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# Edmonton Metropolitan Region Board

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## Governance Manual

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February 2018

Version 2.3

## Governance Manual Amendments

Revision Date	Amendment	Status/ Date
February 2018	Further clarified delegation of authority, clarified when a sub-committee can be formed, and technical fixes.	Approved with amendments February 8, 2018
January 8, 2018	Fixed technical errors.	
October 27, 2017	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.	
June 22, 2017	<p>Revised Capital Region Board Governance Manual, Approved December 8, 2016 to Edmonton Metropolitan Region Board Governance Manual, June 2017</p> <p><b>Motion, B2017-36:</b> 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.</p> <p><b>Motion, B2017-39:</b> 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.</p>	

## 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 the first regional growth plan, *Growing Forward*, was approved by the Province.

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

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

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

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

## Table of Contents

Governance Manual Amendments.....	2
PREFACE.....	3
1 THE EDMONTON METROPOLITAN REGION BOARD.....	5
1.1 The Region.....	5
1.2 Who we are .....	5
1.3 Membership.....	5
1.4 Roles and Responsibilities of Board Members.....	6
1.5 What we do .....	7
1.6 Governance Structure .....	8
1.7 Order of Authority.....	9
1.8 Accountability Framework.....	9
1.9 Delegation of Authorities Schedule .....	10
2 TERMS OF REFERENCE .....	17
2.1 Executive Committee .....	17
2.2 Audit & Finance Committee .....	21
2.3 Task Force(s) .....	25
2.4 CAO Standing Committee.....	29
3 CORPORATE POLICIES .....	31
4 PLANS .....	33
4.1 The Growth Plan.....	33
4.2 Board Strategic Plan .....	35
4.3 Cost Sharing Formula.....	36
5 CEO JOB DESCRIPTION .....	37
5.1 Position Description.....	37

# 1 THE EDMONTON METROPOLITAN REGION BOARD

## 1.1 The Region

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

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

In the 2016 Census, the Edmonton Metropolitan Region had a population of 1,321,426 making it the sixth largest Census Metropolitan Area (CMA) in Canada by population. It is projected to double in population in 30 years to 2.2 million people and 1.2 million jobs.

## 1.2 Who we are

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

The participating municipalities are a diverse group of municipalities with one goal - working together to ensure the long-term economic prosperity and quality of life for all citizens of the Edmonton Metropolitan Region. They are tasked with implementing the regional Growth Plan and developing a Metro Servicing Plan.

## 1.3 Membership

*Town of Beaumont*

*Town of Devon*

*City of Edmonton*

*City of Fort Saskatchewan*

*City of Leduc*

*Leduc County*

*Town of Morinville*

*Parkland County*

*City of St. Albert*

*City of Spruce Grove*

*Town of Stony Plain*

*Strathcona County*

*Sturgeon County*

*Provincial Liaison ( non-voting)*

*Non-elected Board Chair (non-voting)*

## 1.4 Roles and Responsibilities of Board Members

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

### Role of Board Members

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

### Responsibilities of Board Members

- Believe in, and actively advocate as an ambassador, the vision, mission and values of the Board
- Act as an ambassador for the Board, the growth plan and regional outcomes
- Work collaboratively with fellow board members in fulfilling the obligations set out in the role of Board Members and fulfilling the Board mandate
- Represent the perspectives of your respective municipality during Board deliberations, but have a duty to act in the best interest of the Edmonton Metropolitan Region
- Identify and mitigate risks, roadblocks, and conflicts of interest that could impact the success of the Board
- Attend Board, Committee & Task Force meetings
- Prepare for all meetings by reviewing all materials

- Act in a way that contributes to the effective operation of the Board and work with fellow board members and administration to ensure the Board functions well: This includes, but is not limited to:
  - Strive towards consensus on matters before the Board
  - Maintain confidentiality of Committee and Board work, unless authorized otherwise
  - Support Board decisions once they are made
  - Participate in the evaluation of the Board and its Committees
  - Support the Board's policies, procedures, and bylaws for conducting business
  - Bring a healthy skepticism to the Board discussions and decisions to ensure the best outcomes for the region's citizens
- Be available to serve on a Committee or Task Force as Chair or member; be a prepared and active participant
- Respect the authority and work of the CEO and staff
- Report on the activities of the Board to your Council

## 1.5 What we do

The Edmonton Metropolitan Region Board exists to provide a regional planning framework for the municipalities of the Edmonton Metropolitan Region enabling them to think strategically and work together on priorities for growth, and to ensure the Region achieves its full economic potential and the highest quality of life possible for residents. Its job is to prepare and implement a Metropolitan Region Growth Plan and a Metropolitan Region Servicing Plan.

The mandate for the Edmonton Metropolitan Region Board shall be to:

