Vice Chair elected by the Committee at its first meeting. The Audit & Finance Committee Chair is also a member of the Executive Committee.

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

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

The Board may choose to replace one Board member on the committee every two (2) years.

Alternates for each appointed member municipality shall be identified.

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

<table>
<thead>
<tr>
<th>Sub-committees</th>
</tr>
</thead>
<tbody>
<tr>
<td>When deemed necessary, the Committee may form a sub-committee to deal with a specific issue or deliverables within the Committee’s mandate.</td>
</tr>
</tbody>
</table>
The composition of the sub-committee and a description of the assignment shall be defined in a Terms of Reference.

Sub-committees must have at least one Committee member to act as Chair of the sub-committee with the remaining members consisting of elected or non-elected representatives or a combination of both.

Consideration should be given to the size of sub-committee to ensure its effectiveness and that sub-committee members possess the desired skills, core competencies and experience to contribute to the particular assignment.

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

Remuneration for members.

<table>
<thead>
<tr>
<th>Voting</th>
<th>Each Committee member will have one vote. The Committee will work towards consensus, as much as possible. In the event of a tie, the motion is defeated.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings</td>
<td>The Committee meets four (4) times per year and may meet more frequently in the execution of its duties and responsibilities. Additional meetings outside of its normal schedule may be called to address specific items, and are at the call of the Chair. Reasonable notice shall be provided, preferably seven (7) days notice by email. The schedule of meetings shall be determined based on the timelines and outputs (or deliverables) of the Committee. Meetings are open to the public, and subject to FOIP.</td>
</tr>
</tbody>
</table>
| Duties and Responsibilities | Subject to the powers and duties of the Board, the Audit & Finance Committee will be responsible to perform the following duties:  
  i. **Annual Report**  
     a. Review and recommend to the Board  
  ii. **Annual Budget**  
     a. Recommend the remuneration of the Board Chair |
b. Recommend the requisition of funds, if needed

c. Recommend the annual budget

d. Recommend Board remuneration

iii. External Audit

a. Review and recommend the appointment of external auditors and fees

b. Act as the Board’s liaison with external auditors

c. Review the performance of the external auditors

iv. Risk Management

a. Review and recommend to the Board risk management policies and practices including appropriate D&O and other insurance requirements

v. Financial Reporting

a. Review and recommend to the Board, the annual audited and unaudited financial statements

b. Review and approve quarterly financial statements

c. Review and recommend to the Board, the financial content of the Annual Report

d. Monitor the financial reporting to the Board and recommend changes (as required)

vi. Audit and Financial Policies and Practices

a. Review and recommend financial policies

b. Review and recommend financial practices

c. Review and recommend investment policies

d. Review such matters that the Committee or the Board deems advisable or timely

vii. Statutory Obligations

a. The Audit & Finance Committee shall ensure that the Edmonton Metropolitan Region Board meets its statutory obligations and conducts its affairs in accordance with legal and regulatory requirements.

viii. Policy Review

a. The Committee has the responsibility to review Board Policies at least every four (4) years, and more frequently if necessary (e.g. based on legislative or regulatory changes or the development of governance best practices).
Audit & Finance Committee Chair

That the Edmonton Metropolitan Region Board confirm Mayor Tanni Doblanko as Chair of the Audit & Finance Committee as of January 11, 2018.

Background

- On January 11, 2017, The Audit & Finance Committee selected Mayor Tanni Doblanko to be recommended as Chair of the Audit & Finance Committee.

- As per the Terms of Reference for this committee, the Board must appoint the Chair of the Committee.

- The Committee is recommending a change to the Audit & Finance Terms of Reference to the Board (page 2, paragraph 3, changed “appointed” to “confirmed”) and the revision was endorsed and recommended to the Board for approval.
Appointment of Auditors

That the Edmonton Metropolitan Region Board approve the appointment of King & Company, Chartered Accountants.

