

Calgary Metropolitan Region Board
Governance Committee Meeting Agenda
 January 30, 2020 – 9:30 AM
 MRU - Roderick Mah Centre for Continuous Learning
 Boardroom EC2015

The purpose of this meeting is to convene, discuss and make decisions regarding recommendations to be made to the Calgary Metropolitan Region Board.

- | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----|
| 1. Call to Order & Opening Remarks | Sheard | |
| 2. Adoption of Agenda | All | |
| 3. Approval of Minutes (Attachment)
<i>For Decision: Motion that the Governance Committee approve the Minutes of October 18, 2019</i> | All | 3 |
| 4. Q4 Actuals (Attachment)
<i>For Recommendation: Motion that the Governance Committee receive for information the Q4 Actuals and Year End and recommend they be reviewed by the Board</i> | Copping | 6 |
| 5. Draft Audited Financial Statements (Attachment)
<i>For Recommendation: Motion that the Governance Committee recommend for approval to the Board the Audited Financial Statements</i> | Copping | 8 |
| 6. Conflict of Interest (Attachment) | Copping | |
| a. CMRB Conflict of Interest Policy
<i>For Recommendation: Motion that the Governance Committee recommend for approval by the Board the CMRB Conflict of Interest Policy</i> | | 30 |
| b. CMRB Pecuniary Conflict of Interest Procedure
<i>For Recommendation: Motion that the Governance Committee recommend for approval by the Board the proposed Pecuniary Conflict of Interest Procedure</i> | | 33 |
| 7. Work Plan (Attachment)
<i>For Recommendation: Motion that the Governance Committee approve the proposed Work Plan</i> | Copping | 36 |

8. Recruitment Process for Chair for 2021 (Attachment) Copping 41
For Discussion: *That the Governance Committee provide feedback and direction on the proposed Board Chair Recruitment Process so that Administration can bring a finalized process back to the Committee for Recommendation for Approval to the Board at the February Committee meeting.*

9. Appeal/Dispute Resolution Mechanism (Verbal) Copping
For Information: *an update on the status of this item will be provided*

Closed Session (Pursuant to Sections 17 & 21 of FOIP)

10. Discussion on Board and Chair Objectives for 2020 and post growth plan goals Sheard

11. Chief Officer Performance Review Sheard

12. Next Meeting Sheard
 Book next meeting – Proposed Feb 21 @ 12:45

13. Adjournment

Governance Committee Members:

Mayor Peter Brown (Airdrie)	Cllr Jamie Kinghorn (High River)
Cllr George Chahal (Calgary)	Mayor Bill Robertson (Okotoks)
Mayor Marshall Chalmers (Chestermere)	Cllr Jerry Gautreau (Rocky View)
Councillor Larry Spilak, Vice Chair (Foothills)	Cllr Glenn Koester (Wheatland)

Christopher Sheard, Committee Chair

Upcoming Meetings:

Joint LUC ISC	Feb 6 @ 9:30 AM	MRU Room EC2010
Board Meeting	Feb 21 @ 9:30	MR Room EC2010
Advocacy Committee	TBD	
Governance Committee	TBD	

Minutes of the meeting of
the Governance Committee of
the Calgary Metropolitan Region Board
held at Mount Royal University
on Friday October 18, 2019

Delegates in Attendance:

Mayor Marshall Chalmers – City of Chestermere
Reeve Larry Spilak – MD of Foothills
Mayor Bill Robertson – Town of Okotoks
Councillor Jamie Kinghorn – Town of High River
Councillor Glenn Koester – Wheatland County

CMRB Administration:

Chris Sheard, Chair
Jordon Copping, Chief Officer
Shelley Armeneau, Office Manager

1. Call to Order

Called to order at 12:40 PM

2. Adoption of Agenda

Moved by Mayor Robertson, **Seconded by** Reeve Spilak, accepted by Chair.

Motion: That the Calgary Metropolitan Region Governance Committee approve the agenda of the meeting, adding #5.1 Appeal/Dispute Resolution Mechanism – Direction from Board for discussion.

Motion carried unanimously.

3. Approval of Minutes

Moved by Reeve Spilak, **Seconded by** Mayor Chalmers, accepted by Chair.

Motion: That the Calgary Metropolitan Region Governance Committee approve the Minutes of the September 20, 2019 meeting noting that item 6 motion was carried, not carried unanimously.

Motion carried unanimously.

4. Q3 Actuals

Moved by Councillor Koester, **Seconded by** Reeve Spilak, accepted by Chair.

Motion: That the Calgary Metropolitan Region Governance Committee receive and recommend for review by the Board the 2019 Q3 Actuals.

Motion carried unanimously.

5. 2020 Budget

The Committee reviewed the budget with the Chief Officer and noted that the estimated actual expenditure number was greater than in the distributed document due to new information from consultants.