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

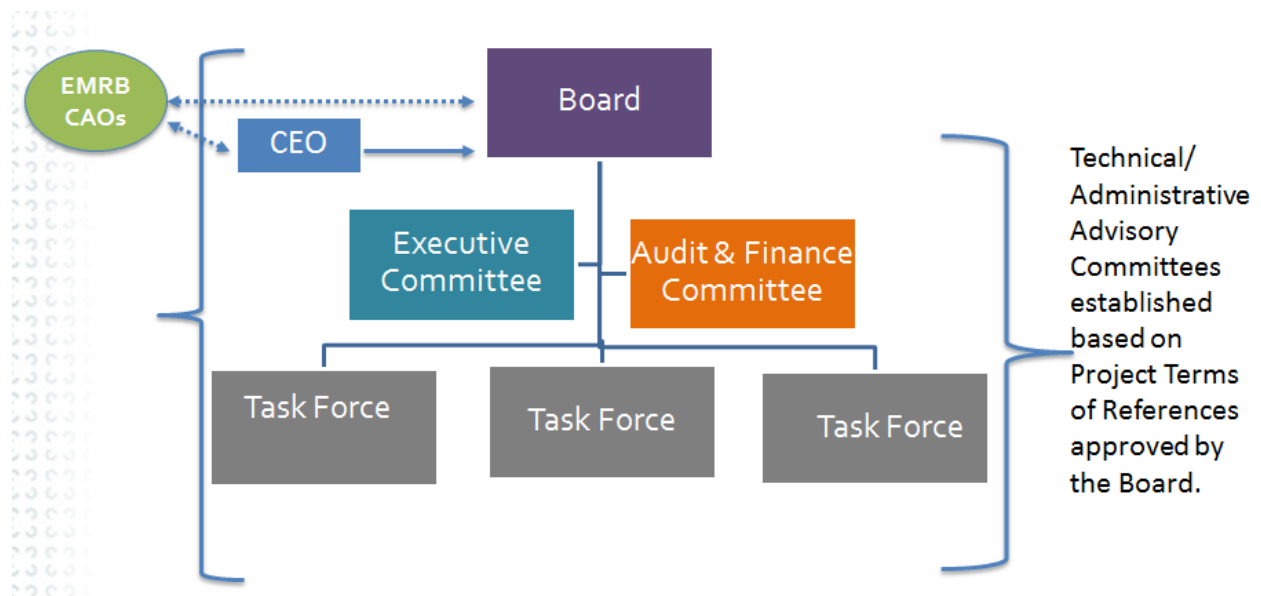
In fulfilling its mandate, the Edmonton Metropolitan Region Board shall further:

- (a) prepare a Growth Plan,
- (b) prepare a Servicing Plan,
- (c) advise and make recommendations to the Minister regarding the implementation of the Growth Plan and the Servicing Plan,
- (d) facilitate the resolution of issues arising from the preparation and implementation of the Growth Plan and the Servicing Plan, and

- (e) develop and implement policies for the sharing of costs for regional projects of the Edmonton Metropolitan Region.

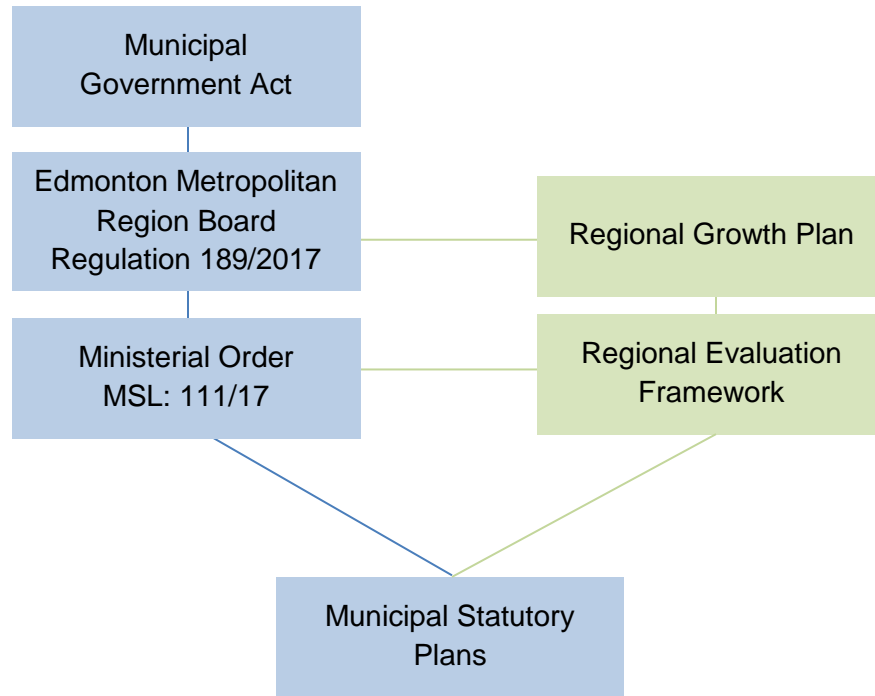
The Board's primary fiduciary responsibility is ensuring local municipal statutory plans are consistent the Growth Plan. This is done through the Regional Evaluation Framework (REF) via Ministerial Order L:111/17, which provides the Board with the authority to evaluate and approve proposed statutory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

