# Executive Committee

November 8, 2018, 9:00 a.m. – Noon

Edmonton Metropolitan Region Board Office
Capital Region Boardroom

## 1. Opening

### 1.1 Quorum

**Action:** Confirmation  
**Lead:** Chair Abbott

### 1.2 Call to Order

**Action:** Declaration  
**Lead:** Chair Abbott

### 1.3 Chair’s Opening Remarks

**Action:** Information  
**Lead:** Chair Abbott

## 2. Approval of Agenda

**Action:** Approval  
**Lead:** Chair Abbott

**Recommended Motion:** That the Executive Committee approve the November 8, 2018 meeting agenda.

## 3. Approval of Minutes

**Action:** Approval  
**Lead:** Chair Abbott

**Recommended Motion:** That the Executive Committee approve the September 13, 2018 meeting minutes.

## 4. Governance

### 4.1 Board Chair Review – Policy Discussion & Clarification

**Action:** Discussion  
**Lead:** CEO Wichuk/Mr. Samecki

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## 5. Corporate Policies

### 5.1 Corporate Policies Review Workplan

*Action: Approval*
*Lead: CEO Wichuk/Mr. Sarnecki*

**Recommended Motion:** That the Executive Committee approve the Corporate Policies Review Workplan.

## 6. Strategy

### 6.1 Shared Investment for Shared Benefit Project Charter

*Action: Review, Endorsement, and Recommendation*
*Lead: CEO Wichuk/Mr. Bonokoski*

**Recommended Motion:** That the Executive Committee endorse and recommend the Shared Investment for Shared Benefit Project Charter to the Edmonton Metropolitan Region Board for approval.

### 6.2 Shared Investment for Shared Benefit Task Force Terms of Reference

*Action: Review, Endorsement, and Recommendation*
*Lead: CEO Wichuk/Mr. Bonokoski*

**Recommended Motion:** That the Executive Committee endorse and recommend the Shared Investment for Shared Benefit Task Force Terms of Reference to the Edmonton Metropolitan Region Board for approval.

### 6.3 Regional Context Statements

*Action: Information*
*Lead: CEO Wichuk/Ms. Shuya*

**Recommended Motion:** That the Executive Committee endorse and recommend Administration’s update on the status of Regional Context Statements to the Edmonton Metropolitan Region Board for information.

## 7. Advocacy & Communications

### 7.1 2018 Fall Advocacy Plan Update

*Action: Information and Discussion*
*Lead: CEO Wichuk/Ms. Lennon*

**Recommended Motion:** That the Executive Committee endorse and recommend the 2018 Fall Advocacy Plan Update to the Edmonton Metropolitan Region Board for approval.
<table>
<thead>
<tr>
<th><strong>8. CEO Update</strong></th>
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<tr>
<td><strong>Action: Information</strong></td>
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<td><strong>Lead: CEO Wichuk</strong></td>
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<tr>
<th><strong>9. Next Meeting</strong></th>
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<tr>
<td><strong>January 10, 2019, 9:00 a.m. – Noon, EMRB Office</strong></td>
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<th><strong>10. In Camera</strong></th>
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<tr>
<td><strong>Action: Approval</strong></td>
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<th><strong>11. Adjournment</strong></th>
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<td><strong>Action: Approval</strong></td>
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<td><strong>Lead: Chair Abbott</strong></td>
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**Recommended Motion:** That the Executive Committee meeting of November 8, 2018 be adjourned.
Executive Committee

Thursday, September 13, 2018
9:00 a.m. – 12:00 p.m.
Edmonton Metropolitan Region Board
Capital Region Boardroom

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

EMRB Staff & Consultants
Neal Sarnecki, Interim CEO
Sharon Shuya, Director, Regional Growth Planning
Loreen Lennon, Communications Manager
Alex Bonokoski, Project Manager
Stephanie Chai, Project Manager
Taylor Varro, Project Manager
Carol Moreno, Project Coordinator
Joseana Lara, Planning Intern
Raquel Chauvette, Acting Executive Assistant
Maurice Fritze, Consultant

Guests:
Karen Wichuk, Incoming CEO
Nicole Boutestein, Town of Morinville
Teaka Broughm, Town of Beaumont
Leslie Chivers, Sturgeon County
William Choy, Town of Stony Plain
Stephen Dafoe, Town of Morinville
Gibby Davis, City of Edmonton
Trevor Duley, City of St. Albert
Larissa Hepp, Sturgeon County
Cathy Heron, City of St. Albert
Alanna Hnatiw, Sturgeon County
Gale Katchur, City of Fort Saskatchewan
Nancy Lyzaniwski, Strathcona County
Avril McCalla, City of Edmonton
Paul Ross, City of Edmonton
Julie Vizbar, Leduc County

1. Opening

1.1 Quorum

Quorum achieved; four of five voting members present.