Moved by Mayor Robertson, **Seconded by** Councillor Kinghorn, accepted by Chair.

Motion: That the Calgary Metropolitan Region Governance Committee receive and recommend for review by the Board the 2020 Budget.

Motion carried unanimously.

6. Conflict of Interest Procedure

The Committee discussed the proposed Conflict of Interest Procedure and directed CMRB Administration to rework the wording to more clearly define terms and bring back to the next meeting, including an updated Policy G-03.

7. Appeal/Dispute Resolution Mechanism-Direction from the Board

At the October 18 meeting Board members directed the Governance Committee to agree on a framework to craft another option for an appeal/dispute resolution mechanism. The Governance Committee discussed the direction from the Board and agreed to the following:

- i. The Chief Officer will work with CAO Bernie Morton to refine the proposed appeal/dispute resolution mechanism options, and specifically: practicality of policy, refine judicial process of what the Bylaw applies to, and create flow chart of options.
- ii. Refined options will be circulated to member municipalities for comments and input back to the Governance Committee for inclusion in the next iteration to the Board.

8. Delivery of Board & Committee Agenda Packages

CMRB Administration identified an issue with circulation of large file agenda packages by email. The Committee agreed to Administration exploring options for circulation, specifically a members' only website option.

9. Next Meeting

To be scheduled.

10. Adjourned at 2 PM.

CMRB Chair, Christopher Sheard

DRAFT

Agenda Item	4
Submitted to	Governance Committee
Purpose	For Recommendation
Subject	Q4 Actuals and Year End
Meeting Date	January 30, 2020
That the Governance Committee receive for information the Q4 Actuals and Year End and recommend they be reviewed by the Board.	
<p>Background</p> <ul style="list-style-type: none"> • The CMRB has been funded by the Government of Alberta through the Alberta Community Partnership grant program. • The initial funding envelope contained \$1.5 million, with a second funding envelope, of \$570,000, coming from funds which were repurposed from the Calgary Regional Partnership (CRP). • CMRB received a third tranche of funds of \$1.87 million in Q2 2018, again from the CRP. This envelope comes from residual funds left with CRP from member contributions. • CMRB received funding from CRP for \$2.0 million in Q2 2019 	
<p>Attachments</p> <ul style="list-style-type: none"> • Q4 Actuals 	

1. Introduction

CMRB Budget 2019 recognizes the large role consultants will play in assisting the Board and CMRB Administration develop the Growth and Servicing Plans. The Budget is heavily weighted to the second half of 2019, recognizing that most of the consultant work will be finished in the second half of the year, particularly in Q4.

2. Recommendation

CMRB Administration requests that the Governance Committee receive for information the Q4 Actuals and Year End and recommend they be reviewed by the Board.

