## Executive Committee

January 11, 2018, 1:00 p.m. - 3:00 p.m.

Edmonton Metropolitan Region Board Office
#1100 Bell Tower, 10104 — 103 Avenue
Capital Region Boardroom

### 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*

### 3. Governance

#### 3.1 Selection of Vice Chair

*Action: Vote*
*Lead: Chair Abbott/ Mr. Chivers*

#### 3.2 Executive Committee Terms of Reference

*Action: Review, Reaffirmation and Recommendation*
*Lead: Chair Abbott*

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

**Action:** Review, Endorsement, and Recommendation  
**Lead:** CEO Bruce/ Mr. Chivers

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

### 3.4 Board Information Sessions

**Action:** Information/Discussion  
**Lead:** CEO Bruce

### 4. Strategy

#### 4.1 Strategic Planning Process

**Action:** Information/Discussion  
**Lead:** CEO Bruce

#### 4.2 Regional Agriculture Master Plan - Task Force

**Action:** Information/Discussion  
**Lead:** CEO Bruce/ Ms. Shuya

#### 4.3 Regional Context Statement

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

#### 4.4 Metropolitan Region Servicing Plan Project Charter

**Action:** Review, Endorsement, and Recommendation  
**Lead:** CEO Bruce/ Mr. Sarnecki

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

#### 4.5 Metropolitan Region Servicing Plan Task Force Terms of Reference

**Action:** Review, Endorsement, and Recommendation  
**Lead:** CEO Bruce/ Mr. Sarnecki

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

<table>
<thead>
<tr>
<th>5.1 Policy G023 - Pay to Participate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action: Review and Recommendation</td>
</tr>
<tr>
<td>Lead: CEO Bruce/ Mr. Chivers</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>5.2 Public Engagement Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action: Discussion</td>
</tr>
<tr>
<td>Lead: CEO Bruce/ Mr. Chivers</td>
</tr>
</tbody>
</table>

6. CEO Update

<table>
<thead>
<tr>
<th>6.1 Growth Plan KPIs Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action: Information</td>
</tr>
<tr>
<td>Lead: CEO Bruce</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.2 Energy Corridors Forum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action: Information</td>
</tr>
<tr>
<td>Lead: CEO Bruce/ Mr. Sarnecki</td>
</tr>
</tbody>
</table>

7. Next Meeting

- March 8, 2018, 9:00 a.m. – Noon, EMRB Office

8. In Camera

| Action: Declaration |
| Lead: Chair Abbott |

9. Adjournment

| Action: Declaration |
| Lead: Chair Abbott |
Executive Committee Terms of Reference

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

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.

- The Terms of Reference are being presented for review and recommendation to the Board for approval.

Attachments

1. Executive Committee Terms of Reference
### Purpose

The Executive Committee (the “Committee”) provides leadership advice for the governance of the Board, Board priorities and strategic agenda and the monitoring & reporting of the Board’s progress towards its goals, in accordance with the Strategic Plan and Regional Growth Plan.

The Committee makes recommendations to the Board to:
- improve the overall performance and outcomes of the Board;
- recommend the need for, and mandate of Task Forces;
- identify risk and issues that may inhibit the Board’s progress, and propose solutions; and
- identify emerging issues and opportunities to advance the goals of the Board.

### Overview

The Committee is appointed by the Edmonton Metropolitan Region Board (the “Board”).

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

### Accountability to the Board

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

**Membership**

The Committee shall be composed of five (5) appointed members of the Board consisting of 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. |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Voting</td>
<td>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.</td>
</tr>
</tbody>
</table>
| 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>| Duties and | Subject to the powers and duties of the Board, the Executive |</p>
<table>
<thead>
<tr>
<th>Responsibilities</th>
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</thead>
<tbody>
<tr>
<td>Committee will be responsible to perform the following duties:</td>
</tr>
</tbody>
</table>

**i. Strategic Plan**
- Define the process for the development of the Strategic Plan and recommend to the Board

**ii. Growth Plan Implementation**
- Oversee the implementation of the growth plan
- Resolve issues arising from the implementation of the growth plan
- Ensure the effective prioritization of Board resources

**iii. Monitoring & Reporting (KPIs)**
- Review and recommend the strategy for Monitoring & Reporting of the Strategic Plan and the Growth Plan KPIs

**iv. Policy Review**
- 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)
- Recommend changes to Board Policies

**v. Executive Performance**
- Review and recommend the process to evaluate Board Chair's performance
- Review and recommend the process to evaluate the CEO's performance
- Succession Planning for the CEO

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

**vii. Advocacy and Communications**
- 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:
  - Regional Stakeholders
  - Other Orders of Government
  - Municipal Councils
  - Media
- 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 Executive Committee endorse and recommend the Governance Manual to the Edmonton Metropolitan Region Board for approval.

