# Board Meeting

**Comprehensive Agenda**

December 14, 2017 – 9:00 a.m. – Noon  
Chateau Louis, Grand Ballroom  
11727 Kingsway, Edmonton

* Individual Board Member photos, St. Michael’s Room 8:00 – 8:45 a.m.

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<tbody>
<tr>
<td>1.</td>
<td>Member Group Photo, St. Michael’s Room</td>
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<tr>
<td>2.</td>
<td>Call to Order</td>
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<td>3.</td>
<td>Chair’s Opening Remarks</td>
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<td>4.</td>
<td>Approval of Agenda</td>
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<tr>
<td>5.</td>
<td>2018/19 Initial Draft Budget Review   Page 4 of 43</td>
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<tr>
<td>6.</td>
<td>Organizational Appointments   Page 6 of 43</td>
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**6. Organizational Appointments**

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| a. | Board Vice Chair  
**Recommended Motion: That the Edmonton Metropolitan Region appoint ______ as Vice-Chair.** |
| b. | Executive Committee  
**Recommended Motion: That the Edmonton Metropolitan Region Board appoint ______, ______, and______ to the Executive Committee.** |
| c. | Audit & Finance Committee  
**Recommended Motion: That the Edmonton Metropolitan Region Board appoint ______, ______, ______, ______, and______ to the Audit & Finance Committee.** |
| d. | Destruction of Ballots  
**Recommended Motion: That the Edmonton Metropolitan Region Board authorize Administration to destroy the ballots.** |
### 7. Orientation 2.0 for Information

- a. Governance Manual Overview
- b. Intro Strategic Plan Process
- c. Growth Plan & REF Overview

### 8. Member Motions

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

- b. Leduc County – Committee Structure
  
  **Recommended Motion:** That the Edmonton Metropolitan Region Board reconsider the need for standing Executive and Audit and Finance Committees in light of the reduced membership of the Board from 24 to 13 members.

  and

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

### 9. Notice of Motion

- a. Regional Agriculture Master Plan Task Force, Terms of Reference for Approval
  
  **Recommended Motion:** That the Edmonton Metropolitan Region Board approve the Regional Agriculture Master Plan Terms of Reference.

### 10. Administrative Item

- a. CEO Update
- b. Quarterly Statement, July – September
- c. Regional Orientation, January 19, 2018
11. Next Meeting

- February 8, 2017, includes Board Retreat from Noon-4:00 p.m.
  Chateau Louis Conference Centre, Grand Ballroom

12. Adjournment

Reminder that Members, Alternates and CAOs are invited to the Chair’s Luncheon taking place in the St. Michael’s Room at Noon.
2018/19 Initial Draft Budget Review

Background

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

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

Membership contributions have been reduced from an original planned $2 million to; 2018/19 - $1.351 million, 2019/20 - $1.468 million, 2020/21 - $1.428 million.

Total dollars for Regional Mandate is as follows; 2018/19 - $439,000, 2019/20 - $590,000, 2020/2021 - $485,000.

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

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

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

Attachments:

1. 2018/19 Initial Draft Budget
### Proposed EMRB 2018-2021 Budget

#### Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>2018-19 Budget</th>
<th>2019-20</th>
<th>2020-21</th>
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<tr>
<td>GOA Operating Grant</td>
<td>$2,000,000.00</td>
<td>$2,000,000.00</td>
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<td>GOA Planning Intern Grant</td>
<td>$43,000.00</td>
<td>$24,000.00</td>
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<td>13 Member contribution</td>
<td>$1,351,000.00</td>
<td>$1,468,000.00</td>
<td>$1,428,000.00</td>
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<td><strong>Total Revenue</strong></td>
<td><strong>$3,394,000.00</strong></td>
<td><strong>$3,492,000.00</strong></td>
<td><strong>$3,471,000.00</strong></td>
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#### Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>2018-19 Budget</th>
<th>2019-20</th>
<th>2020-21</th>
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<tr>
<td><strong>Board &amp; Committees</strong></td>
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<tr>
<td>Honorarium</td>
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<td>Meetings</td>
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<td>Travel</td>
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<td>Chair Retainer</td>
<td>$80,000.00</td>
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<td><strong>Total Board &amp; Committees</strong></td>
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<td><strong>$134,900.00</strong></td>
<td><strong>$134,900.00</strong></td>
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<td><strong>Salaries and benefits</strong></td>
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<td>$1,622,116.10</td>
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<td>Office lease</td>
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<td>Professional fees - Legal/Advisory</td>
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<td>$55,000.00</td>
<td>$50,000.00</td>
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<tr>
<td>Travel/ Professional Development</td>
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<td>Information technology</td>
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<td>DMS/Records Management</td>
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<td>Office Communications</td>
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<td>Office Supplies</td>
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<td>Operational</td>
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<td>Insurance</td>
<td>$8,000.00</td>
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<td>Meetings - Non Board/Committee</td>
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<td>GIS</td>
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<td>Bank Charges and interest</td>
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<tr>
<td>Other expenses</td>
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<td><strong>Regional Mandate</strong></td>
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<td>GP Implementation</td>
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<td>Regional Projects</td>
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<td>REF</td>
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<td><strong>Capital and Other</strong></td>
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<tr>
<td>Planning Intern</td>
<td>$50,000.00</td>
<td>$50,000.00</td>
<td>$50,000.00</td>
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<tr>
<td>Office Furniture/Equipment</td>
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<tr>
<td><strong>Total Capital and Other</strong></td>
<td><strong>$50,000.00</strong></td>
<td><strong>$50,000.00</strong></td>
<td><strong>$50,000.00</strong></td>
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<tr>
<td><strong>Total Expenditures</strong></td>
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<td><strong>$3,460,016.10</strong></td>
<td><strong>$3,392,679.58</strong></td>
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<td><strong>Unallocated Funds</strong></td>
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<td>Surplus (Deficit)</td>
<td>$16,393.45</td>
<td>$31,983.90</td>
<td>$78,320.42</td>
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<tr>
<td><strong>Accumulated surplus beginning of year</strong></td>
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<tr>
<td><strong>Accumulated surplus end of year</strong></td>
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<tr>
<td>Assumptions - $2,000,000 Grant</td>
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</table>
Organizational Appointments