	2019 Budget	2019 Q4 Budget	2019 Q4 Actual	Q4 Variance	YTD Budget	YTD Actual	YTD Variance
REVENUE							
GoA Grant	\$2,000,000.00	\$0.00	\$ -	\$0.00	\$2,000,000.00	\$2,000,000.00	\$0.00
Interest on GIC	\$0.00	0	\$ 37,401.63	\$37,401.63	\$0.00	\$60,554.64	\$60,554.64
TOTAL Revenue	\$2,000,000.00	\$0.00	\$ 37,401.63	\$37,401.63	\$2,000,000.00	\$2,060,554.64	\$60,554.64
EXPENDITURES							
CAPITAL EXPENSES							
Computers & Hardware	\$6,000.00	\$1,500.00	\$ -	\$1,500.00	\$6,000.00	\$0.00	\$6,000.00
Office Furniture	\$6,000.00	\$1,500.00	\$ -	\$1,500.00	\$6,000.00	\$0.00	\$6,000.00
Phone/Internet Hardware	\$3,000.00	\$750.00	\$ -	\$750.00	\$3,000.00	\$0.00	\$3,000.00
TOTAL CAPITAL EXPENSES	\$15,000.00	\$3,750.00	\$ -	\$3,750.00	\$15,000.00	\$0.00	\$15,000.00
OPERATING EXPENSES							
STAFFING COSTS							
Salary	\$636,000.00	\$159,000.00	\$ 159,009.22	-\$9.22	\$636,000.00	\$647,048.10	-\$11,048.10
Benefits	\$117,000.00	\$29,250.00	\$ 27,739.83	\$1,510.17	\$117,000.00	\$111,774.68	\$5,225.32
Board Chair	\$140,000.00	\$35,000.00	\$ 58,538.00	-\$23,538.00	\$140,000.00	\$104,878.00	\$35,122.00
TOTAL STAFFING COSTS	\$893,000.00	\$223,250.00	\$ 245,287.05	-\$22,037.05	\$893,000.00	\$863,700.78	\$29,299.22
OFFICE LEASE	\$85,980.00	\$21,495.00	\$ 16,320.60	\$5,174.40	\$85,980.00	\$64,784.38	\$21,195.62
OFFICE OPERATING COST							
General Operating Costs	\$35,640.00	\$8,910.00	\$ 13,342.49	-\$4,432.49	\$35,640.00	\$37,789.02	-\$2,149.02
Professional Fees	\$30,000.00	\$7,500.00	\$ 1,010.90	\$6,489.10	\$30,000.00	\$26,471.41	\$3,528.59
TOTAL OFFICE OPERATION COSTS	\$65,640.00	\$16,410.00	\$ 14,353.39	\$2,056.61	\$65,640.00	\$64,260.43	\$1,379.57
TRAVEL COSTS	\$55,000.00	\$13,750.00	\$ 13,868.34	-\$118.34	\$55,000.00	\$20,244.27	\$34,755.73
MEETING COSTS							
Meeting Venue/Catering	\$55,800.00	\$13,950.00	\$ 18,516.58	-\$4,566.58	\$55,800.00	\$41,516.56	\$14,283.44
Per Diem	\$120,000.00	\$30,000.00	\$ 26,510.31	\$3,489.69	\$120,000.00	\$50,866.69	\$69,133.31
TOTAL MEETING COSTS	\$175,800.00	\$43,950.00	\$ 45,026.89	-\$1,076.89	\$175,800.00	\$92,383.25	\$83,416.75
CONSULTANT COSTS							
Growth/ Servicing Plan	\$1,200,000.00	\$300,000.00	\$ 675,155.62	-\$375,155.62	\$1,200,000.00	\$1,091,062.59	\$108,937.41
REF Consultants	\$288,000.00	\$72,000.00	\$ 14,380.58	\$57,619.42	\$288,000.00	\$47,237.53	\$240,762.47
TOTAL CONSULTANT COSTS	\$1,488,000.00	\$372,000.00	\$ 689,536.20	-\$317,536.20	\$1,488,000.00	\$1,138,300.12	\$349,699.88
CONTINGENCY	\$36,000.00	\$9,000.00	\$ -	\$9,000.00	\$36,000.00	\$0.00	\$36,000.00
TOTAL EXPENDITURE	\$2,814,420.00	\$703,605.00	\$ 1,024,392.47	-\$320,787.47	\$2,814,420.00	\$2,243,673.23	\$570,746.77

NOTES

1. As previously noted the CMRB contribution to CPP and EI was underbudgeted. However, overall, CMRB is underbudget on total staffing costs.
2. Q4 figures include some invoices from Q3.
3. General office operating costs were 6% higher than budgeted.
4. Q4 figures include some travel costs incurred in Q3.
5. Additional meetings were held in Q4.
6. As previously discussed, payments to consultants supporting the drafting of the Growth/Servicing plan were anticipated to be higher in Q4.
7. While overbudget for Q4, total spending for 2020 is ~20% underbudget for the year.

Agenda Item 4

Agenda Item	5
Submitted to	Governance Committee
Purpose	For Recommendation
Subject	2019 Draft Audited Financial Statements
Meeting Date	January 30, 2020
That the Governance Committee RECOMMEND FOR APPROVAL to the Board the Audited Financial Statements.	
Background <ul style="list-style-type: none"> Audited financial statements are required as part of the annual report which the CMRB is mandated to provide to the Minister of Municipal Affairs. 	
Attachments: 1. Avail Audit Letter 2. First Draft of Financial Statement 3. First Draft of Trial Balance	

1. Introduction

Audited financial statements are required as part of the annual report which the CMRB is mandated to provide to the Minister of Municipal Affairs.

2. Recommendation

That the Governance Committee recommend for approval to the Board the Audited Financial Statements.

ENTER REPORT DATE IN LETTER CONTROL DOCUMENT

Board of Directors
Calgary Metropolitan Region Board
602 - 11 Ave SW, Unit 305
Calgary, AB T2R 1J8

Ladies and Gentlemen:

We have completed our audit of the financial statements of the Calgary Metropolitan Region Board for the year ended December 31, 2019. Our audit included consideration of internal control relevant to the preparation of the financial statements to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control. Accordingly, our review of any given control was limited and would not disclose all weaknesses in the system or all matters which an in-depth study might indicate. As you know, the maintenance of an adequate system of internal controls is the responsibility of the Board of Directors.

During the course of our audit for the year ended December 31, 2019, we identified no significant matters which may be of interest to the Board.

This communication is prepared solely for the information of the Board members and management of the Calgary Metropolitan Region Board and is not intended for any other purpose. We accept no responsibility to a third party who uses this communication.