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.

- 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.

Status

- On October 26, 2017 the Government of Alberta approved the Edmonton Metropolitan Region Board Regulation.

- This resulted in appropriate changes and updates being made to the Governance Manual due to the new MGA, Regulation, and associated policies.

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>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.

Several changes announced by the Province on October 26, 2017 gave the Board:

- **A new name** - It is now officially the Edmonton Metropolitan Region Board.
- **An expanded mandate** - In addition to its role to plan for responsible regional growth, the EMRB is now tasked with creating a Metropolitan Servicing Plan.
- **Approval of its updated Growth Plan** - Completed in 2016, the award-winning Edmonton Metropolitan Region Growth Plan will now be implemented as the major focus of EMRB.
- **New Board composition** - Moving from 24 members to 13, the Board now is comprised of the regional municipalities with populations of 5,000 or more.
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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 kilometers, accounts for 1.4% of Alberta’s land mass, 32.5% of Alberta’s population, with 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 a Regulation under the Municipal Government Act. The new Regulation (189/2017) was published with the Queen’s Printer October 27, 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>Provincial Liaison (non-voting)</td>
</tr>
<tr>
<td>Town of Morinville</td>
<td>Non-elected Board Chair (non-voting)</td>
</tr>
<tr>
<td>Parkland County</td>
<td></td>
</tr>
</tbody>
</table>
1.4 Roles and Responsibilities of Board Members

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

Role of Board Members

- Ensure the Board meets its legal requirements of a growth management board as set out in its Regulation
- Ensure the Board meets its fiduciary responsibilities, to include reporting requirements
- Maintain a strategic, high level focus on the development of effective public policy to achieve specific regional outcomes
- Advocate to other orders of government for regional priorities
- Build and maintain key relationships in support of the Board’s mandate and regional outcomes
- Monitor performance of the regional growth plan
- Provide oversight to the organization through the CEO
- Ensure Board Chair and CEO have current position descriptions outlining roles, responsibilities, and authorities
- Lead the recruitment of the Board Chair
- Provide oversight for the direction and priorities of the Board, and development of the Strategic Plan
- 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 be an active advocate and ambassador for the vision, mission and values of the Board
- Be 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 back to your Council on the activities of the Board

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 to think strategically and to work together on priorities for growth; to ensure the Region achieves its full economic potential and the highest quality of life possible for residents. Its job is to prepare and implement a Metropolitan Region Growth Plan and a Metropolitan Region Servicing Plan.

The mandate for the Edmonton Metropolitan Region Board shall:
  (a) strive towards consensus regarding matters before the Board,
  (b) promote the long term sustainability of the Edmonton Metropolitan Region,
  (c) ensure environmentally responsible land-use planning,
  (d) 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 granted authority under Ministerial Order L:270/10 is to approve Municipal Statutory plans and to ensure the compliance with the Growth Plan, in accordance with the Regional Evaluation Framework (REF).

1.6 Governance Structure
1.7 Order of Authority

- Municipal Government Act
- Edmonton Metropolitan Region Board Regulation 189/2017
- Ministerial Order MSL:111/17
- Regional Growth Plan
- Regional Evaluation Framework
- Municipal Statutory Plans

1.8 Accountability Framework

- CRB/Edmonton Metropolitan Region Board
- CEO
- Standing Committee
- CAO
- Municipalities (Councils)

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

Implementation of Policies and Programs — includes Regional Policies, Municipal Operations, Implements the direction of Council

Committee Meeting: January 11, 2018
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 the **Principles**:  