a. **Recommended Motion:** That the Edmonton Metropolitan Region appoint ______ as Vice-Chair.

b. **Recommended Motion:** That the Edmonton Metropolitan Region Board appoint ______, ______, and ______ to the Executive Committee.

c. **Recommended Motion:** That the Edmonton Metropolitan Region Board appoint ______, ______, ______, ______, and ______ to the Audit & Finance Committee.

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

**Background**

On June 8, 2017, the Capital Region Board approved the following motions:

*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.*

And

*That the Capital Region Board approve the Board Committee, Task Force(s) and CAO Standing Committee Terms of Reference as recommended by the Transition Task Force. Members for the committees are to be selected after the election by the Edmonton Metropolitan Region Board.*

The Audit & Finance Committee will select its Chair at the second meeting of the committee. The Chair of the Audit & Finance Committee will automatically sit on the Executive Committee.

The Chair of the Executive Committee is the Board Chair.

**Attachments:**

1. Policy G010 – Selection of Board Chair or Interim Board Chair, Board Vice Chair and Board Chair Review
2. Executive Committee Terms of Reference
3. Audit & Finance Committee Terms of Reference
PURPOSE

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

POLICY

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

GUIDELINES

Part A – Selection of a Chair for the Board

1. FOLLOWING A MUNICIPAL ELECTION OR A BOARD DECISION TO ELECT A NEW BOARD CHAIR:
   a. The Chief Executive Officer (CEO) or designate shall recommend a process for electing the Board Chair, for review by the Executive Committee and for approval by the Board.
   b. The CEO or designate shall circulate the Role and Authorities of Board Chair and Vice-Chair (Policy G014, Role and Authorities of Board Chair and Vice-Chair) to all Board members and solicit Board Chair nominations, providing a date in which all nominations must be received.
   c. Upon nomination, the CEO or designate shall confirm with the Board member as to their ability and willingness to fulfill the role of Board Chair. The Board member must confirm that they wish to remain a nominee for the role of Board Chair.
   d. Once all nominations have been received and nominated members have confirmed their nomination status, the Chief Executive Officer or designate shall send an email with list of nominees to Board members prior to the meeting at which the election shall take place.
   e. At a regularly scheduled or special meeting of the Board, the CEO or designate shall administer the selection process of the Board Chair by secret ballot.
   f. Prior to the ballot, all standing nominees shall be provided an opportunity of no more than five minutes to address the Board.
Policy G010
Selection of Board Chair or Interim Board Chair, Board Vice Chair and Board Chair Review

1. SELECTION

   g. Each Board member receives one vote; the successful nomination of the Board Chair requires a simple majority vote (i.e., fifty (50) percent plus one of total membership).
      i. In cases where no nominee has received fifty (50) percent plus one votes, then another secret ballot shall be conducted with the two nominees who received the most votes;
         I. Each nominee—at this stage—shall be provided an opportunity of no more than five minutes to address the Board,
         II. Each nominee—at this stage—has an opportunity to withdraw from the process.
      ii. If more than two (2) nominees are tied with the most votes, another secret ballot shall be conducted.
      iii. If a tie remains after this secret ballot then the names of those nominees shall be placed in a hat, and two (2) names drawn after which another secret ballot shall be conducted.
   h. In cases where there is tie between the final two (2) nominees (i.e., neither has received a total of thirteen (13) votes), then those names shall be placed in a hat, and a single name drawn.
      i. The single name drawn shall be Board Chair.