We would like to thank Jordon and Shelley for their assistance during our audit. Thank you for the continuing opportunity to be of service to your organization and we look forward to serving you in the future. If you have any questions or concerns regarding our audit or any other issues with which you may require our assistance, please do not hesitate to contact us.

Thank you.

Yours truly,

AVAIL LLP

Calvin Scott, CPA, CA

Agenda Item 5i

CALGARY METROPOLITAN REGION BOARD

FINANCIAL STATEMENTS

For the year ended December 31, 2019

Draft

Agenda Item 5ii

CALGARY METROPOLITAN REGION BOARD

TABLE OF CONTENTS

For the year ended December 31, 2019

INDEPENDENT AUDITOR'S REPORT	1 - 2
MANAGEMENT REPORT	3
FINANCIAL STATEMENTS	
STATEMENT OF FINANCIAL POSITION	4
STATEMENT OF OPERATIONS	5
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS	6
STATEMENT OF CASH FLOWS	7
NOTES TO THE FINANCIAL STATEMENTS	8 - 12
SCHEDULES TO THE FINANCIAL STATEMENTS	13 - 14



CHARTERED PROFESSIONAL ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

To: The Board of
Calgary Metropolitan Region Board

Opinion

We have audited the financial statements of the Calgary Metropolitan Region Board which comprise the statement of financial position as at December 31, 2019, and the statements of operations, change in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Board as at December 31, 2019, its results of operations, change in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Board in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Board or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Board's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

INDEPENDENT AUDITOR'S REPORT, continued

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Lethbridge, Alberta

January 30, 2020

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Chartered Professional Accountants

MANAGEMENT REPORT

The financial statements are the responsibility of the management of the Calgary Metropolitan Region Board.

These financial statements have been prepared from information provided by management. Financial statements are not precise since they include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly, in all material respects.

The Board maintains systems of internal accounting and administrative controls that are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the Board's assets are properly accounted for and adequately safeguarded.

The elected Board of the Calgary Metropolitan Region Board is responsible for ensuring that management fulfils its responsibilities for financial statements. The Board carries out its responsibility principally through the Governance committee.

The Board meets annually with management and the external auditors to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, and to satisfy itself that each party is properly discharging its responsibilities. The Board also considers the engagement or re-appointment of the external auditors. The Board reviews the monthly financial reports.

The Board's financial statements have been audited by Avail LLP Chartered Professional Accountants, the external auditors, in accordance with Canadian generally accepted auditing standards on behalf of the Board. Avail LLP has full and free access to the Board members.

Chief Officer

CALGARY METROPOLITAN REGION BOARD
STATEMENT OF FINANCIAL POSITION
As at December 31, 2019

	2019	2018
Financial assets		
Cash and cash equivalents	\$ 394,301	\$ 380,278
Short term investments (note 3)	2,625,125	2,825,000
Accounts receivable	14,292	19,731
GST receivable	31,432	10,078
	3,065,150	3,235,087
Liabilities		
Accounts payable and accrued liabilities	130,926	91,149
Deferred revenue (note 4)	992,061	1,250,921
	1,122,987	1,342,070
Net financial assets	1,942,163	1,893,017
Non-financial assets		
Prepaid expenses (and deposits)	6,109	12,043
Tangible capital assets (schedule 1)	10,689	16,661
	16,798	28,704
Accumulated surplus (note 5, schedule 2)	\$ 1,958,961	\$ 1,921,721

Commitments (note 10)

Approved on behalf of the board:

Member _____

Member _____

CALGARY METROPOLITAN REGION BOARD
STATEMENT OF OPERATIONS
For the year ended December 31, 2019

	Budget (unaudited)	2019	2018
Revenue			
Alberta Municipal Affairs	\$ 2,000,000	\$ 2,258,861	\$ 819,079
Calgary Regional Partnership	-	-	1,873,286
Interest	-	60,555	19,731
	2,000,000	2,319,416	2,712,096
Expenses			
Consulting fees	1,524,000	1,141,440	126,245
Wages and benefits	753,000	780,397	560,979
Board chair remuneration	140,000	104,878	-
Meeting costs	175,800	93,796	40,604
Rent	85,980	70,928	8,430
Professional fees	30,000	26,870	15,951
Travel and accommodation	55,000	20,242	1,361
Dues and subscriptions	12,000	15,379	9,089
Office and administration	15,600	9,579	10,976
Insurance	5,040	5,480	2,229
Professional development	-	3,538	1,079
Utilities	3,000	1,663	3,053
Interest and bank charges	-	810	562
Advertising and promotion	-	775	1,847
Freight and delivery	-	429	1,998
Amortization	5,972	5,972	5,972
	2,805,392	2,282,176	790,375
(Deficiency) excess of revenue over expenses	(805,392)	37,240	1,921,721
Accumulated deficit surplus, beginning of year	1,921,721	1,921,721	-
Accumulated deficit surplus, end of year	\$ 1,116,329	\$ 1,958,961	\$ 1,921,721