Background

- The EMRB Regulation designates the Board as a Growth Management Board under the Municipal Government Act. The Act requires that EMRB prepare audited annual financial statements for each year.

- The Grant Agreement between the Edmonton Metropolitan Region Board and the Ministry of Municipal Affairs for the period from April 1, 2017 to March 31, 2018 requires that the Board provide regular updates on both activities and financial performance.

- Hawkings EPP Dumont has been the auditor for the Edmonton Metropolitan Region Board since 2011.

- It was the desire of the Edmonton Metropolitan Region Board to tender the auditing requirements for the next three years.

- The Request for Proposal was placed on the Alberta Purchasing Connection (APC) on December 11, 2017 with the closing time for proposals to be received by January 3, 2018.

- A total of two proposals were received. With both firms being relatively equal in ability to provide auditing services it is recommended that King & Company, Chartered Accountants be selected based on pricing.
2018/19 Budget & Workplan

That the Edmonton Metropolitan Region Board approve the 2018/19 Budget and Workplan.

Background

The budget was prepared with the assumption of a reduction in the Provincial Grant from $2.25 million to $2 million. This aligns with the decrease in grant funding from Municipal Affairs of $500,000 reduction in 2016 and an additional $225,000 reduction in 2017.

The proposed 2018/19 Budget and subsequent years was shared and vetted with regional CAOs in September 2017.

Membership contributions are planned: for 2018/19 - $1.351 million, for 2019/20 - $1.468 million, and for 2020/21 - $1.428 million.

Total dollars for Regional Mandate are: for 2018/19 - $439,000; for 2019/20 - $590,000; and for 2020/2021 - $485,000.

This additional funding allows the Board to execute the projects listed in the Edmonton Metropolitan Region Growth Plan; Development of a Regional Services Plan; Public Engagement Policy; etc.; and to continue working on mandated items.

Upon approval of the budget, funds will be requisitioned from Member Municipalities as per Part 1, Section 6b of the Edmonton Metropolitan Region Board Regulation.

We continue to seek funding for projects through other grants (i.e. matching grant of $134,000 for a Regional Agriculture Master Plan).

An initial Draft Budget was shared with the Board on December 14, 2017.

On January 11, 2018 the Audit & Finance Committee endorsed and recommended the 2018/19 Budget and Workplan to the Board for approval.

Attachments

1. 2018/19 Budget
2. 3 Year Workplan
## Proposed EMRB 2018-2021 Budget

### Revenue

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<tr>
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<td>13 Member contribution</td>
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### Expenditures

#### Board & Committees

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#### Salaries and benefits

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#### Office lease

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#### Professional fees - Legal/Advisory

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#### Travel/ Professional Development

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#### DMS/Records Management

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#### Office Communications

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#### GIS

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#### Bank Charges and interest

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#### Other expenses

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**Total Administration** $2,142,706.55 $2,178,116.10 $2,221,779.58

### Regional Mandate

#### Compliance

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#### Education

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#### Communications

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#### GP Implementation

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#### Regional Projects

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#### REF

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**Total Regional Projects** $1,050,000.00 $1,097,000.00 $986,000.00

### Capital and Other

#### Planning Intern

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**Total Capital and Other** $50,000.00 $50,000.00 $50,000.00

### Total Expenditures

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### Unallocated Funds

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**Accumulated surplus beginning of year: $2,000,000 Grant**
## Draft 3 Year Work Plan and Budget

### Mandatory A

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<td>Public Engagement Policy</td>
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### Mandatory B

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<td>Transportation Prioritization List</td>
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### Disciplinary A

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### Disciplinary B

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<td>Regional Economic Competitiveness Analysis</td>
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### External Consultants or other Subject Matter Experts

| TOTALS | |
|--------| $501,500 | $1,050,000 | $1,097,000 | $986,000 |

### Definitions

- **Mandatory A** list initiatives are those outlined in the EMRB Regulation
- **Mandatory B** list initiatives are operationalized and core initiatives that support Mandatory A initiatives
- **Disciplinary A** list projects are projects the Board has identified as priority
- **Disciplinary B** list are the residual projects to be addressed when resources are available (e.g., $ and people)
Sam Bailey
Vice President of Economic Development
Metro Denver Economic Development Corporation
P 303.620.8025 | C 773.255.7227 | sam.bailey@metrodenver.org
www.metrodenver.org