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

**Definitions**

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</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>
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<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></td>
<td>Board</td>
</tr>
<tr>
<td>1</td>
<td>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>
</tr>
<tr>
<td>2</td>
<td>Identify criteria and process for the engagement of regional stakeholders in Board affairs</td>
</tr>
<tr>
<td>3</td>
<td>Appoint a Chair (or Interim Chair) and Vice Chair of the Board and determine remuneration (G010)</td>
</tr>
<tr>
<td>4</td>
<td>Board Remuneration (G003)</td>
</tr>
<tr>
<td>5</td>
<td>Board Chair review (G012)</td>
</tr>
<tr>
<td>6</td>
<td>CEO recruitment, hiring, and succession planning</td>
</tr>
<tr>
<td>7</td>
<td>CEO Annual Performance Review</td>
</tr>
<tr>
<td>8</td>
<td>Staff Performance Review (H001)</td>
</tr>
<tr>
<td>9</td>
<td>Staff Recruiting and Hiring (H004)</td>
</tr>
<tr>
<td>10</td>
<td>Formation of Committees and Task</td>
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<tr>
<td>Duties</td>
<td>Delegation of Authority</td>
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<td>-----------------------------------------------------------------------</td>
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<td></td>
<td>Board</td>
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<tr>
<td>Forces (G012)</td>
<td>Recommend</td>
</tr>
<tr>
<td>1 1 Committee and Task Force Chair and Vice Chair Approvals (G012)</td>
<td>Approve</td>
</tr>
<tr>
<td>1 2 Committee and Task Force Terms of Reference Approvals (G012)</td>
<td>Approve</td>
</tr>
<tr>
<td>1 3 Meeting Agenda and Minutes (G004) (G013)</td>
<td>Approve</td>
</tr>
<tr>
<td>1 4 Report on project progress and outcomes</td>
<td>Receive for Information/Approve</td>
</tr>
<tr>
<td>1 5 Policy Development and review (G001)</td>
<td>Approve</td>
</tr>
<tr>
<td>1 6 Requisition of funds (subject to Regulation)</td>
<td>Approve</td>
</tr>
<tr>
<td>1 7 Annual Report</td>
<td>Approve</td>
</tr>
<tr>
<td>1 8 Appointment of the Auditor (G009)</td>
<td>Approve</td>
</tr>
<tr>
<td>1 9 Financial Statements, audited and</td>
<td>Approve</td>
</tr>
<tr>
<td>Duties</td>
<td>Delegation of Authority</td>
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<td></td>
<td>Board</td>
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<tr>
<td>unaudited (F005)</td>
<td></td>
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<tr>
<td>20 Strategic Plan</td>
<td>Approve</td>
</tr>
<tr>
<td>21 Business Plan (G006)</td>
<td>Receive Quarterly</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>24 Coordination of investment in infrastructure and service delivery, i.e. 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 Plan¹</td>
<td>Receive for Information/Approve</td>
</tr>
<tr>
<td>2 Establish and administer the approval</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>
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</thead>
<tbody>
<tr>
<td>8 process for compliance of statutory plans with the Growth Plan, in</td>
<td>Board: Executive</td>
</tr>
<tr>
<td>accordance with direction from the Minister (REF process)</td>
<td>Committee: Audit &amp;</td>
</tr>
<tr>
<td></td>
<td>Finance Committee</td>
</tr>
<tr>