1.2 Call to Order

Chair Abbott called the meeting to order at 9:01 a.m.
1.3 Chair’s Opening Remarks

Chair Abbott thanked members of the Executive Committee for all their time during the CEO recruitment this summer. Chair Abbott provided brief introduction of incoming CEO Karen Wichuk.

Mayor Young arrives at 9:03 a.m.

2. Approval of Agenda

It was requested and agreed to move item 5.3 CEO Recruitment – CEO Contract to the end of the meeting under item 8. In Camera.

**Motion:** That the Executive Committee approve the September 13, 2018 meeting agenda as amended.

**Moved by:** Mayor Doblanko

**Accepted by:** Chair

**Decision:** Carried unanimously

3. Approval of Minutes

**Motion:** That the Executive Committee approve the July 18 and 23, 2018 meeting minutes.

**Moved by:** Mayor Shaigec

**Accepted by:** Chair

**Decision:** Carried unanimously

4. Strategy

4.1 Strategic Plan KPIs for Information

Mr. Sarnecki provided an update on the Strategic Plan KPIs to the members of the Executive Committee.

5. Advocacy & Communications

5.1 Policy G022 Public Engagement

Ms. Lennon provided information on Policy G022 Public Engagement to members of the Executive Committee. The Committee amended the policy to include a that an evaluation of the stakeholder engagement level be required at the start of each project or initiative of the Board.

**Motion:** That the Executive Committee endorse and recommend Policy G022 Public Engagement to the Edmonton Metropolitan Region Board for approval as amended.

**Moved by:** Councillor Walters
5.2 2018 Fall Advocacy Plan

Chair Abbott invited all of the Advocacy Team members to the table for discussion.

Mr. Fritze and Ms. Lennon presented information on the 2018 Fall Advocacy Plan to members of the Executive Committee.

**Motion:** That the Executive Committee endorse and recommend the amended 2018 Fall Advocacy Plan to the Edmonton Metropolitan Region Board for approval.

**Moved by:** Mayor Turner

**Accepted by:** Chair

**Decision:** Carried unanimously

Break 10:50 a.m.

6. CEO Update

Mr. Sarnecki introduced new staff members to the Executive Committee and provided an update of activities related to the onboarding of incoming CEO Karen Wichuk.

7. Next Meeting

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

8. In Camera

5.3 CEO Recruitment – CEO Contract

**Motion:** That the Executive Committee move In Camera, in accordance with the provisions of Section 17 of the Freedom of Information and Protection of Privacy Act (FOIP), R.S.A. 2000, c.F-25.

**Moved by:** Mayor Young

**Accepted by:** Chair

**Decision:** Carried unanimously

**In Camera Participants:**
Chair Jodi Abbott
Vice Chair Mayor Bob Young
Mayor Tanni Doblanko
Mayor Rod Shaigec
Mayor William Choy
Mayor Cathy Heron
Mayor Alanna Hnatiw
Mayor Gale Katchur
Mayor Barry Turner  
Councillor Michael Walters

**Motion:** That the Executive Committee move out of camera.  
**Moved by:** Councillor Walters  
**Accepted by:** Chair  
**Decision:** Carried unanimously

9. **Adjournment**

**Motion:** That the Executive Committee meeting of September 13, 2018 be adjourned at 11:05 a.m.  
**Moved by:** Councillor Walters  
**Accepted by:** Chair  
**Decision:** Carried unanimously

Committee Chair, Dr. Jodi L. Abbott
Board Chair Review - Policy Discussion & Clarification

Background

The current chair of the Edmonton Metropolitan Region Board was appointed approximately one year ago in October 2017.

The Executive Committee is responsible for Board Chair review.

Policy Discussion

Policy G010 - Selection of Board Chair or Interim Board Chair, Board Vice Chair and Board Chair Review establishes the process for reviewing the Board Chair.

The current policy has inconsistent language and conflicting statements regarding review periods of Board Chairs. Further, the policy has not been updated based on the new regulation with regard to Board appointed chairs.

The policy states the Board Chair review must be conducted every two years from the date of the Board Chair assuming the position of Board Chair. However, in the guidelines an Interim Chair (non-elected, appointed by province) requires an annual performance review. The current Board Chair (non-elected) was appointed by the Board, not the province, and is not considered interim. The policy has not been updated to include a Board appointed chair, which was allowed in the new 2017 EMRB Regulation, let alone the review period.