## 1.6 Governance Structure

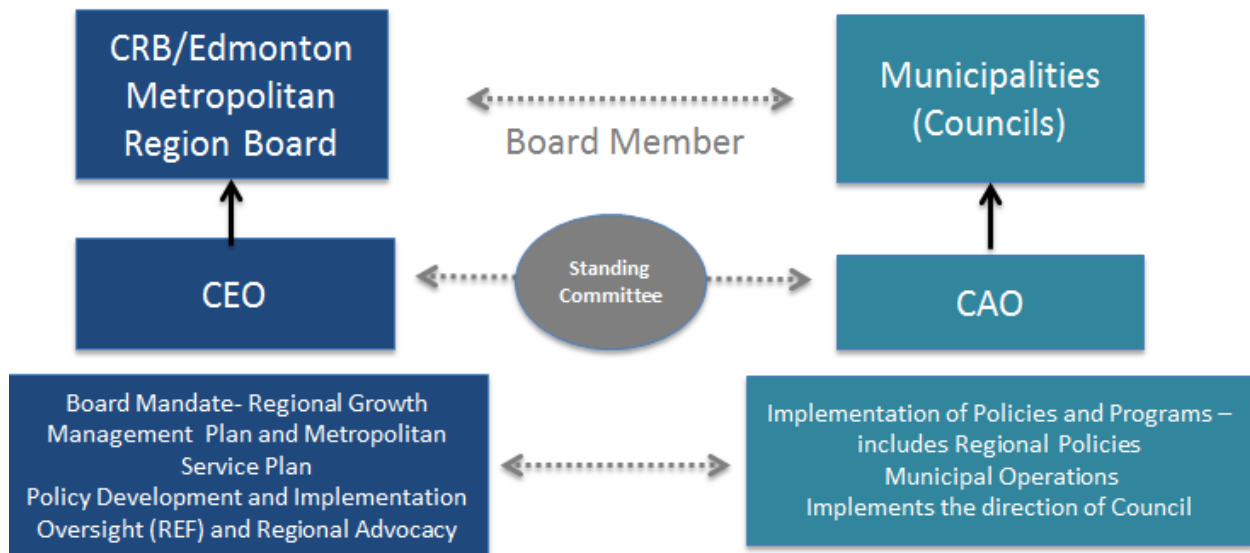




## 1.7 Order of Authority



## 1.8 Accountability Framework



## 1.9 Delegation of Authorities Schedule

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

The Delegation of Authority is based on these **Principles**:

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

### **Definitions**

Approve	To judge favorably for obligation and execution
Recommend	Give opinion of direction (usually to Board)
Receive	To acknowledge without further action
Accountable	Subject to the obligation and execution of direction
Responsible	To do what is right or to do the things that are expected or required

### **Note:**

- Alpha Numeric References in brackets shown in the table below refers to Board Policies, and are subject to change.

	Duties	Delegation of Authority				
		Board	Executive Committee	Audit & Finance Committee	Task Force	CEO
1	May specify and delegate powers and duties to Committees, Task Forces, and other individuals of the Board, and will review Delegation of Authority schedule a minimum of once every two years, or commensurate with a change in legislation, organizational change, or change in mandate	Approve	Recommend			
2	Identify criteria and process for the engagement of regional stakeholders in Board affairs	Approve	Recommend			
3	Appoint a Chair (or Interim Chair) and Vice Chair of the Board and determine remuneration (G010)	Approve	Recommend (process)	Recommend (remuneration)		
4	Board Remuneration (G003)	Approve		Recommend		
5	Board Chair review (G012)		Accountable			
6	CEO recruitment, hiring, and succession planning	Approve	Recommend			
7	CEO Annual Performance Review		Accountable			
8	Staff Performance Review (H001)					Accountable
9	Staff Recruiting and Hiring (H004)					Accountable
10	Formation of Committees and Task Forces (G012)	Approve/ Recommend	Recommend			
11	Committee and Task Force Chair Appointments (G012)	Approve		Recommend	Recommend	

	Duties	Delegation of Authority				
		Board	Executive Committee	Audit & Finance Committee	Task Force	CEO
12	Committee and Task Force Vice Chair Appointments		Approve	Approve	Approve	
13	Committee and Task Force Terms of Reference Approvals (G012)	Approve		Recommend	Recommend	
14	Meeting Agenda and Minutes (G004) (G013)	Approve	Approve	Approve	Approve	
15	Report on project progress and outcomes	Receive for Information/Approve	Accountable	Accountable	Accountable	
16	Policy Development and review (G001)	Approve	Recommend	Recommend (Finance Policies with some exceptions)		HR Policies (Approve, excludes CEO Performance & Remuneration)
17	Requisition of funds (subject to Regulation)	Approve		Recommend		
18	Annual Report	Approve		Recommend		Accountable
19	Appointment of the Auditor (G009)	Approve		Recommend		
20	Financial Statements, audited and unaudited (F005)	Approve		Recommend		
21	Strategic Plan	Approve	Recommends Process			
22	Business Plan (G006)	Receive Quarterly Updates				Accountable
23	Budget (G006)	Approve		Recommend		

	Duties	Delegation of Authority				
		Board	Executive Committee	Audit & Finance Committee	Task Force	CEO
24	Policies for sharing of costs (shared benefit)	Approve	Recommend	Recommend	Recommend	
25	Coordination of investment in infrastructure and service delivery, e.g. <i>Transportation Prioritization and GreenTRIP</i>	Approve				Recommend
26	Edmonton Metropolitan Region Growth Plan	Approve			Recommend	
27	Edmonton Metropolitan Region Growth Plan Review	Approve			Recommend	
28	Advise and make recommendations regarding the preparation and implementation of the Growth Plan	Approve			Recommend	
29	Facilitate the resolution of issues arising from the Growth Plan <sup>1</sup>	Receive for Information/ Approve	Vetted/ Recommend			
30	Establish and administer the approval process for compliance of statutory plans with the Growth Plan, in accordance with direction from the Minister (REF process)	Approve	Recommends Process			Responsible
31	Ensure conformity of participating municipalities with the Growth Plan (REF	Approve				Recommend

<sup>1</sup> 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.