2. TERM

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

3. BOARD CHAIR REVIEW

   a. The Board Chair must provide written expression of interest to the Board of his/her desire to stay serving as Board Chair.
   b. The CEO will recommend a process and date for the Board Chair Review, for review by the Executive Committee, and for approval by the Board.
   c. The CEO will circulate the Role and Authorities of the Board Chair and Vice-Chair (Policy G014, Role and Authorities of Board Chair and Vice-Chair), to all Board members.
   d. At a regularly scheduled or special meeting of the Board, the CEO will administer the Board Chair review process by secret ballot.
   e. Prior to the ballot, the Board Chair will be provided an opportunity of no more than five minutes to address the Board.
   f. The Board Chair will hand over Chair duties to the Board Vice Chair for the purpose of the vote.
   g. The Board Chair will be excused from the Board Chair Review vote, and the Board Chair’s municipally designated alternate, if will fill the role of the Board Chair’s municipality for the Board Chair Review vote.
h. Each Board member receives one vote; the review of the Board Chair requires a simple majority vote (i.e. fifty (50) percent plus one of total membership).

i. If the Board Chair review process determines a new Board Chair is to be selected, the Board will follow the process as outlined in this policy in Part A, Section 1.

j. After a Board Chair Review, the Board Chair will remain in position until after the Board elects a new Board Chair.

Part B – Selection of an Interim Chair for the Board

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

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

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

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

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

1. The Board Vice-Chair may only be filled by a member who fills the role of Board Member
2. The Board Vice-Chair shall not be filled by an alternate position
3. The following member positions will fill the role of Board Vice-Chair, in the following order. In the event that the first member position is unavailable for Board Vice-Chair it will be filled by the second position. If the second position is unavailable, the Board Vice Chair will be filled by the third position, and so on;
   a. Chair of the Executive Committee
b. Chair Audit & Finance Committee
4. In the event that the Chair or Vice-Chair is not available the CEO shall seek a voluntary interim Chair for Emergent needs.
5. At no time shall any municipality have more than one vote.

Nolan Crouse, Board Chair

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<td>Date</td>
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<tr>
<td>June 17, 2015</td>
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<td>July 20, 2015</td>
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<td>August 13, 2015</td>
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<td>August 30, 2016</td>
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<td>October 13, 2016</td>
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<tr>
<td>October 31, 2017</td>
</tr>
<tr>
<td><strong>Description</strong></td>
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<tr>
<td><strong>Purpose</strong></td>
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| 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. |
| **Voting** | Each Committee member will have one vote. The Committee will work towards consensus, as much as possible. In the event of a tie, the motion is defeated. |
| **Meetings** | The Committee meets six (6) times per year in the first year and thereafter may meet more or less frequently in the execution of its duties and responsibilities.  

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

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

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

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

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

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<tr>
<th>viii. Recommend Task Force(s)</th>
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<tbody>
<tr>
<td>a. Recommend the formation of a Task Force to the Board</td>
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<thead>
<tr>
<th>ix. Public Engagement</th>
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<tbody>
<tr>
<td>a. Oversee the development of criteria and a process for public engagement to meet the requirement of the Board's Regulation.</td>
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<tr>
<td>Description</td>
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<tr>
<td><strong>Purpose</strong></td>
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<tr>
<td>The Audit &amp; Finance Committee (the “Committee”) provides strategic leadership and advice to the Board regarding its fiduciary responsibilities, compliance, risk management, external reporting, and internal control policies and practices.</td>
</tr>
<tr>
<td><strong>Overview</strong></td>
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</table>
| 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 (2) years.

Alternates for each appointed member municipality shall be identified.

<table>
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<tr>
<th>Quorum</th>
<th>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.</th>
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<tr>
<td>Sub-committees</td>
<td>When deemed necessary, the Committee may form a sub-committee to deal with a specific issue or deliverables within the Committee’s mandate.</td>
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</table>
## Terms of Reference

### Audit & Finance Committee

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.

### 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 & Finance Committee will be responsible to perform the following duties:

1. **Annual Report**
   - Review and recommend to the Board

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

iii. External Audit
   a. Review and recommend the appointment of external auditors and fees
   b. Act as the Board’s liaison with external auditors
   c. Review the performance of the external auditors

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

v. Financial Reporting
   a. Review and recommend to the Board, the annual audited and unaudited financial statements
   b. Review and approve quarterly financial statements
   c. Review and recommend to the Board, the financial content of the Annual Report
   d. Monitor the financial reporting to the Board and recommend changes (as required)

vi. Audit and Financial Policies and Practices
   a. Review and recommend financial policies
   b. Review and recommend financial practices
   c. Review and recommend investment policies
   d. Review such matters that the Committee or the Board deems advisable or timely

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

viii. Policy Review
   a. The Committee has the responsibility to review Board Policies at least every four (4) years, and more frequently if necessary (e.g. based on legislative or regulatory changes or the development of governance best practices).
Trans Mountain Expansion Project

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

Background

- In December 2013, Trans Mountain submitted an application to the National Energy Board (NEB) to expand its existing pipeline system, increasing daily capacity from 300,000 barrels up to 890,000 barrels. The $6.8-billion Kinder Morgan expansion would triple the capacity of the existing 1,150 kilometer pipeline between Alberta and Burnaby, British Columbia.