<td>2 Ensure conformity of participating municipalities with the Growth</td>
<td>Executive: Approve</td>
</tr>
<tr>
<td>Plan (REF application)</td>
<td>CEO: Recommend</td>
</tr>
<tr>
<td>3 Prepare a five-year Metropolitan Servicing Plan that meets the</td>
<td>Executive: Approve</td>
</tr>
<tr>
<td>requirement of the Regulation</td>
<td>CEO: Recommend</td>
</tr>
<tr>
<td>3 Ensure consistency with the Metropolitan Servicing Plan</td>
<td>Executive: Approve</td>
</tr>
<tr>
<td>3 Monitor and Report on the Growth Plan KPI’s and Board Strategic</td>
<td>Executive: Receive</td>
</tr>
<tr>
<td>Plan KPI’s (G017)</td>
<td>CEO: Accountable</td>
</tr>
<tr>
<td>3 Monitor and Report on the outcomes of the Business Plan (G017)</td>
<td>Executive: Receive</td>
</tr>
<tr>
<td>3 Board Operations i.e. Document Management System (A003): Risk</td>
<td>Executive: Accountable</td>
</tr>
<tr>
<td>Management</td>
<td></td>
</tr>
<tr>
<td>3 Promote awareness and ensure implementation of the Board’s mandate</td>
<td>Executive: Responsible</td>
</tr>
<tr>
<td>(G014)</td>
<td></td>
</tr>
<tr>
<td>3 Promote established outcomes of the Edmonton Metropolitan Region</td>
<td>Executive: Responsible</td>
</tr>
<tr>
<td>Growth Plan (G014)</td>
<td></td>
</tr>
<tr>
<td>Duties</td>
<td>Delegation of Authority</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>Promote the long term sustainability of the Region</td>
<td>Responsible</td>
</tr>
<tr>
<td>Ensure environmentally responsible land use planning, growth management and efficient use of land</td>
<td>Responsible</td>
</tr>
<tr>
<td>Ensure the delivery of core regional servicing and other services as deemed necessary by participating municipalities</td>
<td>Responsible</td>
</tr>
<tr>
<td>Promote the economic well-being and competitiveness of the Region</td>
<td>Responsible</td>
</tr>
<tr>
<td>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>Share and coordinate information within the Region, including geospatial information services</td>
<td>Responsible</td>
</tr>
<tr>
<td>Carry out any other functions and duties as the Minister directs</td>
<td>Responsible</td>
</tr>
<tr>
<td>Maintain effective relationships with key stakeholders (G014)</td>
<td>Responsible</td>
</tr>
<tr>
<td>Authorization - Purchase, Procurement and signing Authority (F001, F002, F004)</td>
<td>Approve</td>
</tr>
<tr>
<td>Duties</td>
<td>Delegation of Authority</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
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</tr>
<tr>
<td><strong>Ensure the Board operates within its legal framework</strong></td>
<td>Accountable</td>
</tr>
<tr>
<td><strong>Media Relations (A004, A007)</strong></td>
<td>Approve</td>
</tr>
<tr>
<td><strong>Communications Strategy (A004)</strong></td>
<td>Approve</td>
</tr>
<tr>
<td><strong>Investment Activity (F006)</strong></td>
<td>Approve</td>
</tr>
<tr>
<td><strong>Reserve transitions, re-designations, revisions and new reserve requests (F007)</strong></td>
<td>Approve</td>
</tr>
<tr>
<td><strong>Advocacy</strong></td>
<td>Responsible, Responsible, Responsible, Responsible</td>
</tr>
<tr>
<td><strong>Board Performance</strong></td>
<td>Accountable, Recommend</td>
</tr>
<tr>
<td><strong>Develop Policy for Public Engagement</strong></td>
<td>Approve</td>
</tr>
<tr>
<td><strong>CEO</strong></td>
<td></td>
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</tbody>
</table>
### 2 TERMS OF REFERENCE