	Duties	Delegation of Authority				
		Board	Executive Committee	Audit & Finance Committee	Task Force	CEO
	application)					
32	Prepare a five-year Metropolitan Servicing Plan that meets the requirement of the Regulation	Approve			Recommend	
33	Ensure consistency with the Metropolitan Servicing Plan	Approve				Recommend
34	Monitor, Report, on Growth Plan KPI's & Board Strategic Plan KPI's (G017)	Receive				Accountable
35	Monitor and Report on the outcomes of the Business Plan (G017)	Receive				Accountable
36	Board Operations i.e. Document Management System (A003); Risk Management					Accountable
37	Promote awareness and ensure implementation of the Board's mandate (G014)	Responsible				
38	Promote established outcomes of the Edmonton Metropolitan Region Growth Plan (G014)	Responsible				
39	Promote the long term sustainability of the Region	Responsible				
40	Ensure environmentally responsible land use planning, growth management and efficient use of land	Responsible				
41	Ensure the delivery of core regional	Responsible				

	Duties	Delegation of Authority				
		Board	Executive Committee	Audit & Finance Committee	Task Force	CEO
	servicing and other services as deemed necessary by participating municipalities					
42	Promote the economic well-being and competitiveness of the Region	Responsible				
43	Coordinate investment in infrastructure, core regional servicing, and other service delivery amongst participating members for regional projects of the Edmonton Metropolitan Region	Responsible				
44	Share and coordinate information within the Region, including geospatial information services	Responsible				
45	Carry out any other functions and duties as the Minister directs	Responsible				
46	Maintain effective relationships with key stakeholders (G014)	Responsible				Responsible
47	Authorization - Purchase, Procurement and signing Authority (F001, F002, F004)					Approve
48	Ensure the Board operates within its legal framework	Accountable				Responsible
49	Media Relations (A004, A007)		Approve			Recommend
50	Communications Strategy (A004)		Approve			Recommend
51	Investment Activity (F006)					Approve
52	Reserve transitions, re-designations, revisions, new reserve requests (F007)			Approve		Recommend

Duties		Delegation of Authority				
		Board	Executive Committee	Audit & Finance Committee	Task Force	CEO
53	Advocacy	Responsible	Responsible	Responsible	Responsible	
54	Board Performance	Accountable	Recommends Process			
55	Develop Policy for Public Engagement	Approve	Recommend			



## 2 TERMS OF REFERENCE

### 2.1 Executive Committee

	Description
<b>Purpose</b>	<p>The Executive Committee (the “Committee”) provides leadership advice for the governance of the Board, Board priorities and strategic agenda and the monitoring &amp; reporting of the Board’s progress towards its goals, in accordance with the Strategic Plan and Regional Growth Plan.</p> <p>The Committee makes recommendations to the Board to:</p> <ul style="list-style-type: none"> <li>• improve the overall performance and outcomes of the Board;</li> <li>• recommend the need for, and mandate of Task Forces;</li> <li>• identify risk and issues that may inhibit the Board’s progress, and propose solutions; and</li> <li>• identify emerging issues and opportunities to advance the goals of the Board.</li> </ul>
<b>Overview</b>	<p>The Committee is appointed by the Edmonton Metropolitan Region Board (the “Board”).</p> <p>The Committee approves, monitors, evaluates, advises and makes recommendations, in accordance with these terms of reference and as specified in the Governance Manual, on matters with respect to:</p> <ul style="list-style-type: none"> <li>• the strategic plan;</li> <li>• growth plan implementation;</li> <li>• monitoring and reporting (KPI’s);</li> <li>• policy review;</li> <li>• advocacy and communications;</li> <li>• Board Chair performance;</li> <li>• CEO performance and compensation;</li> <li>• Board evaluation;</li> <li>• Public engagement;</li> <li>• any Board matter requiring a decision between Board meetings;</li> <li>• emerging issues, problems and initiatives (serves as a sounding board for management); and</li> <li>• Other duties the Board may delegate from time to time.</li> </ul>
<b>Accountability to the Board</b>	<p>The Committee has no authority to direct management or commit the Board, unless specifically authorized by the Board through the Committee Terms of Reference.</p>

	<p>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.</p>
<p><b>Membership</b></p>	<p>The Committee shall be composed of five (5) appointed members of the Board consisting of the:</p> <ul style="list-style-type: none"> <li>• Board Chair (non-voting);</li> <li>• Chair of the Audit &amp; Finance Committee;</li> <li>• City of Edmonton;</li> <li>• 3 additional Board members (1 Town, 1 City, 1 County); and</li> <li>• Board CEO (ex-officio, non-voting).</li> </ul> <p>The Chair of the Committee shall be the Board Chair, with the Vice Chair elected by the Committee at its first meeting.</p> <p>Task Force Chairs are non-voting members of the Executive Committee, and are invited to attend Executive Committee meetings.</p> <p>Committee members will be appointed by the Board at the first organizational meeting of the Board following a municipal election.</p> <p>The Board may choose to replace up to two members on the Committee every two years.</p> <p>In the event the member is unable to attend, an Alternate member may attend. Alternates for this committee are as follows:</p> <ul style="list-style-type: none"> <li>• Board Chair – Alternate – Vice Chair</li> <li>• Chair of Audit &amp; Finance Committee – Alternate – Vice Chair</li> <li>• City of Edmonton – Alternate – Board member designated Alternate</li> <li>• 3 Additional Board Members – Board member designated Alternate</li> </ul>
<p><b>Quorum</b></p>	<p>A majority of appointed Committee members (50 per cent plus one) shall constitute a quorum, represented in person or by telephone or other telecommunications device that permits participation.</p>
<p><b>Sub-committees</b></p>	<p>When deemed necessary and subject to budget, the Committee may form a sub-committee to deal with a specific issue or deliverables within the Committee’s mandate.</p>