- Following a 29-month review, the NEB, on May 29, 2016, concluded that the TMEP is in the Canadian public interest and recommended that the Federal Governor in Council approve the expansion. The NEB attached 157 conditions which address issues such as public safety, economic benefits, local job creation, emergency preparedness and emergency response, Aboriginal interests, environmental protection and safety along both the pipeline right-of-way and the marine tanker transport route. The NEB’s review was rigorous, involving a record 404 intervenors and more than 1,200 commenters.

- On November 29, 2016, the Government of Canada accepted the NEB recommendation, noting that Canada needed to expand the markets for its oil products and saying that the TMEP “will make that possible.”

- On January 11, 2017, the Province of British Columbia announced that the Project had received its environmental certificate from BC’s Environmental Assessment Office subject to 37 Conditions. The Province stated that TMEP met its Requirements for British Columbia to Consider Support for Heavy Oil Pipelines, known as B.C.’s Five Conditions.

- The Trans Mountain pipeline infrastructure has national economic significance. As Canada’s primary energy transmission pipeline, the system is approximately 115,000 km in length, and the total pipeline network is approximately 840,000 km, including regional gathering, feeder and distribution lines. By comparison, there are 38,000 km of primary highway transportation linkages across the country.

- In addition to the estimated $46.7 billion of taxes and royalties the Federal and Provincial governments will recognize from the TMEP during development and over the first 20 years of operations, including $19.4 billion recognized by Alberta, largely in the form of royalties from
producers earning higher netbacks from selling their product into new markets, the project will create 441,000 person-years of employment in Alberta from project development and operations. This includes:

- 14,600 construction jobs
- 13,340 pipeline operations jobs
- 11,200 jobs generated by dividend payments from oil producers
- 400,600 jobs related to additional investment in oil and gas development as a result of higher netbacks to producers.
- Overall, the project generates more than 800,000 person-years of work for Canadians;

• Including existing and increased payments, local governments in Alberta will collect $124 million in taxes over 20 years from operations on an expanded Trans Mountain Pipeline.

• Given the significant financial benefit of TMEP to all of Canada, it is incumbent upon the Government of Canada to exercise power to ensure the TMEP is completed, including issuance of all permits.

• The Government of Canada, through various regulatory frameworks, has exercised its legislative and jurisdictional authority in the approval and oversight of projects deemed to be in the interest of Canada as a whole, including radio communications, inter-provincial railways, and airports and aerodromes.
Edmonton Metropolitan Region Board - Standing Committees

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

And

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

Background

At the December 8, 2016 Board meeting, Minister Larivee announced that the membership of the Capital Region Board would be reduced from 24 members to 13. On June 22, 2017 the Board amended the Capital Region Board Governance Manual to (among other things) approve the committee and task force structure for the Edmonton Metropolitan Region Board once it came into effect. This structure establishes two standing committees of the board (Executive and Audit & Finance) in addition to a CAO Advisory Committee and task forces.

Discussion

In deciding to reduce the membership of the Capital Region Board to 13 members, Municipal Affairs Minister Larivee cited the need for a “tighter, more nimble team”\(^i\). In part, this need was underscored by a desire to foster greater buy-in among members and establish a collaborative and effective board. The current 13-member Edmonton Metropolitan Region Board has an opportunity to develop this collaborative nature through full deliberation of board matters.

In reviewing the adopted committee structure, Leduc County is concerned that administering the board’s responsibilities through standing committees may impede the efficacy and cohesiveness of the board. Implementing the committee structure creates potential for a ‘two-tiered’ system that gives some municipalities more ownership over the board’s decisions than others. The board must be the owner of its outcomes if it is to be effective and collaborative.

The new Edmonton Metropolitan Region Board consists of 13 members, which is 11 fewer member municipalities than the previous Capital Region Board. Many of the remaining municipalities are also represented by new elected officials. Due to this situation, the newly comprised EMRB should review the governance structure regarding the need for standing committees.

\(^i\) Changes in Capital Region Board Membership, AUMA News Release, December 14, 2016.  
Regional Agriculture Master Plan Terms of Reference

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

Why a Regional Agriculture Master Plan (RAMP)?

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

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

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

Introduction/Overview

Context for Edmonton Metro Region Agriculture Master Plan Terms of Reference

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

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

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

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

Status

- The Board committed to address the challenges facing growth of rural and urban agriculture through the development of a Regional Agriculture Master Plan (RAMP) and a land evaluation and site assessment tool within two years of the approval of the Growth Plan.
- A Regional Agriculture Master Plan working group1 was approved by the member CAOs and formed in September 2017 to assist Edmonton Metropolitan Region Board administration prepare a draft terms of reference to complete the work pursuant to Part B. Regional Policies, Policy 6.1.1.a and 6.1.1.b.
- In furthering the implementation of the Growth Plan, the development of a RAMP and land evaluation and site assessment tool will bring greater clarity and context to the Agriculture Sector in the region taking into account both urban and rural landscapes and the need to balance growth, sustainability and economic prosperity.
- The chart below illustrates the hierarchy of plans from a land use perspective. Once completed and approved by the Board and Province, initiatives like the Regional Agriculture Master Plan identified under Future Work will be integrated into the Growth Plan.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Attachments:
1. Regional Agriculture Master Plan Terms of Reference
TERMS OF REFERENCE – Regional Agriculture Master Plan

**Purpose**

To provide the region’s decision-makers with a land use framework and tools to make decisions consistent with the principles and objectives of the Growth Plan.