CALGARY METROPOLITAN REGION BOARD
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
For the year ended December 31, 2019

	Budget (unaudited)	2019	2018
(Deficiency) excess of revenue over expenses	\$ (805,392)	\$ 37,240	\$ 1,921,721
Acquisition of tangible capital assets	15,000	-	(22,633)
Amortization of tangible capital assets	5,972	5,972	5,972
	20,972	5,972	(16,661)
Net change in inventory for consumption	-	5,934	(12,043)
Change in net financial assets	(784,420)	49,146	1,893,017
Net financial assets, beginning of year	1,893,017	1,893,017	-
Net financial assets, end of year	\$ 1,108,597	\$ 1,942,163	\$ 1,893,017

Draft

CALGARY METROPOLITAN REGION BOARD**STATEMENT OF CASH FLOWS**

For the year ended December 31, 2019

	2019	2018
Operating transactions		
excess of revenue over expenses	\$ 37,240	\$ 1,921,721
Adjustments for items which do not affect cash		
Amortization of tangible capital assets	5,972	5,972
	43,212	1,927,693
Net change in non-cash working capital items		
Accounts receivable	5,439	(19,731)
GST receivable	(21,354)	(10,078)
Prepaid expenses (and deposits)	5,934	(12,043)
Accounts payable and accrued liabilities	39,777	91,149
Deferred revenue	(258,860)	1,250,921
Cash applied to (provided by) operating transactions	(185,852)	3,227,911
Capital transactions		
Acquisition of tangible capital assets	-	(22,633)
Investing transactions		
Change in short-term investments	199,875	(2,825,000)
Increase in cash and cash equivalents	14,023	380,278
Cash and cash equivalents, beginning of year	380,278	-
Cash and cash equivalents, end of year	\$ 394,301	\$ 380,278

1. Nature of operations

Calgary Metropolitan Region Board is constituted under the Municipal Government Act and was approved by the Minister of Municipal Affairs on Monday, January 1, 2018 for the purpose of promoting long term sustainability, ensuring environmentally responsible land-use planning, growth management and efficient land use, developing policies regarding the coordination of regional infrastructure investment and service delivery, and promoting economic well-being and competitiveness of the region.

The members of the Board are as follows; City of Airdrie, City of Calgary, City of Chestermere, Town of Cochrane, Town of High River, Town of Okotoks, Town of Strathmore, Rocky View County, Foothills County, and Wheatland County.

The Board is exempt from income taxation under Section 149 of the Canada Income Tax Act.

2. Significant accounting policies

The financial statements are prepared in accordance with Canadian public sector accounting standards and reflect the assets, liabilities, revenues and expenses, and change in the financial position of the Board. Significant aspects of the accounting policies adopted by the Board are as follows:

- (a) Cash and cash equivalents
Cash and cash equivalents consists of cash on deposit and are recorded at cost.
- (b) Short term investments
Short term investments consists of term deposits with original maturities of greater than one month at the date of acquisition and are recorded at cost.
- (c) Revenue recognition
Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Restricted investment income is recognized in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Government transfers are recognized in the period when the related expenses are incurred, services performed, or the tangible capital assets acquired.

2. Significant accounting policies, continued

(d) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the consolidated Change in Net Financial Assets for the year.

(i) Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over the estimated useful life as follows:

	Years
Furniture and fixtures	10
Buildings	5
Computer equipment	3

The full amount of the annual amortization is charged in the year of acquisition and none in the year of disposal.

(ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at fair value at the date of receipt and also are recorded as revenue.

(iii) Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

(e) Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expense during the period. Where measurement uncertainty exists, the financial statements have been prepared within reasonable limits of materiality. Actual results could differ from those estimates.

CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2019

3. Cash in trust

Short term investments consists of Guaranteed Investment Certificates (GICs) that have effective interest rates of 0.50% to 1.95% and mature between March to August 2020.

4. Deferred revenue

	2018	Received	Recognized	2019
Alberta Municipal Affairs	1,250,921	2,017,343	2,276,204	992,060

Deferred revenue consists of the unspent portion of the Alberta Municipal Affairs conditional start-up and core operations grant.

5. Accumulated surplus

Accumulated surplus consists of internally restricted and unrestricted amounts and equity in tangible capital assets as follows:

	2019	2018
Unrestricted surplus	\$ 1,948,272	\$ 1,905,060
Equity in tangible capital assets (note 6)	10,689	16,661
	\$ 1,958,961	\$ 1,921,721

6. Equity in tangible capital assets

	2019	2018
Tangible capital assets	\$ 22,633	\$ 22,633
Accumulated amortization	(11,944)	(5,972)
	\$ 10,689	\$ 16,661

7. Financial instruments

The Board's financial instruments consist of cash and cash equivalents, short term investments, accounts receivables, and accounts payable and accrued liabilities. It is management's opinion that the Board is not exposed to significant interest or currency risks arising from these financial instruments.