	<p>The composition of the sub-committee and a description of the assignment shall be defined in a Terms of Reference.</p> <p>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.</p> <p>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.</p> <p>The Committee is accountable to the Board for the work of any sub-committee.</p> <p>Remuneration for members.</p>
<b>Voting</b>	<p>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.</p>
<b>Meetings</b>	<p>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.</p> <p>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.</p> <p>The schedule of meetings shall be determined based on the timelines and outputs (or deliverables) of the committee.</p> <p>Meetings are open to the public, and are subject to FOIP.</p>
<b>Duties and Responsibilities</b>	<p>Subject to the powers and duties of the Board, the Executive Committee will be responsible to perform the following duties:</p> <ul style="list-style-type: none"> <li><b>i. Strategic Plan</b> <ul style="list-style-type: none"> <li>a. Define the process for the development of the Strategic Plan and recommend to the Board</li> </ul> </li> <li><b>ii. Growth Plan Implementation</b> <ul style="list-style-type: none"> <li>a. Oversee the implementation of the growth plan</li> <li>b. Resolve issues arising from the implementation of the growth plan</li> <li>c. Ensure the effective prioritization of Board resources</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li><b>iii. Monitoring &amp; Reporting (KPIs)</b> <ul style="list-style-type: none"> <li>a. Review and recommend the strategy for Monitoring &amp; Reporting of the Strategic Plan and the Growth Plan KPIs</li> </ul> </li> <li><b>iv. Policy Review</b> <ul style="list-style-type: none"> <li>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)</li> <li>b. Recommend changes to Board Policies</li> </ul> </li> <li><b>v. Executive Performance</b> <ul style="list-style-type: none"> <li>a. Review and recommend the process to evaluate Board Chair’s performance</li> <li>b. Review and recommend the process to evaluate the CEO’s performance</li> <li>c. Succession Planning for the CEO</li> </ul> </li> <li><b>vi. Board Performance</b> <ul style="list-style-type: none"> <li>a. Recommend a process to assess the effectiveness of the Board in achieving its mandate and specific goals</li> </ul> </li> <li><b>vii. Advocacy and Communications</b> <ul style="list-style-type: none"> <li>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: <ul style="list-style-type: none"> <li>i. Regional Stakeholders</li> <li>ii. Other Orders of Government</li> <li>iii. Municipal Councils</li> <li>iv. Media</li> </ul> </li> <li>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.</li> <li>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.</li> <li>d. The Board Chair is the official spokesperson for the Board for media unless determined otherwise by the Board.</li> </ul> </li> <li><b>viii. Recommend Task Force(s)</b> <ul style="list-style-type: none"> <li>a. Recommend the formation of a Task Force to the Board</li> </ul> </li> <li><b>ix. Public Engagement</b> <ul style="list-style-type: none"> <li>a. Oversee the development of criteria and a process for public engagement to meet the requirement of the Board’s Regulation.</li> </ul> </li> </ul>
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## 2.2 Audit & Finance Committee

	Description
<b>Purpose</b>	The Audit & Finance Committee (the “Committee”) provides strategic leadership and advice to the Board regarding its fiduciary responsibilities, compliance, risk management, external reporting, and internal control policies and practices.
<b>Overview</b>	<p>The Committee is appointed by the Edmonton Metropolitan Region Board (the “Board”).</p> <p>The Committee approves, monitors, evaluates, advises and makes recommendations, in accordance with these terms of reference and as specified in the Governance Manual, on matters in respect of:</p> <ul style="list-style-type: none"> <li>• the annual report;</li> <li>• the annual budget;</li> <li>• the external audit;</li> <li>• risk management;</li> <li>• financial reporting;</li> <li>• audit and financial policies and practices; and</li> <li>• other duties the Board may delegate from time to time.</li> </ul>
<b>Accountability to the Board</b>	<p>The Committee has no authority to direct management or commit the Board unless specifically authorized by the Board through the Committee Terms of Reference.</p> <p>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.</p>
<b>Membership</b>	<p>The Committee shall be composed of a five (5) appointed members of the Board, consisting of:</p> <ul style="list-style-type: none"> <li>• the Committee Chair</li> <li>• 4 additional Board members; and</li> <li>• the Board Chair (ex-officio, non-voting)</li> <li>• the Board CEO (ex-officio, non-voting)</li> </ul> <p>Committee members should be financially literate; with at least one member having accounting or related financial experience.</p>

	<p>“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.</p> <p>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.</p> <p>The Chair of the Committee shall be confirmed by the Board with the Vice Chair elected by the Committee at its first meeting. The Audit &amp; Finance Committee Chair is also a member of the Executive Committee.</p> <p>Committee members will be appointed by the Board at the first organizational meeting of the Board following a municipal election.</p> <p>The Board Chair is an ex-officio, non-voting member of this Committee, and does not count for quorum.</p> <p>The Board may choose to replace one Board member on the committee every two years.</p> <p>Alternates for each appointed member municipality shall be identified.</p>
<b>Quorum</b>	<p>A majority of appointed Committee members (50 per cent plus one) shall constitute quorum, represented in person or by telephone or other telecommunications device that permits participation.</p>
<b>Sub-committees</b>	<p>When deemed necessary and subject to budget, the Committee may form a sub-committee to deal with a specific issue or deliverables within the Committee’s mandate.</p> <p>The composition of the sub-committee and a description of the assignment shall be defined in a Terms of Reference.</p> <p>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.</p>

	<p>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.</p> <p>The Committee is accountable to the Board for work of any sub-committee.</p> <p>Remuneration for members.</p>
<b>Voting</b>	<p>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.</p>
<b>Meetings</b>	<p>The Committee meets four (4) times per year and may meet more frequently in the execution of its duties and responsibilities.</p> <p>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.</p> <p>The schedule of meetings shall be determined based on the timelines and outputs (or deliverables) of the Committee.</p> <p>Meetings are open to the public, and subject to FOIP.</p>
<b>Duties and Responsibilities</b>	<p>Subject to the powers and duties of the Board, the Audit &amp; Finance Committee will be responsible to perform the following duties:</p> <ul style="list-style-type: none"> <li><b>i. Annual Report</b> <ul style="list-style-type: none"> <li>a. Review and recommend to the Board</li> </ul> </li> <li><b>ii. Annual Budget</b> <ul style="list-style-type: none"> <li>a. Recommend the remuneration of the Board Chair</li> <li>b. Recommend the requisition of funds, if needed</li> <li>c. Recommend the annual budget</li> <li>d. Recommend Board remuneration</li> </ul> </li> <li><b>iii. External Audit</b> <ul style="list-style-type: none"> <li>a. Review and recommend the appointment of external auditors and fees</li> <li>b. Act as the Board’s liaison with external auditors</li> <li>c. Review the performance of the external auditors</li> </ul> </li> </ul>