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

**Edmonton Metropolitan Region Growth Plan Principle 6:**

*Ensure the wise management of prime agricultural resources.*

In the context of metropolitan growth, we will ensure the wise management of prime agricultural resources to continue a thriving agricultural sector.

**Objectives:**

6.1 Identify and conserve an adequate supply of prime agricultural lands to provide a secure local food source for future generations

6.2. Minimize the fragmentation and conversion of prime agricultural lands for non-agricultural uses

6.3 Promote diversification and value-added agriculture production and plan infrastructure to support the agricultural sector and regional food system

**Overview**

- The principle, objectives and policies\(^1\) within the Agriculture Policy area of the Edmonton Metropolitan Region Growth Plan establish the framework for the Regional Agriculture Master Plan (RAMP).
- The RAMP will build upon existing sector information gathered by municipalities, augmented by agricultural expertise within the region\(^2\) and federal and provincial data.
- The RAMP will provide context for the overarching framework and rationale for the region’s agricultural policies. The RAMP will enable the broader conversation of, how as a Board, we can enable the growth and sustainability of the Agriculture Sector and what it means in an urban and rural context.
- The RAMP will include strategies and a policy framework to enable the region to maintain a supply of prime agricultural lands; minimize fragmentation and conversion of prime agricultural lands; foster the economic growth and diversification of the agri-food production and value

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\(^1\) See Appendix A – Agriculture Policies from EMRGP, Pages 78, 79 and 81.

\(^2\) See Appendix C – for a complete list of Plans, Studies and Reports by Municipalities.
added agri-economy; guide infrastructure investments and urban agriculture, and address the transition between the rural-urban fringes.

- The Edmonton Metropolitan Region Board (EMRB) will work with the Province, member municipalities, and representatives of the agricultural sector to develop a RAMP and a land evaluation and site assessment evaluation tool.
- A land evaluation and site assessment tool\(^3\) will provide an objective method to assess, qualify and quantify the prime agricultural lands in the region consistent with the policy area objectives.
- The policy outcomes and implementation plan of the RAMP will be integrated into the Growth Plan, including, if required, refinements to the Agricultural Impact Assessment requirement identified in the Growth Plan and key performance indicators for the Agriculture Policy Area.
- The RAMP policies will follow the same tiered structure identified in the Metropolitan Region Structure to 2044 (Schedule 2) in the growth plan and will follow the same principles used in developing the growth plan: planning without borders, and using an evidence-based planning and decision-making approach.
- The Edmonton Metropolitan Region Structure to 2044 consists of three policy tiers – the rural area, the metropolitan area and the metropolitan core. These tiers reflect and respond to the diversity of communities within the region, recognize the difference in growth challenges and the unique agricultural characteristics to be considered in developing the RAMP.
- Schedule 11 identifies the Agriculture Land Suitability Ratings (LSRS) and includes the Metropolitan Region Structure to 2044 as an overlay to the agriculture soil classification. LSRS Class 2 and 3 soils are equal to CLI Class 1-3. The RAMP will more clearly delineate areas for conservation and growth for agriculture in the region.
- Following the success of the process used in developing the Growth Plan, the development of the RAMP will include a Communications and Engagement Plan, which will identity opportunities for feedback and input from key stakeholders involved in agriculture including Indigenous groups - First Nations, Metis and Inuit.

<table>
<thead>
<tr>
<th>Proposed Approach</th>
<th>The development of a RAMP will include a number of tasks and project deliverables. The follow describes the key tasks followed by a proposed project timeline and key deliverables.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edmonton Metropolitan Region Agriculture Profile</td>
<td>- Review and synthesis of the existing regional plans, reports and strategies of member municipalities and supplemented with data from federal and provincial government sources to prepare an</td>
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\(^3\) See Appendix B for the land evaluation and site assessment framework.
regional view of the current state and future opportunities for the agriculture sector. Highlighting areas of strength, synergies and differences, identify the drivers affecting agricultural land uses and areas of growth and opportunity by policy tier.

- **Gap Analysis** of existing plans in the context of the regional growth plan: the agriculture policy objectives and an impact analysis across all policy areas of the Growth Plan.

- **Report and Recommendations** to include the region-wide profile of agriculture, highlighting the drivers affecting changes in agriculture and market conditions and future trends. Prepare recommendations for addressing the gaps, drivers and future trends and implications for the agriculture sector. Identify areas requiring additional information and recommendations for gathering the information, such as supplementary consultations, white papers, presentations, summits, etc. to inform the development of the RAMP.

**Regional Agriculture Master Plan Framework**

- Building on the insights and key learnings from the Edmonton Metropolitan Region Agriculture Profile report: develop a vision, guiding principles, policy framework and strategies to address the regional context for Agriculture and the policy objectives in the Growth Plan.