#### 2.1 Executive Committee

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

### Duties and Responsibilities

Subject to the powers and duties of the Board, the Executive Committee will be responsible to perform the following duties:

1. **Strategic Plan**
   a. Define the process for the development of the
Strategic Plan and recommend to the Board

ii. Growth Plan Implementation
   a. Oversee the implementation of the growth plan
   b. Resolve issues arising from the implementation of the growth plan
   c. Ensure the effective prioritization of Board resources

iii. Monitoring & Reporting (KPIs)
   a. Review and recommend the strategy for Monitoring & Reporting of the Strategic Plan and the Growth Plan KPIs

iv. Policy Review
   a. Review Board Policies at least every four (4) years, and more frequently if necessary (e.g. based on legislative or regulatory changes or the development 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...
| viii. | **Recommend Task Force(s)**  
| a. | Recommend the formation of a Task Force to the Board |
|xix. | **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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<tbody>
<tr>
<td><strong>Purpose</strong></td>
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</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.

| Quorum | 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. |
| 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.

<p>| Voting | Each Committee member will have one vote. The Committee will work towards consensus, as much as possible. In the event of a tie, the motion is defeated. |
| Meetings | The Committee meets four (4) times per year and may meet more frequently in the execution of its duties and responsibilities. Additional meetings outside of its normal schedule may be called to address specific items, and are at the call of the Chair. 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 &amp; Finance Committee will be responsible to perform the following duties: |
| x. Annual Report | b. Review and recommend to the Board |
| xi. 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 |
| xii. 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 |</p>
<table>
<thead>
<tr>
<th>xiii. Risk Management</th>
</tr>
</thead>
<tbody>
<tr>
<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>****</td>
</tr>
<tr>
<td>xiv. Financial Reporting</td>
</tr>
<tr>
<td>a. Review and recommend to the Board, the annual audited and unaudited financial statements</td>
</tr>
<tr>
<td>b. Review and approve quarterly financial statements</td>
</tr>
<tr>
<td>c. Review and recommend to the Board, the financial content of the Annual Report</td>
</tr>
</tbody>
</table>

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

| xv. 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 |

| xvi. 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. |

| xvii. 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). |
## 2.3 Task Force(s)

<table>
<thead>
<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 |
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.

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.

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

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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.
their roles shall be identified in the Terms of Reference for the Task Force.

An Advisory Group may be requested to perform research, provide information, complete tasks and provide advice and/or recommendations for the Task Force’s consideration.

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

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

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

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

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

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

- Provide unbiased technical advice, information, in support of the project /or initiative;
- Provide professional planning and policy advice for consideration;
- Provide information regarding relevant regional issues, policies, and programs and initiatives that may have an effect on the project and/or initiative;
- Represent the best interests of the Region; and
- 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>
<th>Purpose</th>
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<tbody>
<tr>
<td></td>
<td>The CAO Standing Committee exists to provide senior administrative input to support Board decision-making and to provide leadership for operationalization of Board outcomes.</td>
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<tr>
<td></td>
<td>Note: It is recommended that this Committee’s Terms of Reference be reviewed in six (6) months to determine if changes are required.</td>
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<tr>
<td>Overview</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>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, improve the timeliness of regional input on projects, to increase the level of commitment for regional initiatives, act a resource for funding and resourcing strategies, and enable support for the outcomes of Board through regular meetings with the Board CEO.</td>
</tr>
<tr>
<td>Accountability to the Board</td>
<td>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.</td>
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<td></td>
<td>Any changes to the Terms of Reference are to be approved by Board before they are adopted.</td>
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<tr>
<td></td>
<td>The Board CEO shall take the input from the CAO Standing Committee into consideration.</td>
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<tr>
<td>Membership</td>
<td>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.</td>
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<tr>
<td></td>
<td>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.</td>
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</tbody>
</table>
Members may send an alternate to represent their municipalities, in the event they may be unable to attend.

<table>
<thead>
<tr>
<th>Meetings</th>
<th>The CAO Standing Committee shall meet every 6-8 weeks.</th>
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<tbody>
<tr>
<td></td>
<td>Meetings will be scheduled one (1) year in advance.</td>
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<td></td>
<td>Agenda will be prepared by the Committee Chair and distributed seven (7) days in advance.</td>
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<td></td>
<td>Provisions can be made for participation by Teleconference.</td>
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<tr>
<td></td>
<td>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.</td>
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</table>

<table>
<thead>
<tr>
<th>Duties and Responsibilities</th>
<th>Subject to the powers and duties of the Board, the CAO Standing Committee will be responsible to:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>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.</td>
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<td></td>
<td>b) review status of Board initiatives.</td>
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<td>c) provide regional input on policy direction.</td>
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<td></td>
<td>d) discuss implementation considerations and alignment of implementation priorities.</td>
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<td></td>
<td>e) provide input on funding strategies, resourcing and implications.</td>
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<tr>
<td></td>
<td>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.</td>
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<tr>
<td></td>
<td>g) provide leadership and support for ensuring municipal councils understand Board initiatives.</td>
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</table>
## 3 CORPORATE POLICIES

<table>
<thead>
<tr>
<th></th>
<th>Proposed Amendment</th>
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<tbody>
<tr>
<td><strong>ADMINISTRATION</strong></td>
<td></td>
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<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>
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<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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<tr>
<td>A006 Information Technology</td>
<td>Name Change</td>
</tr>
<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>
</tr>
<tr>
<td><strong>FINANCE</strong></td>
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<tr>
<td>F001 Authorization to Purchase</td>
<td>Name Change</td>
</tr>
<tr>
<td>F002 Procurement</td>
<td>Name Change</td>
</tr>
<tr>
<td>F003 Capitalization</td>
<td>Name Change</td>
</tr>
<tr>
<td>F004 Signing Authorities</td>
<td>Name Change</td>
</tr>
<tr>
<td>F005 Financial Reporting</td>
<td>Name Change</td>
</tr>
<tr>
<td>F006 Investments</td>
<td>Name Change</td>
</tr>
<tr>
<td>F007 Reserves</td>
<td>Name Change</td>
</tr>
<tr>
<td><strong>GOVERNANCE</strong></td>
<td></td>
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<tr>
<td>G001 Policy Development</td>
<td>Name Change</td>
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<tr>
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<td>G005 Board Meeting Procedures</td>
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<td>Role and Responsibilities of Committee and Task Force Chairs and Vice Chairs</td>
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<td>Member Municipalities Representation on Committees and Task Forces</td>
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<td>Monitoring &amp; Evaluation Board Performance</td>
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<td>Membership Review Process</td>
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**HUMAN RESOURCES**