	<p><b>iv. Risk Management</b></p> <ul style="list-style-type: none"> <li>a. Review and recommend to the Board risk management policies and practices including appropriate D&amp;O and other Insurance requirements</li> </ul> <p><b>v. Financial Reporting</b></p> <ul style="list-style-type: none"> <li>a. Review and recommend to the Board, the annual audited and unaudited financial statements</li> <li>b. Review and approve quarterly financial statements</li> <li>c. Review and recommend to the Board, the financial content of the Annual Report</li> <li>d. Monitor the financial reporting to the Board and recommend changes (as required)</li> </ul> <p><b>vi. Audit and Financial Policies and Practices</b></p> <ul style="list-style-type: none"> <li>a. Review and recommend financial policies</li> <li>b. Review and recommend financial practices</li> <li>c. Review and recommend investment policies</li> <li>d. Review such matters that the Committee or the Board deems advisable or timely</li> </ul> <p><b>vii. Statutory Obligations</b></p> <ul style="list-style-type: none"> <li>a. The Audit &amp; Finance Committee shall ensure that the Edmonton Metropolitan Region Board meets its statutory obligations and conducts its affairs in accordance with legal and regulatory requirements.</li> </ul> <p><b>viii. Policy Review</b></p> <ul style="list-style-type: none"> <li>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).</li> </ul>
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## 2.3 Task Force(s)

	Description
<b>Purpose</b>	<p>The Board accomplishes much of its work through Committees and Task Forces.</p> <p>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.</p>
<b>Overview</b>	<p>Only the Board can create a Task Force to carry out a specific mandate or project/initiative identified within its Budget.</p> <p>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.</p> <p>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.</p> <p>Composition of a Task Force shall be determined on a case-by-case basis and operate within the approved Terms of Reference and Budget.</p>
<b>Accountability to the Board</b>	<p>All Task Forces report to the Board.</p> <p>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.</p> <p>Any changes to the Terms of Reference are to be approved by Board before they are adopted.</p> <p>Task Forces shall provide progress reports to the Board at specified project milestones and upon completion of the final project.</p> <p>When a Board meeting closely follows a Task Force meeting, the Task Force Chair will provide a verbal report to the Board and the minutes will be circulated at the next Board meeting.</p>

<p><b>Membership</b></p>	<p>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.</p> <p>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.</p> <p>Consideration should be given to Task Force representation to include elected officials, non-elected officials<sup>2</sup>, and consideration of provincial representation, where applicable.</p> <p>The Board shall confirm the Chair of the Task Force and the Vice Chair shall be selected by the Task Force at the first meeting.</p> <p>A Task Force shall include a minimum of three (3) elected officials (voting members) of which one member is the appointed Task Force Chair.</p> <p>Task Force members are appointed for the duration of the project.</p> <p>Term limits for the Chair, Vice Chair and members (to include Advisory Group(s)) shall be specified in the Terms of Reference.</p> <p>Alternates for each appointed voting member of the Task Force municipality shall be identified.</p> <p>Board Chair and Board CEO are ex-officio, non-voting members of all Task Forces.</p>
<p><b>Quorum</b></p>	<p>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.</p>
<p><b>Advisory Group(s)</b></p>	<p>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.</p> <p>Advisory Groups are considered a resource for the Task Force and their roles shall be identified in the Terms of Reference for the Task Force.</p>

<sup>2</sup> “Non–elected official” may include and not limited to municipal administration (includes CAOs), industry representatives, academics, subject matter experts, and consultants, etc.

	<p>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.</p> <p>An Advisory Group may include, but is not limited to: expert (blue ribbon) panels; technical advisors to include members of the public sector; private sector members, and members of the public. The composition of an Advisory Group shall consider the needs of the project and ensure the members possess the desired skills, core competencies, and experience to contribute to the particular assignment.</p> <p>The Chair of the Advisory group will be one member of the Board Administration.</p> <p>Participation is voluntary and any compensation is subject to budget and Board approval.</p> <p>The Task Force is accountable to the Board for the work of its Advisory Group.</p> <p><b>General Duties &amp; Responsibilities of Advisory Group(s)</b></p> <p>Subject to the powers and duties of the Board or Task Force, the Advisory Group shall be responsible to:</p> <ul style="list-style-type: none"> <li>a) Provide unbiased technical advice, information, in support of the project /or initiative;</li> <li>b) Provide professional planning and policy advice for consideration;</li> <li>c) Provide information regarding relevant regional issues, policies, and programs and initiatives that may have an effect on the project and/or initiative;</li> <li>d) Represent the best interests of the Region; and</li> <li>e) Take on and complete assigned tasks as requested, depending on the needs of the project, and report back with research, information, advice and/or a recommendation.</li> </ul>
<p><b>Voting</b></p>	<p>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.</p> <p>All non-elected Task Force members are non-voting members, to also include advisory/working groups.</p>