The carrying value of these financial instruments approximates their fair value.

8. Economic dependence

The Board is economically dependent on Alberta Municipal Affairs, as Alberta Municipal Affairs provides the Board with a substantial portion of its revenues.

9. Local authorities pension plan

Employees of the Board participate in the Local Authorities Pension Plan (LAPP), which is one of the plans covered by the Alberta Public Sector Pensions Plans Act. The plan serves about 459,000 people and 421 employers. The LAPP is financed by the employer and employee contributions and by investment earnings of the LAPP Fund.

Contributions for current service are recorded as expenditures in the year in which they become due.

The Board is required to make current service contributions to the LAPP of 10.39% of pensionable earnings up to the year's maximum pensionable earnings under the Canada Pension Plan and 14.84% on pensionable earnings above this amount. Employees of the Board are required to make current service contributions of 9.39% of pensionable salary up to the year's maximum pensionable salary and 13.84% on pensionable salary above this amount.

Total current service contributions by the Board to the LAPP in 2019 were \$71,897 (2018 - \$39,588). Total current service contributions by the employees of the Board to the LAPP in 2019 were \$65,783 (2018 - 36,460).

At December 31, 2018, the LAPP disclosed an actuarial surplus of \$3.5 billion.

CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2019

10. Commitments

The Board entered into various consulting agreements prior to December 31, 2019. As at December 31, 2019, the Board had funding commitments outstanding which totaled \$1,144,277. These commitments are not recorded in the records until they are payable in accordance with the consulting agreements.

The Board has also entered into operating leases for a building and a digital printer. The Board's total obligation under these leases are \$111,787.

Payments over the next five years are as follows:

2020	\$	27,980
2021		29,697
2022		33,132
2023		20,978
		20,978
		\$ 111,787

11. Approval of financial statements

These financial statements were approved by Board and Management.

12. Budget amounts

The 2019 budget was approved by the Board and has been reported in the financial statements for information purposes only. The budget amounts have not been audited, reviewed, or otherwise verified.

In addition, the approved budget did not contain an amount for amortization expense. In order to enhance comparability, the actual amortization expense has been included as a budget amount.

Budgeted deficit per financial statements	\$	(805,392)
Less: Capital expenditures		(15,000)
Add: Amortization		5,972
		5,972
Equals: approved budgeted surplus		\$ (814,420)

CALGARY METROPOLITAN REGION BOARD
SCHEDULES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2019

Schedule of tangible capital assets	Schedule 1				
	Buildings	Furniture and fixtures	Computer equipment	2019	2018
Cost:					
Balance, beginning of year	\$ 5,285	\$ 3,719	\$ 13,629	\$ 22,633	-
Acquisitions	-	-	-	-	22,633
Balance, end of year	5,285	3,719	13,629	22,633	22,633
Accumulated amortization:					
Balance, beginning of year	1,057	372	4,543	5,972	-
Annual amortization	1,057	372	4,543	5,972	5,972
Balance, end of year	2,114	744	9,086	11,944	5,972
Net book value	\$ 3,171	\$ 2,975	\$ 4,543	\$ 10,689	\$ 16,661
2018 net book value	\$ 4,228	\$ 3,347	\$ 9,086	\$ 16,661	

CALGARY METROPOLITAN REGION BOARD
SCHEDULES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2019

Schedule of changes in accumulated surplus	Schedule 2			
	Unrestricted	Equity in tangible capital assets	2019	2018
Balance, beginning of year	\$ 1,905,060	\$ 16,661	\$ 1,921,721	\$ -
excess of revenue over expenses	37,240	-	37,240	1,921,721
Annual amortization expense	5,972	(5,972)	-	-
Change in accumulated surplus	43,212	(5,972)	37,240	1,921,721
Balance, end of year	\$ 1,948,272	\$ 10,689	\$ 1,958,961	\$ 1,921,721