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<td>Position Descriptions</td>
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<td>Vacation and General Holidays</td>
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<tr>
<td>H012</td>
<td>Employee Code of Conduct and Ethics</td>
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**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 is awaiting its approval by the Province. The EMRGP responds to the objectives and contents set out in the Regulation and will replace 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 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 current 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 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 Energy Corridors Master Plan. Future work includes a Metropolitan Serving 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 Plan principles and polices.

The Board is committed to ‘evergreening’ 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:

- The regional planning process
- The implementation of a regional system to amalgamate geographic information
- The planning process for regional Intermunicipal transit
- 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 a Ministerial order to requisition funding (This requisition authority is predicted to be delegated to the Board under the new regulation). Further, the requisition would be for the municipal contribution only, after both the provincial and federal contributions have been deducted.

The governing principle included considering 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. This will be reviewed as part of the Growth Plan future work.

---

3 The Cost Sharing Formulas need to be updated due to a change in membership of the Board.
5 CEO JOB DESCRIPTION

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<th>Chief Executive Officer</th>
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<td>Company Name:</td>
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<tr>
<td>Location:</td>
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5.1 Position Description

A. Current Position Summary

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

The Chief Executive Officer reports to the Chair/Interim Chair of the Capital/Edmonton Metropolitan Region Board and in his or her absence, reports to the Vice Chair/Interim Vice Chair.

The Chief Executive Officer will promote awareness of mandates, goals, and established outcomes of the Capital/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. The Board is a regional services commission under the Municipal Government Act. The Regulation outlines the authorities and responsibilities of the Board including the preparation and implementation of a Regional Growth Plan and the administration of the Regional Evaluation Framework. The Regulation governs the overall authority and operations of the Board.
C. Responsibilities

- Manage the day-to-day operations of the Board in accordance with the Capital/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 Agendas in consultation with Committee Chairs.
- Apply and implement by-laws, policies and direction to ensure public funds are managed within accepted public sector business and financial practices.
- Advise the Interim Chair/Chair, and Board members to ensure they are meeting their responsibilities and achieving the Board mandate, priorities and implementing the Capital/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 Capital Region/Edmonton Metropolitan Region Growth Plan in accordance with the Capital/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 Capital/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.

_________________________  __________________________
Date                                  Board Chair
Strategic Planning Process

Background

In June 2017, Board approved the schedule for the Strategic Plan as the current four-year Strategic Plan is due to be updated in 2018.

EMRB Administration has engaged with the CAOs in the Region on the process and collected information for an Environmental Scan from previous Board members to support the Strategic Plan update.

The development of a Strategic Plan is an important senior leadership activity to set direction and goals for the organization and to develop a plan to achieve the goals. It serves as a means to prioritize effort and resources, and is influenced by the external environment.

The Strategic Plan is also an important communications tool both inside and outside of the organization to message what is important and where the Board adds value and has impact. The development of a Strategic Plan early in the tenure of the new Board will be important to establishing the culture, strategic direction, and priorities of the Edmonton Metropolitan Region Board.

Strategic Planning Retreat

Objective: to identify strategic priorities for the next term and confirm Board direction in specific areas (e.g. housing, transit commission).