All corporate policies are about to undergo a required 4 year review. The matter of interim vs appointed chair will be addressed, as well as the performance review period, as part of the review process.

In the meantime it is recommended that an interim review of the Board Chair be conducted. An evaluation provides valuable feedback to the Board Chair, assessing strengths and identifying opportunities for improved performance. Administration is seeking input on the review process. Based on the comments received EMRB Administration will bring forward a process to conduct the review at the next committee meeting.

Attachments:

1. Policy G010 - Selection of Board Chair or Interim Board Chair, Board Vice Chair and Board Chair Review
**Policy G010**

**Selection of Board Chair or Interim Board Chair, Board Vice Chair and Board Chair Review**

<table>
<thead>
<tr>
<th>Policy:</th>
<th>G010 – Selection of Board Chair or Interim Board Chair, Board Vice Chair and Board Chair Review</th>
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<tr>
<td>Effective Date:</td>
<td>September 9, 2010</td>
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<td>Approved by:</td>
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**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.
g. Each Board member receives one vote; the successful nomination of the Board Chair requires a simple majority vote (fifty (50) percent plus one of total membership).
   i. In cases where no nominee has received 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 (neither has received a total of thirteen (13) votes), then those names shall be placed in a hat, and a single name drawn.
   i. The single name drawn shall be Board Chair

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

3. BOARD CHAIR REVIEW
   a. The Board Chair must provide written expression of interest to the Board of their desire to stay serving as Board Chair.
   b. The CEO will recommend a process and date for the Board Chair Review, for review by the 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 will fill the role of the Board Chair’s municipality for the Board Chair Review vote.
h. Each Board member receives one vote; the review of the Board Chair requires a simple majority vote (fifty (50) percent plus one of total membership).
i. If the Board Chair review process determines a new Board Chair is to be selected, the Board will follow the process as outlined in this policy in Part A, Section 1.
j. After a Board Chair Review, the Board Chair will remain in position until after the Board elects a new Board Chair.

Part B – Selection of an Interim Chair for the 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 their 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 positons 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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<th>Date</th>
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<tr>
<td>May 28, 2015</td>
<td>Revised</td>
<td>Added Board Chair Review process</td>
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<td>June 17, 2015</td>
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<td>Amended with input from Governance, Priorities and Finance Committee</td>
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<td>July 20, 2015</td>
<td>Revised</td>
<td>Cleaned up Part C – Selection of Vice Chair for the Board</td>
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<td>August 13, 2015</td>
<td>Approved</td>
<td>Approved with amendments</td>
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<td>August 20, 2015</td>
<td>Revised</td>
<td>Incorporated Board amendments</td>
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<tr>
<td>August 30, 2016</td>
<td>Amended</td>
<td>Clarified role of Board Chair after Board Chair Review</td>
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<tr>
<td>October 13, 2016</td>
<td>Approved</td>
<td>Board approved</td>
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<tr>
<td>October 31, 2017</td>
<td>Amend</td>
<td>Non-substantive changes to ensure compliance with the new MGA, Regulation, Growth Plan, and approved Board Governance Structure</td>
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</table>
Corporate Policies Review Workplan

Recommended Motion: That the Executive Committee approve the Corporate Policies Review Workplan.

Background

The Edmonton Metropolitan Region Board established a consistent approach and philosophy for the development and approval of policies according to Policy G001 - Policy Development. Beginning in 2010, the Board established corporate policies pertaining to administration, finance, governance, and human resources.

These approved policies are reviewed every 4 years. The last review of the policies occurred in 2014/15.

Pursuant to Policy G001 – Policy Development “the Executive Committee shall review and consider recommending all corporate policies to the Board for approval. The Executive Committee reserves the right to refer policies to the Chief Executive Officer, or any other committee or task force, for further review and/or amendments.” In this regard, the Finance policies would be referred to the Audit & Finance Committee for review, and Human Resources policies would be referred to the CEO, in accordance with the Delegation of Authorities Schedule in the Governance Manual.

Policies Review

A comprehensive review of all ERMB corporate policies is necessary to update existing policy and/or add new policy to address regulation changes and other current prevailing issues i.e. Legalization of cannabis, workplace legislation, etc. Existing policies will also be reviewed with a view to retiring policies that are out of date or no longer relevant i.e. Membership Review Process Policy, Regulation Transition policy, etc.