<b>Meetings</b>	<p>Task Force meeting schedule shall be determined based on the project work plan.</p> <p>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.</p> <p>Meetings are open to the public, and are subject to FOIP.</p>
<b>Duties and Responsibilities</b>	<p>Subject to the powers and duties of the Board, a Task Force will be responsible to:</p> <ul style="list-style-type: none"> <li>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.</li> <li>b) Provide information regarding relevant regional issues, policies, and programs and initiatives that may have an effect on the project and or initiative.</li> <li>c) Identify project risks and issues that may inhibit the project progress and deliverables, and propose solutions.</li> <li>d) Provide progress updates to the Board and report on project milestones.</li> <li>e) Represent the best interest of the Region in carrying out the project.</li> <li>f) Bring forward recommendations to the Board for its approval.</li> </ul>
<b>Examples of Task Forces</b>	<p>Board Transition  Recreation/Open Spaces/Wildlife Corridors Study  Regional Agriculture Master Plan  Metropolitan Region Servicing Plan</p>

## 2.4 CAO Standing Committee

	<b>Description</b>
<b>Purpose</b>	<p>The CAO Standing Committee exists to provide senior administrative input to support Board decision-making and to provide leadership for operationalization of Board outcomes.</p> <p>Note: It is recommended that this Committee’s Terms of Reference be reviewed in six (6) months to determine if changes are required.</p>
<b>Overview</b>	<p>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.</p> <p>During a consultation with the 13 CAOs of the Edmonton Metropolitan Region Board, it was recommended that a Standing Committee be formed to work with the Board CEO allowing for a more systematic engagement: to enhance communications; to improve the timeliness of regional input on projects; to increase the level of commitment for regional initiatives; to act a resource for funding and resourcing strategies, and to enable support for the outcomes of Board through regular meetings with the Board CEO.</p>
<b>Accountability to the Board</b>	<p>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.</p> <p>Any changes to the Terms of Reference are to be approved by Board before they are adopted.</p> <p>The Board CEO shall take the input from the CAO Standing Committee into consideration.</p>
<b>Membership</b>	<p>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.</p> <p>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.</p>

	<p>Members may send an alternate to represent their municipalities, in the event they may be unable to attend.</p>
<b>Meetings</b>	<p>The CAO Standing Committee shall meet every 6-8 weeks.</p> <p>Meetings will be scheduled one (1) year in advance.</p> <p>Agenda will be prepared by the Committee Chair and distributed seven (7) days in advance.</p> <p>Provisions can be made for participation by Teleconference.</p> <p>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.</p>
<b>Duties and Responsibilities</b>	<p>Subject to the powers and duties of the Board, the CAO Standing Committee will be responsible to:</p> <ul style="list-style-type: none"> <li>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.</li> <li>b) review status of Board initiatives.</li> <li>c) provide regional input on policy direction.</li> <li>d) discuss implementation considerations and alignment of implementation priorities.</li> <li>e) provide input on funding strategies, resourcing and implications.</li> <li>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.</li> <li>g) provide leadership and support for ensuring municipal councils understand Board initiatives.</li> </ul>

## 3 CORPORATE POLICIES

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

## Corporate Policies

Corporate Policies			
GOVERNANCE			
G013	Committee and Task Force Meeting Procedures	Name Change	
G014	Roles and Authorities of the Board Chair, Interim Chair, and Vice Chair	Name Change	
G015	Role and Responsibilities of Committee and Task Force Chairs and Vice Chairs	Name Change	
G016	Member Municipalities Representation on Committees and Task Forces	Name Change, review required.	
G017	Monitoring & Evaluation Board Performance	Name Change	
G018	Geographic Information Services	Name Change	
G019	Membership Review Process (Postposed indefinitely 8 Feb. 2018)	Name Change, review required	
G020	Housing Policy	Name Change	
G021	Regulation Transition	Name Change	
HUMAN RESOURCES			
H001	Employee Performance Planning and Appraisal	Name Change	
H002	Position Descriptions	Name Change	
H003	Salary Administration	Name Change	
H004	Recruitment and Hiring	Name Change	
H005	Discipline, Suspension, and Dismissal of Employees	Name Change	
H006	Employee Benefits	Name Change	
H007	Hours of Work/ Overtime and Overtime Pay	Name Change	
H008	Employee Business Expense	Name Change	
H009	Employee Training and Development	Name Change	
H010	Leaves of Absence	Name Change	
H011	Vacation and General Holidays	Name Change	
H012	Employee Code of Conduct and Ethics	Name Change	
Policies to be Developed			
	Sponsorships and Advertising		
	Energy Corridors		
	Public Engagement		
	Requisition of Funds		

### Definitions:

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



## 4 PLANS

### 4.1 The Growth Plan

In accordance with the Board Regulation, the Edmonton Metropolitan Region Board is required to prepare an Edmonton Metropolitan Region Growth Plan. The Board's Regulation establishes the Objectives for the Plan:

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

The Regulation also outlines the contents of the Plan.

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

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

To support the implementation of the Growth Plan the Board has developed a number of master plans that provide more expansive planning in particular areas e.g. – Integrated Regional

Transportation Master Plan and Regional Energy Corridors Master Plan. Future work includes a Metropolitan Region Servicing Plan and an Agriculture Master Plan.

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

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

For a copy of the Edmonton Metropolitan Region Growth Plan visit: [emrb.ca/growth-plan/](http://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](http://www.emrb.ca)

## 4.3 Cost Sharing Formula

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

### General Formula

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

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

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

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

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

### Transit Formula

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

## 5 CEO JOB DESCRIPTION

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

### 5.1 Position Description

#### A. Current Position Summary

Responsible to the Board, the Chief Executive Officer will provide leadership and oversee the development and implementation of the Edmonton Metropolitan Region Growth Plan. This position will also be responsible for the development of policies and practices to guide the Board's activities in the future. The Chief Executive Officer will lead a team of professionals whose roles are to assist the Board and its working committees/task forces in the preparation and implementation of the Edmonton Metropolitan Region Growth Plan.