- The development of a policy framework and strategies will explore topics such as: defining a rural land use strategy and framework; tools for manage the boundary interface between urban and rural; specific policy direction regarding lot creation on prime agricultural land in the rural area and metropolitan area for non-agricultural uses; the implications of changing dynamics of farming due to specialization, scale, technology, climate change and other environmental factors; the increasing focus on regional food security, access to local food and changing consumer demand⁴; support for urban agriculture; and the identification of regional infrastructure to support growth of the agricultural sector.

- Included in this work will be a component of data gathering & analysis to establish a set of base line metrics, verification of the key performance indicators in the growth plan to enable the monitoring, and reporting on the outcomes of the RAMP.

- Finally, the development of an implementation plan.

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⁴ There are significant shifts in demand due to environmental attributes, product quality, and other concerns that result in shifting land use practices and patterns.
• **Land Evaluation and Site Assessment Tool**\(^5\) and Implementation Plan
  - In conjunction with the development of the RAMP, the development of a land evaluation and site assessment tool will be created for the region to support the identification and quantification of a supply of prime agricultural lands for conservation in the region.
  - The process will involve identifying the specific area of application; developing a land evaluation and site assessment tool for the region; establishing decision making criteria and implementation measures; and plans for stakeholder engagement and consultation to build consensus for the final tool and approach. The tool will be tested and refined throughout the process to ensure it meets the needs of the RAMP.
  - Once completed the land evaluation and site assessment tool will establish a consistent basis for accessing land quality and contextual factors of prime agricultural land base across the region to support land use decisions.

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\(^5\) See Appendix B for the land evaluation and site assessment framework.
Proposed Project Timelines and Key Deliverables:

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<td>• Identify Area of Application</td>
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<tr>
<td>• Tool Development</td>
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<tr>
<td>• Decision-making Criteria</td>
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<tr>
<td>• Testing of Tool</td>
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<tr>
<td>• Stakeholder Engagement</td>
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<td>• Testing and Refinement</td>
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<tr>
<td>• Finalize Criteria and Tool</td>
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<td>• Implementation Plan</td>
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</tbody>
</table>

Note: The arrows indicate the need to validate the output of the land evaluation and site assessment tool with the Edmonton Metropolitan Region Agriculture Master Plan and vice versa.
The proposed **project governance model** is based on the successful model used in the development of the Growth Plan, where a Board-appointed Task Force is supported by a technical working group consisting of a select number of technical experts from within the region’s municipalities, a consulting team, and supplemented with subject matter experts, as required.

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

To ensure transparency throughout the process a **comprehensive communications & public relations plan** will be developed in conjunction with member municipalities to support the Board and Task Force with consistent messaging regarding the project.

The Board oversight will come from a **Task Force** appointed by the Board in accordance with its new governance structure and will provide strategic direction and oversight for the project.

The proposed **Task Force membership** is recommended to be a maximum of seven elected officials (4 counties, Edmonton, and two additional urban municipalities from within the Metropolitan Area) and 1 non-voting representative from the Province and the Board CEO, also non-voting.

It is expected that the office of the Land Use Secretariat within the Ministry of Environment & Parks will continue to coordinate the **provincial involvement** for the project.

The provincial representative will liaise with other ministries to include the Ministries of Agriculture & Forestry, Energy, Infrastructure, and
Transportation to ensure the project work is informed by Provincial direction.

- The Ministry of Agriculture & Forestry is also the source for monitoring & reporting of fragmentation and conversion of agricultural lands provincially, and for the development of the number of tool kits to support the efficient use of land principles that will be important resources for this project.

- Supporting the Task Force would be a multi-disciplinary working group whose participation would be coordinated by EMRB administration and may contain the following skills and functions – municipal planners with experience in developing regional plans, Ag Services Board Representatives, consultants, facilitators, and subject matter experts and includes academics, agrology professionals specializing in agriculture, environment, life sciences and food, conservation expertise, representatives for indigenous populations, farmers/ producers, NGO’s, etc.

- The working group will provide technical level knowledge and local expertise to support the needs of the Task Force, consultant(s) and EMRB Administration. In the form of reviewing draft policy, providing feedback on strategies, recommendations and implementation plans, reviewing report drafts, gathering local information, supporting stakeholder engagement, and participating in Task Force meetings, etc.

- The EMRB CEO and regional CAOs will provide guidance throughout the project as it relates to understanding local considerations.

- A project manager from EMRB will be assigned to oversee the planning, development and completion of the RAMP and land evaluation and site assessment tool.

- The project manager is responsible for preparing the project terms of reference and managing all aspect of the project in accordance with direction from the Task Force and Board.
APPENDIX A – Agriculture Policies in Edmonton Metropolitan Region Board Growth Plan

Schedules and Tables Referenced in the Agriculture Policy Area

- Schedule 1: Population and Employment Projections 2014-2044 (Pg. 19)
- Schedule 6: Greenfield Density, Centres and Intensification Targets (Pg.59)
- Schedule 11: Agricultural Land Suitability Rating (Pg. 80)

Objective 6.1 Identify and conserve an adequate supply of prime agricultural lands to provide a secure local food source for future generations.