The attached Workplan lays out the proposed phases and timeline proposed by EMRB Administration to review the existing 51 policies, identify new policies for consideration, and recommend policies to be retired.

Attachments:
1. Corporate Policies Review Workplan
2. Corporate Policies
Introduction

Pursuant to Edmonton Metropolitan Region Board Policy G001 – *Policy Development*
“Approved policies are to be formally reviewed at least once every four years.” The last review of the policies occurred in 2014/15. A list of all current corporate policies is provided in Attachment 2.

Since the last review there have been a number of significant changes at the EMRB:

- New Regulation in 2017
- New Name – Edmonton Metropolitan Region Board
- Reduced Membership – 24 down to 13
- Expanded mandate to include Metropolitan Region Servicing Plan
- New Growth Plan approved in 2017
- New non-elected Chair

All of the changes have policy implications, and while some policies were revised at the time of the change, many of the policies were not and require updating. The new regulation also requires consideration of new policies. For example, the recently approved Public Engagement Policy was a requirement of the Regulation. Other policies to be considered resulting from the Regulation include allowing for participation of non-members, requisitioning funds from member municipalities, etc.

Further, there are have been ongoing changes outside of the EMRB that can affect our policies, such as workplace legislation, legalization of cannabis, etc. All policies will be reviewed to ensure consistency with relevant provincial and federal legislation.

Finally, there are policies that were established for a specific purpose (Regulation Transition) or may be outdated (Membership Review Process) that may be retired.

Policies Review Workplan

The Workplan for the Policies Review includes the following phases:

1. Environmental Scan – Review of best practices in policy development and formulation for organizations and boards similar to the EMRB.

2. Policy Framework – Currently the EMRB does not have a Policy Framework. The Framework is basically a policy for policies. The Framework will ensure that policies and procedures are developed and maintained in a consistent, transparent and structured manner. The Framework will include, but not be limited to, the following:
• Principles of EMRB policy development
• Definitions
• Outline of essential elements to be included in the drafting of policies and procedures
• Standardized templates
• Guidelines for the development, approval, amendment, and retirement of policies and procedures
• Monitoring of policies and procedures
• Review and evaluation


Schedule

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<tr>
<th>Corporate Policies Review</th>
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<td>4</td>
<td>Recommendations</td>
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Policies Review Governance

Pursuant to Policy G001 – *Policy Development* the Executive Committee is responsible for oversight and review of all corporate policies. However, through the Delegation of Authorities Schedule in the Governance Manual, the Audit & Finance Committee is responsible for review of the Finance policies. Further, the CEO is responsible for review and approval of the Human Resources policies. Except for the Human Resources policies, all policies will be routed through the Executive Committee for recommendation to the Board. EMRB administration of the review will be the responsibility of the Director, Corporate Planning and Operations.
# CORPORATE POLICIES

## ADMINISTRATION

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<td>A001</td>
<td>Email Distribution List</td>
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<td>A002</td>
<td>Appointment of Acting Chief Executive Officer</td>
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<td>A003</td>
<td>Records and Information Management</td>
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<td>A004</td>
<td>Media &amp; Communications</td>
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<td>A005</td>
<td>Access to Public Information</td>
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## FINANCE

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## GOVERNANCE

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<td>Indemnification of CRB Members and Employees</td>
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<td>G003</td>
<td>Remuneration and Expenses for Board, Committee and Task Force Members</td>
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<td>G004</td>
<td>Board Meeting Minutes</td>
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<td>G005</td>
<td>Board Meeting Procedures</td>
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<td>G006</td>
<td>Budgeting</td>
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<td>Insurance</td>
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<td>G008</td>
<td>Regional Capital Projects</td>
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<td>G009</td>
<td>Appointment of the Auditor</td>
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<tr>
<td>G010</td>
<td>Selection of Chair and Vice Chair/ Interim Chair and Interim Vice Chair</td>
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<td>G011</td>
<td>Board, Committee, and Task Force Member Code of Conduct and Ethics</td>
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<td>G012</td>
<td>Committee and Task Force Terms of Reference</td>
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<td>G013</td>
<td>Committee and Task Force Meeting Procedures</td>
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<td>Roles and Authorities of the Board Chair, Interim Chair, and Vice Chair</td>
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<td>G016</td>
<td>Member Municipalities Representation on Committees and Task Forces</td>
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<td>Monitoring &amp; Evaluation Board Performance</td>
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**HUMAN RESOURCES**