Draft

Calgary Metropolitan Region Board

Year End: December 31, 2019

Trial balance

Account	Prelim	Adj's	Reclass	Rep	Rep 12/18	%Chg
1000 Chequing	394,301.25	0.00	0.00	394,301.25	380,278.32	4
11.01 Cash	394,301.25	0.00	0.00	394,301.25	380,278.32	4
1030 GIC Interest Receivable	33,939.71	(19,647.60)	0.00	14,292.11	19,730.96	(28)
11.02 Accounts receivable	33,939.71	(19,647.60)	0.00	14,292.11	19,730.96	(28)
3000 Prepaid Deposit	6,109.41	0.00	0.00	6,109.41	6,109.41	0
3500 Prepaid Expenses	0.00	0.00	0.00	0.00	5,933.35	(100)
11.07 Prepaid expenses (and deposi	6,109.41	0.00	0.00	6,109.41	12,042.76	(49)
1020 GIC	2,625,125.00	0.00	0.00	2,625,125.00	2,824,999.99	(7)
11.98.01 Other current asset #1	2,625,125.00	0.00	0.00	2,625,125.00	2,824,999.99	(7)
2800 Phone System	5,285.00	0.00	0.00	5,285.00	5,285.00	0
12.20.03 Office equipment	5,285.00	0.00	0.00	5,285.00	5,285.00	0
2600 Computer Equipment	13,628.99	0.00	0.00	13,628.99	13,628.99	0
12.20.04 Computer equipment	13,628.99	0.00	0.00	13,628.99	13,628.99	0
2700 Furniture and Fixtures	3,719.00	0.00	0.00	3,719.00	3,719.00	0
12.20.06 Furniture and fixtures	3,719.00	0.00	0.00	3,719.00	3,719.00	0
1425 Accumulated Amortization - Phone	(2,114.00)	0.00	0.00	(2,114.00)	(1,057.00)	100
12.21.03 Office equipment	(2,114.00)	0.00	0.00	(2,114.00)	(1,057.00)	100
1415 Accumulated Amortization - Comput	(9,086.00)	0.00	0.00	(9,086.00)	(4,543.00)	100
12.21.04 Computer equipment	(9,086.00)	0.00	0.00	(9,086.00)	(4,543.00)	100
1420 Accumulated Amortization - Furnitur	(743.80)	0.00	0.00	(743.80)	(371.90)	100
12.21.06 Furniture and fixtures	(743.80)	0.00	0.00	(743.80)	(371.90)	100
5001 Accrued Liabilities	(687.62)	(108,665.70)	0.00	(109,353.32)	(91,149.44)	20
13.01 Accounts payable and accrue	(687.62)	(108,665.70)	0.00	(109,353.32)	(91,149.44)	20
2505 Vacation accrual	0.00	(21,574.47)	0.00	(21,574.47)	0.00	0
13.01.02 Other AP #1	0.00	(21,574.47)	0.00	(21,574.47)	0.00	0
2500 GST Paid on Purchases	28,916.07	2,515.85	0.00	31,431.92	10,078.42	212
13.02 GST receivable	28,916.07	2,515.85	0.00	31,431.92	10,078.42	212
3600 Deferred Revenue	(1,250,921.34)	258,860.75	0.00	(992,060.59)	(1,250,921.34)	(21)
13.18 Deferred revenue	(1,250,921.34)	258,860.75	0.00	(992,060.59)	(1,250,921.34)	(21)
3100 Retained earnings	(1,921,720.76)	0.00	0.00	(1,921,720.76)	0.00	0

1/23/2020

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Agenda Item 5iii

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Calgary Metropolitan Region Board

Year End: December 31, 2019

Trial balance

Account	Prelim	Adj's	Reclass	Rep	Rep 12/18	%Chg
15.10.01 Opening/As previously stat	(1,921,720.76)	0.00	0.00	(1,921,720.76)	0.00	0
1400 Funding	(2,000,000.00)	(258,860.75)	0.00	(2,258,860.75)	(819,078.66)	176
21.01 Alberta Municipal Affairs	(2,000,000.00)	(258,860.75)	0.00	(2,258,860.75)	(819,078.66)	176
1401 Grant funding - CRP	0.00	0.00	0.00	0.00	(1,873,285.95)	(100)
21.02 Calgary Regional Partnership	0.00	0.00	0.00	0.00	(1,873,285.95)	(100)
4100 Interest Earned	(80,202.24)	19,647.60	0.00	(60,554.64)	(19,730.96)	207
21.10 Interest	(80,202.24)	19,647.60	0.00	(60,554.64)	(19,730.96)	207
5000 Advertising	775.00	0.00	0.00	775.00	450.00	72
5600 Promotional	0.00	0.00	0.00	0.00	1,395.93	(100)
23.01 Advertising and promotion	775.00	0.00	0.00	775.00	1,845.93	(58)
6300 Amortization	5,971.90	0.00	0.00	5,971.90	5,971.90	0
23.02 Amortization	5,971.90	0.00	0.00	5,971.90	5,971.90	0
5100 Consultants	1,013,147.23	103,149.85	0.00	1,116,297.08	126,244.68	784
5101 IREF consultant	25,142.65	0.00	0.00	25,142.65	0.00	0
23.09 Consulting fees	1,038,289.88	103,149.85	0.00	1,141,439.73	126,244.68	804
5070 Conferences/Professional Developpr	3,537.50	0.00	0.00	3,537.50	1,079.12	228
23.13 Professional development	3,537.50	0.00	0.00	3,537.50	1,079.12	228
5120 Freight & Delivery	97.25	0.00	0.00	97.25	824.32	(88)
5850 Shipping & Delivery Expense	331.33	0.00	0.00	331.33	1,173.50	(72)
23.16 Freight and delivery	428.58	0.00	0.00	428.58	1,997.82	(79)
5145 Insurance - Liability	5,480.00	0.00	0.00	5,480.00	2,229.11	146
23.19 Insurance	5,480.00	0.00	0.00	5,480.00	2,229.11	146
5010 Bank Charges	809.50	0.00	0.00	809.50	561.84	44
23.20 Interest and bank charges	809.50	0.00	0.00	809.50	561.84	44
5241 Board chair remuneration	104,878.00	0.00	0.00	104,878.00	0.00	0
23.27 Board chair remuneration	104,878.00	0.00	0.00	104,878.00	0.00	0
5130 Gratuity	243.47	0.00	0.00	243.47	60.60	302
5160 Meals & Entertainment	335.17	0.00	0.00	335.17	372.00	(10)
5170 Meeting Catering	18,448.74	0.00	0.00	18,448.74	15,201.72	21
5175 Meeting Venue	23,902.37	0.00	0.00	23,902.37	18,180.54	31
5750 Per Diems & Expenses	50,866.69	0.00	0.00	50,866.69	6,789.49	649
23.29 Meeting costs	93,796.44	0.00	0.00	93,796.44	40,604.35	131