Policies

6.1.1 Prime agricultural lands shall be assessed to identify and conserve a supply of prime agricultural lands. The EMRB will pursue this through the following measures.

a. prepare a Regional Agriculture Master Plan (RAMP) to conserve and maintain a secure supply of prime agricultural lands with the aim to support the regional food system, densify the agri-food production base, contribute to the value added growth of the agri-economy and guide agriculture supportive infrastructure investment.

b. develop a land evaluation and site assessment tool to assess land quality and contextual factors, and identify and quantify a supply of prime agricultural lands; and

c. use Schedule 11 to identify prime agricultural lands until the land evaluation and site assessment tool is completed.

6.1.2 In the rural area, prime agricultural lands identified through the land evaluation and site assessment tool shall be conserved subject to revision based on the outcomes of the Regional Agriculture Master Plan.

6.1.3 In the metropolitan area, prime agricultural lands identified through the land evaluation and site assessment tool shall be conserved for agricultural purposes for as long as possible, recognizing that these lands will urbanize over time to accommodate growth.

6.1.4 In the rural area, opportunities to redesignate prime agricultural lands for agricultural uses will be encouraged in areas defined by municipal zoning or designations for non-agricultural uses including, but not limited to, country residential areas or reclaimed resource extraction areas.

Objective 6.2 Minimize the fragmentation and conversion of prime agricultural lands for non-agricultural uses

Policies

6.2.1 The fragmentation and conversion of prime agricultural lands shall be minimized when planning alignments for and developing multi-use corridors. Where no reasonable alternative can be demonstrated, mitigation measures to protect prime agricultural lands and existing agricultural operations on adjacent and surrounding lands will be adopted and implemented to minimize the potential for land use conflicts.

6.2.2 In the rural area large contiguous agricultural areas will be protected and maintained to enable efficient agricultural production and to support the agricultural sector.
6.2.3 In the rural area the fragmentation and conversion of prime agricultural lands for non-agricultural uses outside the boundaries of urban communities may be considered for resource extraction uses, recreation corridors and development of major employment areas subject to meeting the following criteria:

a. Lands proposed for development are located within a proposed statutory plan or statutory plan amendment;
b. An agriculture impact assessment has been completed to identify potential adverse impacts of the proposed development on agricultural lands and existing agricultural operations on-site and off-site in the surrounding area; and
c. Mitigation measures recommended through an agriculture impact assessment are incorporated in the planning and design of the proposed development to minimize potential adverse impacts on agricultural lands and active agricultural operations on-site and off-site in the surrounding area.

6.2.4 In the metropolitan area, the fragmentation and conversion of prime agricultural lands for non-agricultural uses will only be considered when the proposed development meets all of the following criteria:

a. the lands are contiguous with built-up urban areas and/or planned areas;
b. the lands are required to accommodate municipal employment and population projections in accordance with Schedule 1.
c. if residential uses are proposed, the lands are within a proposed statutory plan in conformance with the applicable minimum greenfield density identified in Schedule 6.
d. an agricultural impact assessment has been completed to identify potential adverse impacts of the proposed development on agricultural lands and existing agricultural operations on-site off-site in the surrounding area; and
e. mitigation measures recommended through an agricultural impact assessment are incorporated in the planning and design of the proposed development to minimize potential adverse impacts on agricultural land and active agricultural operations on-site and off-site in the surrounding area from near neighbor impacts of urban growth.

6.2.5 An agricultural impact assessment prepared by a qualified professional shall be required when a new area structure plan proposes development in a greenfield area that contains prime agricultural land as identified on Schedule 11. The application and contents of an assessment may be subject to review following completion of the Regional Agriculture Master Plan. The assessment shall:

a. describe the proposed development and contextual factors;
b. determine potential adverse impacts on agricultural lands and active agricultural operations on-site and off-site in the surrounding area; and
c. recommend measures to buffer, mitigate, and minimize potential land use conflicts.

Objective 6.3 Promote the diversification and value-added agriculture production and plan infrastructure to support the agricultural sector and regional food system

Policies

6.3.1. Value-added agriculture production and the diversification of the agricultural sector will be pursued by:

a. advancing food production, processing and distribution, value-added opportunities related to agricultural products and services;
b. supporting manufacturing, packaging, shipping and distribution to wholesalers, agri-
tourism, farmers markets and urban agriculture; and

c. promoting diversification related to food production, processing and distribution.

6.3.2 Supportive infrastructure for the agricultural sector to sustain the regional food system,
attract new opportunities and maximize investment to grow and diversify the sector will be
pursued through the following measures, including but not limited to:

a. maintaining and improving transportation access and facilities; and

b. providing drainage and irrigation infrastructure.
APPENDIX B: Land Evaluation and Site Assessment Framework

A land evaluation and site assessment tool is an analytical tool that considers contextual factors about a piece of land to support land use. It is designed to determine the quality of land for agricultural uses and to assess sites or land areas for their agricultural economic viability.