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<tr>
<td>H004</td>
<td>Recruitment and Hiring</td>
</tr>
<tr>
<td>H005</td>
<td>Discipline, Suspension, and Dismissal of Employees</td>
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<tr>
<td>H006</td>
<td>Employee Benefits</td>
</tr>
<tr>
<td>H007</td>
<td>Hours of Work/ Overtime and Overtime Pay</td>
</tr>
<tr>
<td>H008</td>
<td>Employee Business Expense</td>
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<tr>
<td>H009</td>
<td>Employee Training and Development</td>
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<td>H010</td>
<td>Leaves of Absence</td>
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<tr>
<td>H011</td>
<td>Vacation and General Holidays</td>
</tr>
<tr>
<td>H012</td>
<td>Employee Code of Conduct and Ethics</td>
</tr>
<tr>
<td>H013</td>
<td>Information Technology Risk Reduction</td>
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**FUTURE POLICIES FOR CONSIDERATION**

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<tr>
<td></td>
<td>Sponsorships and Advertising</td>
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<tr>
<td></td>
<td>Energy Corridors</td>
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<td>Requisition of Funds</td>
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<td>FOIP</td>
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Shared Investment for Shared Benefit Project Charter

**Recommended Motion:** That the Executive Committee endorse and recommend the Shared Investment for Shared Benefit Project Charter to the Edmonton Metropolitan Region Board for approval.

**Background**

- The Board highlighted the development of a Shared Investment for Shared Benefit (SISB) model as a top priority in the 2018-2023 EMRB Strategic Plan. A Project Charter for the development of a SISB model for the Edmonton Metropolitan Region has been developed.
- In August 2018, the Board passed a resolution to create a Task Force to pursue a SISB model for the Region. A Task Force Terms of Reference has been developed.
- The ultimate goal of the SISB Project is to contribute to the long-term sustainability of the Edmonton Metropolitan Region and its member municipalities through investments in projects that provide benefits throughout the Region.

**Project Charter**

To achieve SISB outcomes of the 2018-2023 Strategic Plan, the objectives of the Project are to:

- Enhance the Region’s economic sustainability by providing a stable mechanism for investment that enables continued growth throughout the Region.
- Enhance the Region’s economic competitiveness by providing a framework for municipalities to collaborate on significant infrastructure projects in the Region.
- Enhance municipal and regional economic growth by leveraging the collective strength of the Region while supporting equity among the municipalities.

**Next Steps**

- Following Executive Committee recommendation, the Project Charter will be brought to the Board for approval in December 2018.
- Following Board approval, a Task Force and Working Group will be initiated. A request for proposal will be issued, with consultant(s) to begin work early in 2019.

**Attachments**

1. Shared Investment for Shared Benefit Draft Project Charter
Shared Investment for Shared Benefit

DRAFT Project Charter
December 2018
Introduction

In general Shared Investment for Shared Benefit (SISB) models are guided by the following principles:

- Equity: Costs and benefits are shared fairly across the region
- Efficiency: Resources are used as efficiently as possible
- Cost-effectiveness: Benefits are realized at the least cost
- Accountability: Projects are financed simply and transparently

SISB models are, ultimately, decision-making tools that help to determine the projects that require a shared approach and quantify the required investment and resulting benefits. While SISB is implemented in various regions throughout the world, there is no uniformity to creating SISB models. Each model is a solution unique to its region.

In August 2018, the Board passed a resolution to create a Task Force to pursue a SISB model for the Region. Several factors have led the EMRB to an exploration of SISB. There is an understanding among the municipalities that collaboration and leveraging multiple funding sources can increase the region’s economic competitiveness. There is also an understanding of the varied and sometimes disparate economic realities among the municipalities and their associated impacts on potential for growth. Regional initiatives such as the Edmonton Metropolitan Region Growth Plan and Servicing Plan have illustrated the extent of the municipalities’ interdependence and the opportunities to enhance the Region through shared infrastructure planning, transportation and transit, utilities, service delivery, and economic development. Both of these plans may provide opportunities for regional collaboration through SISB. In addition, SISB is referenced in Policy Areas 1 (Economic Competitiveness and Employment), 4 (Integration of Land Use and Infrastructure), and 5 (Transportation Systems) of the Growth Plan. The Board has indicated a need to enhance regional investments and contributions that will result in benefits for the Region and Alberta.

The Region’s population is highly mobile and interdependent. This interdependency provides positive economic spin-offs and opportunities, but it also puts pressure on host municipalities. SISB approaches have the potential to maximize benefits and alleviate pressures on a regional scale. SISB approaches could be applied to infrastructure projects, service delivery, or economic development efforts that provide significant benefits to the Region.