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

The Chief Executive Officer will promote awareness of mandates, goals, and established outcomes of the Edmonton Metropolitan Region Board and develop/maintain effective relationships with key municipal administrators in the Edmonton Metropolitan Region, government officials and key stakeholders.

#### B. Authorities

The Capital Region Board was created in April 2008 with the promulgation by the Province of Alberta of the Capital Region Board Regulation. This was updated with the Edmonton Metropolitan Region Growth Board Regulation in October 2017. The Board is a growth management board under the Municipal Government Act. The Regulation outlines the authorities and responsibilities of the Board including the preparation and implementation of a Regional Growth Plan, Metropolitan Region Servicing Plan, Public Engagement Policy, and the administration of the Regional Evaluation Framework. The Regulation governs the overall authority and operations of the Board.

## **C. Responsibilities**

- Manage the day-to-day operations of the Board in accordance with the Edmonton Metropolitan Region Board Regulation, Board by-laws, policies, and Board direction.
- Responsible for preparing the Board's strategic and business plan(s), annual and quarterly reports (as required), budget and financial reports (e.g., audited financial statements), developing and implementing a corporate governance framework (e.g., performance measures).
- Responsible for developing Board Meeting Agendas and meeting schedules and directing Project Managers in preparing Committee/Task Force Agendas in consultation with Committee/Task Force Chairs.
- Apply and implement by-laws, policies and direction to ensure public funds are managed within accepted public sector business and financial practices.
- Advise the Interim Chair/Chair, and Board members to ensure they are meeting their responsibilities and achieving the Board mandate, priorities and implementing the Edmonton Metropolitan Region Growth Plan.
- Responsible for identifying, managing and procuring financial resources required to carry out the Board's mandate, including delegated signing authority.
- Monitoring Board performance and implementation of the Edmonton Metropolitan Region Growth Plan in accordance with the Edmonton Metropolitan Region Board Regulation.
- Liaising and working co-operatively with Board members and administrations for member municipalities to ensure the Interim Chair/Chair, Board and Committee and members are supported in carrying out the roles and responsibilities as provided in the Edmonton Metropolitan Region Board Regulation and Board bylaws/policies.
- Designing the Board administration's structure, hiring and managing Board employees as well as future human resource planning.
- Key representative of the Board in developing and maintaining productive relationships with government departments and agencies, senior leaders and influencers in the Region and community organizations and advising the Board Interim Chair/Chair and members on these relationships.
- Key external representative of the Board including media and communications activities.
- Provide leadership, support and advice to the Board Interim Chair/Chair and members on strategic planning, achieving the mandate and vision of the Board, and any other matters related to the future of the Board.
- Performing duties as requested by the Board Interim Chair/Chair and Board members.

## **D. The Person**

### **1. Knowledge/Experience Requirements**

- Progressive senior management experience with agencies, boards or government. A sound understanding of principles of natural justice and the

operation of municipal/provincial governments or quasi-judicial boards is desirable.

- Understanding of governance and experience working with a Board of Directors.
- Good understanding of the political process and the political environment in Alberta.
- Skills and abilities to respond to contentious, controversial issues within highly political environments.
- Strong interpersonal, collaborative, decision-making, and verbal and written communications skills.
- Sound conceptual and strategic thinking skills along with the ability to take complex information and diverse points of view into consideration in making sound decisions.
- Strong leadership and management skills to manage a diverse group of professionals and administrative support staff within a team environment.
- Ability and skills to respond to a heavy workload, shifting priorities and challenges.
- A graduate university degree in a related discipline.

## 2. Competencies

- **Leadership Skills** – demonstrates a visionary leadership style while providing guidance and support to staff. A mentor and positive role model combined with a practical, collaborative and common sense approach and expertise in issues management.
- **Strategic and Business Planning** – provides executive leadership to all planning initiatives and ensures accountability for achievement of results.
- **Politically Astute** – knows and understands governance, legislative and regulatory processes and has the ability to read the political implications of recommendations and actions. Enjoys working with elected officials. Knows and understands the importance of working closely with municipalities and the provincial government.
- **Relationship Building** – demonstrates an ability to develop and maintain win/win relationships and partnerships. Understands the importance of identifying potential partners and working with them to further the goals of the organization.
- **Interpersonal Skills** – works well with people from all disciplines and is sensitive to diverse needs of stakeholders. Will be effective at promoting positive intermunicipal relationships.
- **Communication Skills** – an open and straightforward style with all audiences and an ability to effectively communicate with municipal and provincial officials; is candid and respectful with everyone.
- **Project Management** – demonstrates an ability to successfully complete projects, including project scheduling, planning and resourcing; is skilled at leading project teams to ensure on-time and on-budget results.

- **Financial Management** – a proven ability to work within the constraints of a budget. Timely reporting in all budget, financial and information matters.
- **Human Resource Management** – requires excellent human resource knowledge and interpersonal skills to work positively with staff and elected officials. Sensitive and caring with the ability to bring diverse individuals and program initiatives together using strong negotiation and conflict resolution skills.
- **Self Confidence** – possesses a positive attitude and confidence in own skills and abilities; is able to make difficult decisions and stand by them; thoroughly researches implications of all recommendations to the Board and is willing to provide the best possible advice even when those recommendations may not always be well received.
- **Client Service** – client service is paramount to the success of the Board. Confidence in ensuring stakeholder needs are identified and addressed to the highest possible standard is required.

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Date

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Board Chair