February 8, 2018 – Noon to 4 PM

Tentative Agenda

1. Opening Remarks
2. Context
3. Objectives and Key Results
4. Prioritization
5. Summary
6. Closing Remarks and Social to Follow

Next Steps

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<th>Step Description</th>
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<td>March</td>
<td>Update to Executive Committee</td>
</tr>
<tr>
<td>April</td>
<td>Review of first Draft of Strategic Plan to Board</td>
</tr>
<tr>
<td>May</td>
<td>Final to Executive Committee</td>
</tr>
<tr>
<td>June</td>
<td>Board Approval of Strategic Plan</td>
</tr>
<tr>
<td>July</td>
<td>Strategic Plan comes into effect</td>
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</table>
Regional Agriculture Master Plan - Task Force

Background

- On December 14, 2017, the Edmonton Metropolitan Region Board (EMRB) was presented a draft Terms of Reference to develop a Regional Agriculture Master Plan and Land Evaluation and Site Assessment Tool as part of the implementation of the EMRB Growth Plan.
- The Terms of Reference proposed a governance model very similar to the one used for the updating of the growth plan.

- The proposed membership of the Board-appointed Task Force would be a maximum of 7 elected officials
  - 4 Counties
  - City of Edmonton
  - Two additional Urbans within the Metropolitan Area
- Plus a Provincial representative, Board CEO as Non-voting Members.
- The Task Force will be supported by a Technical Working Group to include local Ag expertise, municipal planning administration, consultants and other subject matter experts as needed.

Status

- For discussion,
  - Composition of the Task Force?
  - Recommendations for the working group, subject matter experts?
  - Engagement Strategy?
Regional Context Statement

Background

To transition to the newly approved Edmonton Metropolitan Region Growth Plan (EMRGP), member municipalities must prepare, within one year, regional context statements (RCS) to define the local transition strategy. RCS will identify how existing municipal development plans (MDP) conform or diverge from the new Growth Plan, and how municipalities will bring their MDPs into conformity.

Member municipalities will also be required to update their MDPs to bring them into conformance within three years.

Rationale

In accordance with Section 5.1.2 Regional Context Statements of the EMRGP, all members will be required to prepare and submit Regional Context Statements (with the exception of those municipalities updating their MDPs by October 26, 2018).
Regional Context Statement Process

- **By Council Resolution, municipalities submit Regional Context Statements**
  Sample Motion: That Municipality X submit the attached Regional Context Statement for Municipality X to the Edmonton Metropolitan Region Board.

- **Municipal CAO submits a letter completing the Edmonton Metropolitan Region Growth Plan Regional Context Statement requirement to EMRB CEO**
  Letter includes council resolution and Regional Context Statement.

- **EMRB CEO Letter of acknowledgement to Municipal CAO**

- **Annual Reporting to the EMRB by October 2018**
  Administration Reports on the Number of RCS received in the first year.
Metropolitan Region Servicing Plan Project Charter

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

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.

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. This Plan is the regional equivalent to the Inter Municipal Collaboration Framework (ICF) Agreements that individual municipalities are to complete.

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.

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

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.

Project Approach

The recommended project approach includes 6 phases:

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.

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.

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.

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.

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.

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.

**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.
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:
  - 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.

Project Schedule

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<td>6 Approvals &amp; Implementation</td>
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Stakeholders

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Committee Meeting: January 11, 2018
Metropolitan Region Servicing Plan Task Force Terms of Reference

That the Executive Committee endorse and recommend approval of the Metropolitan Region Servicing Plan Task Force Terms of Reference to the Edmonton Metropolitan Region Board.

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

A Terms of Reference is attached for the Committee’s review and recommendation to the Board.

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.

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 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 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.
Policy G023 – Pay to Participate

That the Executive Committee recommend 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, there was a discussion with the CAO Advisory Committee regarding 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. After the meeting had concluded a briefing note was sent to member CAOs for further review and comment.

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

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

• 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.
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

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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 that the Board chooses to have oversight or fits with the Board Mandate.

**PRINCIPLES**

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

1. Finite, with a defined goal and objectives, and timeline
2. Complementary to items mandated through the 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.

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Dr. Jodi L. Abbott, Board Chair

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Public Engagement Policy

Background

- On October 26, 2017, the Government of Alberta approved the Edmonton Metropolitan Region Board Regulation.

- The approved regulation has an expanded mandate. Section 3(1)(f) states that the Board shall:

  (f) develop policies outlining how the Board shall engage the public on the Growth Plan and the Servicing Plan.

Status

- The Board has a completed and approved Growth Plan, provincially approved October 26, 2017. Work is just beginning on the Servicing Plan.