Biography
Sam Bailey serves as Vice President of Economic Development at the Metro Denver Economic Development Corporation (Metro Denver EDC), Colorado’s largest private economic development organization. The Metro Denver EDC covers a nine-county territory and leads Colorado’s proactive economic development efforts. As Vice President of Economic Development, Sam oversees the business recruitment, retention, and expansion efforts of the Metro Denver region working in partnership with state, county, and local economic developers to secure job creation and capital investment projects.

Prior to joining Metro Denver EDC, Sam served as President and Chief Executive Officer of Jefferson County Economic Development Corporation where he oversaw a major reorganization of the Board of Directors and organizational bylaws, county and municipal partnerships, and revamped the county’s economic development marketing. Sam’s start in economic development began at the Governor’s Office of Economic Development and International Trade (OEDIT) in May 2011 and he served for six years focused on global business development, incentive analysis and negotiation, and site selection. Between 2011 and 2017, Sam supported the recruitment and expansion of nearly 16,000 jobs from companies such as; Amazon, Arrow, Agilent Technologies, Coyote Logistics, Craftsy, Five Stars, General Assembly, Gusto, HomeAdvisor, Intel, Lockheed Martin, Osprey, Partners Group, the J.M. Smucker company, Sunrun, Vertafore, Viega, Webroot and more.

From 2011 to 2015, he also directed the Colorado Companies to Watch program, a community-driven, privately-funded awards program that highlights 50 high-growth small businesses each year. Between 2011 and early 2015, Sam oversaw the program’s growth and transition into a non-profit entity, where it continues to recognize innovative 2nd stage companies.

As a 2014 graduate and 2015 coach of the Denver Leadership Foundation’s Impact Denver program, Sam has been recognized by ColoradoBiz Magazine as one of Colorado’s Top 25 Most Influential Young Professionals and has received the Public Service Recognition Award from the State of Colorado and United States Congress. He graduated from Regis University in 2011 and is a native of Chicago, Illinois.
CODE OF ETHICS

INTRODUCTION
The Metro Denver Economic Development Corporation (Metro Denver EDC) is committed to the economic development and growth of the metro Denver region. The EDC brings together the interests of a broad range of public, private, and public/private groups to promote the metro Denver area as a single economic entity. The collaboration of such a variety of groups and interests requires that certain standards of conduct must be developed and adhered to for the Metro Denver EDC to meet its goal. This Code of Ethics represents the standards that each member of the Metro Denver EDC supports and practices in its daily conduct of business.

PREAMBLE
We, the members of the Metro Denver EDC, set forth the following principles of behavior and standards of conduct to guide efforts in promoting the long-term economic health of the metro Denver community. We fully realize that no Code of Ethics is of value without an inherent level of trust in the integrity of one another and a commitment from each of us to conduct ourselves at the highest levels of professional conduct. The Metro Denver EDC was founded on the respect and trust of its members. In that spirit, we set forth this Code of Ethics.