The ultimate goal of the SISB project is to contribute to the long-term sustainability of the Edmonton Metropolitan Region and its member municipalities through investments in projects that provide benefits throughout the Region. There is a strong desire from the Board to develop a SISB model; it was highlighted as the clear top priority in the 2018-2023 EMRB Strategic Plan. The Board will create a solution that is right for the Region.

Project Summary

The EMRB has determined that to increase the Region’s competitiveness and collaboration, sharing investments to support regionally beneficial projects is necessary. They have also determined that these investments and resulting benefits need to be shared equitably among the municipalities. The purpose of the SISB project is to develop a model to identify regional
projects that require shared investment among the municipalities. The model will qualify and quantify the required investments and resulting benefits and determine an equitable distribution of both. The project will also provide recommendations on the governance and the implementation of a SISB model.

Project Objectives

The 2018-2023 Strategic Plan identifies the outcome of the SISB Project as “the shared and equitable contributions, investments, and efforts made by the EMRB result in measurable benefits for the Region as a whole”. To achieve this outcome, the objectives of the SISB Project are to:

1. Enhance the Region’s economic sustainability by providing a stable mechanism for investment that enables continued growth throughout the Region.
2. Enhance the Region’s economic competitiveness by providing a framework for municipalities to collaborate on significant infrastructure projects in the Region.
3. Enhance municipal and regional economic growth by leveraging the collective strength of the Region while supporting equity among the municipalities.

Project Scope

The SISB project will:

1. Conduct research on other SISB models; identify best practices and key learnings; and evaluate them for applicability in the Region.
2. Develop a conceptual framework that outlines the shared parameters, principles, and operational rules for a SISB model. The conceptual framework will also define criteria to determine the eligibility of projects.
3. Develop a SISB model that can be applied to projects with a wide range of scope and budget (scalable) and can determine and quantify equitable investment and benefit levels for all of the contributing municipalities (predictable).
4. Provide recommendations on governance and implementing the SISB model.

Project Approach

The recommended project approach includes five phases:

Phase 1 – Project Initiation

The first phase will consist of setting up the project, including establishing the Project Charter, standing up the Task Force and Working Group, and contracting consultants. Meetings and interviews with municipal representatives will be conducted and may continue throughout the project.

Phase 2 – Environmental Scan

The Environmental Scan will collect information on funding models in other jurisdictions at a global scale, including significant projects and initiatives undertaken. A comparative evaluation of existing models and their potential for use in the Region will be conducted, including high-level estimates of regional and municipal investments, cost savings, revenues, and other benefits. An analysis of local cost sharing models, their strengths, gaps, and potential opportunities will also be conducted.
Phase 3 – Conceptual Framework

A conceptual framework for a SISB model will be developed that outlines a shared set of parameters, principles, and operational rules. This phase will also define criteria to determine the eligibility of projects.

Phase 4 – Scenario Modeling

The final SISB model will be developed based on the conceptual framework and iterative testing, reviewing, and refining under a range of scenarios.

Phase 5 – Model Report and Recommendations

The SISB model will be finalized and presented with a report on how the model should be used. The report will also provide recommendations on governance and implementation.

Project Governance

The Edmonton Metropolitan Region Board is the sponsor for the SISB Project and provides the authority and support for the project. As per the Board’s August 2018 decision, oversight for this project will come from a Task Force of elected officials appointed by the Board. The Task Force will provide strategic direction and oversight on all aspects of the project on behalf of the Board.

The Task Force will be supported by a Project Team consisting of a Project Manager, a Municipal Working Group, and project consultant(s). A Project Manager from EMRB administration will be assigned to oversee the planning, execution and completion of the project. The Project Manager is responsible for project administration, including project resource management, schedule, budget management, and issues management.

The Municipal Working Group of senior staff from the region will provide professional policy and technical advice and other related support. The Working Group will include representation from the member municipalities.

Participation by member municipalities is essential to support the project. Therefore, Regional CAOs will be consulted throughout the project.

Consultant(s) will be contracted to assist in all phases of project and prepare the final deliverables.
Deliverables

The outcome of the Project is a model that provides a funding formula and a set of rules to apply to regional projects that are selected for a SISB approach. The model will be predictable; it will identify investment requirements and direct and indirect benefit outcomes for regional projects. The model will be scalable; it will be applicable to a wide range of projects with wide a range of budgets. The model will be based upon a set of mutually agreed-upon principles and parameters, which will be developed by the member municipalities.