A land evaluation and site assessment system does not take away the power of decision makers to make land use decision but rather assists them in making rational, consistent and sound land use decisions.

A land evaluation and site assessment system is designed to be supportable. Both planners and decision makers need a supportable system to evaluate land and determine under what conditions agricultural land should or should not be converted to non-agricultural uses.

A land evaluation and site assessment system is intended to be designed by local work groups or committees who can represent local values and objectives.

<table>
<thead>
<tr>
<th>LE</th>
<th>Land Evaluation</th>
<th>Soil based factors such as LSRS rating to assess the physical capability of the land to support viable agriculture production.</th>
</tr>
</thead>
<tbody>
<tr>
<td>SA 1</td>
<td>Site Assessment – important factors other than soils that contribute to the quality of the site for agricultural use</td>
<td>Other agricultural factors measuring limitations on agriculture productivity such as the size of the parcel, current level of farm sales, net income generated, and farm practices such as soil and water conservation.</td>
</tr>
<tr>
<td>SA 2</td>
<td>Site Assessment</td>
<td>Factors measuring development pressure or land conversion such as proximity of residential, commercial and industry zoning, proximity of agricultural or rural zoning</td>
</tr>
<tr>
<td>SA 3</td>
<td>Site Assessment</td>
<td>Factors measuring other public values such as historic or scenic values and environmental considerations.</td>
</tr>
</tbody>
</table>
APPENDIX C: Regional Plans, Reports, and Studies

The following list of documents prepared by member municipalities will be the basis of the regional information to inform the Edmonton Metro Region Agriculture Profile.

Leduc County
- Agricultural Context Document.
- Agriculture Strategy – Draft Situation Report, December 2015
- Leduc County Agriculture Strategy, July 2016
- Aerotropolis Viability Study

Parkland County
- Situation Report, December 8, 2015
- Future of Agriculture Study, Situation Report, March 2016
- Future of Agriculture Study, Final Report, June 2016
- Future of Agriculture Study and Action Plan, January 2017

Strathcona County
- Urban Agriculture Strategy, Autumn 2016
- Implementation Strategy, Strathcona County Agriculture Master Plan

Sturgeon County
- In Progress

Edmonton
- *Fresh*, Edmonton’s Food and Urban Agriculture Strategy, 2012

Edmonton Metropolitan Region Board

Province of Alberta
- Alberta Land Stewardship Act
- Land Use Framework
- South Saskatchewan Regional Plan (proxy for Agriculture policy)
- Land Use Framework Reporting: Alberta Agriculture and Forestry, 2016, 2017
APPENDIX D: ACKNOWLEDGMENTS

The EMRB Administration would like to acknowledge the members of the Working Group who provide support for the development of the project Terms of Reference.

Regional Agriculture Master Plan Working Group

Leduc County
Garett Broadbent
Director of Agricultural Services
Laurie Johnson
Senior Planner, Long Range Planning

Parkland County
Darren Haarsma, local grain farmer
Peter Vana
General Manager Development Services

Strathcona County
Joel Gould
Manager, Agriculture Services
Ryan Hall
Manager, Land Development Planning

Sturgeon County
Alyssa Hutchings
Acting Ag Services Manager
Collin Steffes, Manager Community and Regional Planning

Edmonton
Lindsey Butterfield, Director, Regional Development
Hani Quan, Senior Planner, Policy Development
Kathryn Lennon, Principal Planner Policy Development

Morinville
Greg Hofmann
Director of Planning & Development

Fort Saskatchewan
Janel Smith-Duguid
Director, Planning & Development

City of Leduc
Cory Labrecque
Manager, Long Range Planning

Provincial Rep
Jason Cathcart
Director, Regional Planning Land Use Secretariat Environment and Parks

Sponsor
Malcolm Bruce, CEO

Facilitator
Bill Diepeveen

Project Manager
Sharon Shuya, MBA
Edmonton Metropolitan Region Board
## Quarterly Financial Report as at September 30, 2017

### Revenue

<table>
<thead>
<tr>
<th>Item</th>
<th>2017 - 2018 Annual Budget</th>
<th>9/30/2017</th>
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<td>GOA Regular Grant</td>
<td>$2,250,000</td>
<td>$2,250,000</td>
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<td>GOA RCP Municipal Intern Grant</td>
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<td>GOA Economic Development Entity Grant</td>
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<td>Membership Contribution</td>
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<td>Revenue/project Carryover from 2014</td>
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<td>$-</td>
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<tr>
<td>Deferred Revenue</td>
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<tr>
<td>Deposit interest</td>
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<td>Other Income</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$2,774,000</strong></td>
<td><strong>$2,824,521</strong></td>
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### Expenditures

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<td><strong>Board and Committees</strong></td>
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<td>Honoraria</td>
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<td>Office Lease/Utilities</td>
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<td>Carry over projects</td>
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<td>Office Furniture/Equipment</td>
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<td><strong>Total Expenditures</strong></td>
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<tr>
<td>Unallocated Project Funds</td>
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<td><strong>Surplus (Deficit)</strong></td>
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