- We are committed to the promotion of metro Denver as a desirable business location for new and expanding companies. When representing the Metro Denver EDC, we shall endeavor to sell “Metro Denver First” and our individual communities and projects second.
- We shall honor the confidentiality requested by both our fellow members of the Metro Denver EDC and our prospects. Information shared with our fellow members in confidence shall remain in confidence. Transactions are to be driven by the client. In the event a company chooses to relocate from one community to another, every effort will be made to contact the affected community to let them know of the potential move. Violation of this commitment shall be viewed as the single most serious breach of our membership pledge to the Metro Denver EDC.
- We are committed to the concept of competition for locations and expansions among our individual communities and projects, provided that the prospect has asked for specific proposals or has settled on a metro Denver location.
- At no time shall any member of the Metro Denver EDC solicit a fellow member’s prospects.
- We are committed to working together with the real estate community and are in no way in direct competition with them. Economic developers are a resource and facilitator in the site selection process.
- We are committed to sharing among our membership as much information as is necessary and prudent on any activity undertaken by or in the name of the Metro Denver EDC. Our guiding principle shall be that “more information is better than less.”
- At no time shall any economic development organization member of the Metro Denver EDC advertise or promote its respective area to companies within another member’s geographic area in a manner that is derogatory or insulting to the other geographic area. “Selling against” another member of the Metro Denver EDC or another Colorado community, or direct solicitation of intrastate relocations, is strongly discouraged.
- We are committed to locating prospects in the metro Denver region. In the event that our local jurisdictions cannot meet the needs of a particular prospect we shall communicate with our fellow members in an effort to meet the company’s needs elsewhere in the metro Denver area.
- Economic development organizations shall hold all site and building information provided to the Metro Denver EDC by member real estate brokerage firms in the strictest confidence. Said information shall not be printed, copied, and shown in any manner to any entity other than prospects or their direct representatives.

CONFIDENTIALITY OF PROSPECTS
In all instances members of the Metro Denver EDC shall honor the confidentiality of individual prospects. Whenever possible, specific information on particular transactions shall be shared within the realm of the Metro Denver EDC and the Governor’s Office of Economic Development and International Trade. In those instances where prospects are dealing with individual communities, information will only be shared by Metro Denver EDC staff and the local ED representatives involved.

In instances, where a prospect wishes to remain completely confidential with an individual community, the remaining members of the Metro Denver EDC shall honor that confidentiality and shall in no way attempt to intervene in the relationship. The prospect will remain confidential until the prospect chooses to announce.

MARKETING
Any member of the Metro Denver EDC that develops a prospect generated from national advertising and trade shows sponsored by the Metro Denver EDC shall utilize the “Prospect Tracking System” of the Metro Denver EDC in all contacts with the respective prospect.

Members are strongly discouraged from advertising in local media outside of their own market area.

(November 2004)
Background

On February 11, 2016, the Board approved the Capital Region Energy Corridors Master Plan. The Plan established policies and criteria for identification and protection of energy corridors within the Region consistent and compatible with the Principles and Policies of the Capital Region Growth Plan. The Master Plan informed the development of the new Edmonton Metropolitan Region Growth Plan, particularly within the Economic Competitiveness and Employment Policy Area and the Integration of Land Use and Infrastructure Policy Area.

Energy Corridors Forum

Energy corridors play a significant role in the regional economy. Without a coordinated approach, the ad hoc planning of corridors runs the risk of sterilizing land, constraining growth, and supplanting opportunities to support economic development. The most often cited issue by stakeholders in workshops and interviews undertaken in the preparation of the Master Plan was a lack of communication between the industry, regulators, policymakers, etc. In this regard, the Energy Corridors Master Plan recommended “That the Capital (now Edmonton Metropolitan) Region Board support and provide leadership in the development of a Capital (now Edmonton Metropolitan) Region Energy Corridors Stakeholder Forum”.

With the support of Alberta Energy and the Alberta Energy Regulator, the Edmonton Region Energy Corridors Forum was held on January 23, 2018 in Fort Saskatchewan. The topics of the Forum included a history of energy corridors in Alberta, the investment outlook for Alberta’s Industrial Heartland, the current regulations for siting corridors and pipelines, the Growth Plan and energy corridors, models of planning and management of energy corridors, and a panel discussion on overcoming the barriers to creating energy corridors in Alberta.

The Forum included 16 speakers and was attended by more than 100 stakeholders from the energy industry, provincial government, municipal governments, associations, and institutions.