The following is a list of key project deliverables:

- Environmental Scan Report that summarizes cost sharing models from other jurisdictions; the report will highlight key initiatives or projects, provide evaluative comparisons of other models, and make recommendations as to the applicability of other models to the Region. The report will explore potential opportunities for SISB in the Region, including high-level estimates of required investments, cost savings, revenues, and other benefits.

- Conceptual Framework Report that documents the shared set of parameters, principles, and operational rules that guide the development of the final model. The report will also document the criteria and methodology to determine the eligibility of projects.

- Final Model that provides a clear, predictable, and scalable model for SISB in the Edmonton Metropolitan Region. The final model will be built upon the conceptual framework and tested under a range of scenarios. Recommendations on implementation and governance will be included in the final report.
# Project Schedule

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Project Initiation</td>
<td>D J F M A M J J A S O N D</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Environmental Scan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Conceptual Framework</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Scenario Modelling</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Final Model Report</td>
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</tbody>
</table>

## Stakeholders

As per the EMRB Public Engagement Policy, upon commencement of the project, the appropriate level of stakeholder engagement will be assessed and determined for each stakeholder group. Additional stakeholders may be identified.

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Role</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board</td>
<td>Project Sponsor, approval authority. Provide feedback/advice on scope, timing, budget, process. Approval of deliverables</td>
<td>Receive updates at Board meetings</td>
</tr>
<tr>
<td>Task Force</td>
<td>Board representative, decision-making authority, technical and strategic oversight</td>
<td>Attend meetings/working sessions throughout the project</td>
</tr>
<tr>
<td>Municipal Working Group</td>
<td>Municipal representative, technical and policy advice</td>
<td>Attend meetings/working sessions throughout the project</td>
</tr>
<tr>
<td>Chief Administrative Officers</td>
<td>Municipal representative, technical and strategic advice. Provide feedback/advice on process</td>
<td>Receive updates at CAO meetings. Attend occasional meetings/working sessions</td>
</tr>
<tr>
<td>Edmonton Global</td>
<td>Provide input re regional economic development perspective to ensure strategic alignment and shared priorities</td>
<td>Attend occasional meetings/working sessions</td>
</tr>
<tr>
<td>Government of Alberta</td>
<td>TBD</td>
<td>TBD</td>
</tr>
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</table>

## Budget

The budget of the SISB Project is proposed as follows:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>Total Project Budget</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>$150,000</td>
<td>$250,000</td>
<td>$100,000</td>
<td>$500,000</td>
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</table>
Shared Investment for Shared Benefit Task Force Terms of Reference

Recommended Motion: That the Executive Committee endorse and recommend the Shared Investment for Shared Benefit Task Force Terms of Reference to the Edmonton Metropolitan Region Board for approval.

Background

- In August 2018, the Board passed a resolution to create a Task Force to pursue a SISB model for the Region. A Terms of Reference for the Task Force has been developed.
- The Board highlighted the development of a Shared Investment for Shared Benefit (SISB) model as a top priority in the 2018-2023 EMRB Strategic Plan. A Project Charter for the development of a SISB model for the Edmonton Metropolitan Region has been developed.

Next Steps

- Following Executive Committee recommendation, the Task Force Terms of reference will be brought to the Board for approval in December 2018.
- Following Board approval, the Task Force will be initiated. A Working Group will be also be initiated.

Attachments

1. Shared Investment for Shared Benefit Task Force Terms of Reference
INTRODUCTION

Members of the EMRB have determined that to increase the Region’s competitiveness and collaboration, sharing investments to support regionally beneficial projects is necessary. They have also determined that these investments and resulting benefits need to be shared equitably among the municipalities. The purpose of the SISB Project is to develop a model to identify regional projects that require shared investment among the municipalities. The model will quantify the required investments and resulting benefits and determine an equitable distribution of both. The project will also provide recommendations on the implementation and governance of a SISB model.

Pursuant to Board policy, a Task Force will be established to carry out the Project Charter as approved by the Board.

PURPOSE

To establish terms of reference for the Shared Investment for Shared Benefit Task Force. The Task Force will provide strategic direction and oversight on all aspects of the project on behalf of the Board.

PROJECT DESCRIPTION

The Task Force is responsible for the preparation and recommendation of a Shared Investment for Shared Benefit Model to the Edmonton Metropolitan Region Board. The outcome will be to provide the Region’s decision-makers with a framework and tools to make decisions about projects that would benefit from a SISB approach, their required investments, and the expected benefits.