The Forum was very informative and well received with the following takeaways:

- New planned regional and intra-provincial corridors are needed – existing corridors are at capacity
- Over $30 Billion in new capital investment is projected over the next 10-15 years with the right investment conditions
- Planning is critical to ensuring investment is realized – gives certainty and options to industry
- Innovative Corridor Protection Models need to be investigated such as:
  - Landowner incentives, shareholder cooperative model
  - Joint government/industry ownership
  - Use of municipal development setbacks for pipelines
  - Additional Provincial Transportation and Utility Corridors
- Multi-use corridors – Consider opportunities for joint use corridors with other linear infrastructure
- Think about those affected outside the corridors as well
- Priority is to connect the three destinations in the Edmonton Region – Heartland, Edmonton Energy & Technology Park, and Refinery Row
- Consider supporting more above ground pipeline infrastructure

Next Steps

The information gathered at the Forum will be used to develop a framework for advancing energy corridor planning in the Region in collaboration with the Province and industry.
<table>
<thead>
<tr>
<th>Revenue</th>
<th>2017 - 2018 Annual Budget</th>
<th>Actual 12/31/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOA Regular Grant</td>
<td>$ 2,250,000</td>
<td>$ 2,250,000</td>
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<tr>
<td>GOA RCP Internship program</td>
<td>$ 24,000</td>
<td>-</td>
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<tr>
<td>GOA Ec Dev Entity Grant</td>
<td>-</td>
<td>$ 300,000</td>
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<tr>
<td>Membership Contribution</td>
<td>$ 500,000</td>
<td>$ 500,000</td>
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<tr>
<td>Deferred Revenue</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Deposit interest</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Other Income</td>
<td>$ 57,525</td>
<td>$ 10,862</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$ 2,774,000</strong></td>
<td><strong>$ 3,118,387</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Board and Committees</td>
<td>$ 164,400</td>
<td>$ 110,813</td>
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<tr>
<td>Honoraria</td>
<td>$ 81,400</td>
<td>$ 34,200</td>
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<tr>
<td>Travel</td>
<td>$ 24,000</td>
<td>$ 6,033</td>
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<tr>
<td>Meetings</td>
<td>$ 35,000</td>
<td>$ 55,580</td>
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<td>Chair Retainer</td>
<td>$ 24,000</td>
<td>$ 15,000</td>
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<td><strong>Administration</strong></td>
<td><strong>$ 2,128,000</strong></td>
<td><strong>$ 1,494,017</strong></td>
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<tr>
<td>Salaries/Benefits</td>
<td>$ 1,529,000</td>
<td>$ 1,163,384</td>
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<tr>
<td>Office Lease/Utilities</td>
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<td>$ 196,229</td>
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<tr>
<td>Legal &amp; Professional Fees</td>
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<td>$ 24,966</td>
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<tr>
<td>Communications</td>
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<td>$ 16,710</td>
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<td>Travel</td>
<td>$ 30,000</td>
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<td>Office Supplies</td>
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<td>Information Technology</td>
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<td>Operational</td>
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<td>GIS</td>
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<td>$ 16,935</td>
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<tr>
<td>DMS/ Record Management</td>
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<td>Insurance</td>
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<td>Meetings</td>
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<td>Bank Chgs and Interest</td>
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<td>Other expenses</td>
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<td>Consulting Fees</td>
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<td>REF</td>
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<td>$ 74,903</td>
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<td>Regional Projects</td>
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<td>Regional Projects</td>
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<td>Planning Intern</td>
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<td><strong>Capital</strong></td>
<td><strong>$ -</strong></td>
<td><strong>$ -</strong></td>
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<tr>
<td>Office Furniture/Equipment</td>
<td>$ -</td>
<td>$ -</td>
</tr>
</tbody>
</table>

| Total Expenditures              | $ 2,639,900            | $ 1,882,214      |
| Unallocated Project Funds       | $ 134,100              |                  |
| Surplus (Deficit)               | $ -                    | $ 1,236,173      |