The objectives of the SISB project are to:

- Enhance the Region’s economic sustainability by providing a stable mechanism for investment that enables continued growth throughout the Region.
- Enhance the Region’s economic competitiveness by providing a framework for municipalities to collaborate on significant infrastructure projects in the Region.
- Enhance municipal and regional economic growth by leveraging the collective strength of the Region while supporting equity among the municipalities.

PROJECT DELIVERABLES

As outlined in the Project Charter the key project deliverables are:

- Environmental Scan Report that summarizes cost sharing models from other jurisdictions; the report will highlight key initiatives or projects, provide evaluative comparisons of other models, and make recommendations as to the applicability of other models to the Region. The report will explore potential opportunities for SISB in the Region, including high-level estimates of required investments, cost savings, revenues, and other benefits.
Shared Investment for Shared Benefit
Task Force Terms of Reference

- Conceptual Framework Report that documents the shared set of parameters, principles, and operational rules that guide the development of the final model. The report will also document the criteria and methodology to determine the eligibility of projects.
- Final Model that provides a clear, predictable, and scalable model for SISB in the Edmonton Metropolitan Region. The final model will be built upon the conceptual framework and tested under a range of scenarios. Recommendations on implementation and governance will be included in the final report.

TERMS OF REFERENCE

1. AUTHORITY
   The Task Force shall be established by the Board and considered an advisory body to the Board and therefore must, by a passed motion, provide recommendation(s) to the Board for decision.

2. AMENDMENTS TO THE TERMS OF REFERENCE
   At any time, the Task Force may consider changes to these Terms of Reference and recommend the proposed changes to the Board for review and approval.

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

   **Municipal Representation**
   - Edmonton
   - 2 counties
   - 2 cities
   - 2 towns
   - 1 Provincial Representative (non voting)

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

   **Appointment of Alternates**

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

   **Regional Technical Advisory Committee (Non-voting)**

   The Task Force will be supported by a Regional Technical Working Group with representation being determined based on the needs of the project.

4. TERM
The term of the Task Force is from its establishment by the Board and will continue for two years with the expectation that the final deliverables from the Shared Investment for Shared Benefit project will be recommended to the Board on or before March of 2021.

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

6. EX-OFFICIO
The Board Chair will be considered a non-voting ex-officio member of the Task Force.

7. DECISION MAKING
a. Decisions, recommendations, and actions determined by the Task Force will be driven by the desired outcome to do what is in the best interest of the Edmonton Metropolitan Region. Only elected officials that are designated as voting members of the Task Force, or their designated alternates, may vote. Each member will have one vote. In the event of a tie, the motion is defeated.
   b. All motions must be moved by a voting member. Motions require a simple majority of members in attendance to pass (50 percent plus one).

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

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

10. SUPPORT/RESOURCES
The Task Force will be supported by the Chief Executive Officer, a Project Manager assigned by the CEO from Board staff, Consultants as required, and a Municipal Working Group as established by the CEO.

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

12. MEETING FREQUENCY
At the first meeting of the Task Force, a schedule of meetings will be established and approved by the Task Force. The frequency of the meetings will be established to align with the milestones and delivery dates of the project. Where warranted, the Task Force Chair may call a meeting outside of the approved schedule.
13. MEETING AGENDAS AND MINUTES
   a. All meeting agendas, minutes, reports, briefings and supporting materials will be provided in electronic format.
   b. In general, meeting agendas and pre-read materials will be provided at least one week in advance of a scheduled meeting.
   c. The Task Force will include its meeting minutes with the next Board meeting agenda package.

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

15. REPORTING
   The Task Force is expected to provide the Board, through established communication channels and schedules: advice, descriptions and recommendations to resolve existing issues, status and progress as it relates to its mandate and expected deliverables.
Regional Context Statements

Recommended Motion: That the Executive Committee endorse and recommend Administration’s update on the status of Regional Context Statements to the Edmonton Metropolitan Region Board for information.

Background

- On October 26, 2017, the Government of Alberta approved the Edmonton Metropolitan Region Growth Plan.

- Municipalities were required to submit a Regional Context Statement within one year of the Growth Plan being approved - October 26, 2018.

- Regional Context Statements are a transition mechanism that outlines how member MDPs conform or diverge with the Growth Plan and how they will bring their MDP into compliance.

Status

- Administration has received 12 Regional Context Statements and confirmed all will be received.

Next Steps

- As per Section 5.1 of the Growth Plan, the next step in transition is the requirement of members to update their MDP to align with Growth Plan objectives and policies by October 26, 2020.

- Annual reporting on updated MDPs received