1/23/2020

8:57 AM

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TB FS-1

Calgary Metropolitan Region Board

Year End: December 31, 2019

Trial balance

Account	Prelim	Adj's	Reclass	Rep	Rep 12/18	%Chg
5250 Office/General Admin Expenses	7,800.61	0.00	0.00	7,800.61	10,472.35	(26)
5860 Stationary & Printing	1,778.44	0.00	0.00	1,778.44	504.01	253
23.33 Office and administration	9,579.05	0.00	0.00	9,579.05	10,976.36	(13)
5150 Legal & Professional Fees	26,870.19	0.00	0.00	26,870.19	15,951.35	68
23.38 Professional fees	26,870.19	0.00	0.00	26,870.19	15,951.35	68
5800 Rent or Lease Payments	70,928.48	0.00	0.00	70,928.48	8,430.00	741
23.40 Rent	70,928.48	0.00	0.00	70,928.48	8,430.00	741
5110 Dues & Subscriptions	15,379.47	0.00	0.00	15,379.47	9,089.02	69
23.48 Dues and subscriptions	15,379.47	0.00	0.00	15,379.47	9,089.02	69
5880 Travel	20,218.29	0.00	0.00	20,218.29	901.80	2142
5885 Travel Meals	23.71	0.00	0.00	23.71	459.42	(95)
23.51 Travel and accommodation	20,242.00	0.00	0.00	20,242.00	1,361.22	1387
5900 Utilities	1,662.56	0.00	0.00	1,662.56	3,052.95	(46)
23.53 Utilities	1,662.56	0.00	0.00	1,662.56	3,052.95	(46)
5135 Insurance - Health Premiums	37,373.40	0.00	0.00	37,373.40	13,991.20	167
5240 Wages & Employee Benefits	647,048.10	3,000.00	0.00	650,048.10	546,987.96	19
5905 LAPP	71,401.28	0.00	0.00	71,401.28	0.00	0
5910 Vacation	0.00	21,574.47	0.00	21,574.47	0.00	0
23.54 Wages and benefits	755,822.78	24,574.47	0.00	780,397.25	560,979.16	39
	0.00	0.00	0.00	0.00	0.00	0
Net Income (Loss)	(74,249.09)			37,239.74	1,921,720.76	(98)

1/23/2020
8:57 AM

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TB FS-2

Calgary Metropolitan Region Board

Year End: December 31, 2019

Adjusting journal entries

Date: 1/1/2019 To 12/31/2019

Number	Date	Name	Account No	Debit	Credit
AVL1	12/31/2019	Vacation accrual	2505		21,574.47
AVL1	12/31/2019	Vacation	5910	21,574.47	
To record accrued vacation payable as of year end.					
AVL2	12/31/2019	Funding	1400		258,860.75
AVL2	12/31/2019	Deferred Revenue	3600	258,860.75	
To adjust deferred revenue to actual at year end.					
AVL3	12/31/2019	GIC Interest Receivable	1030		19,647.60
AVL3	12/31/2019	Interest Earned	4100	19,647.60	
To adjust interest accrual to actual.					
AVL4	12/31/2019	GST Paid on Purchases	2500	1,361.03	
AVL4	12/31/2019	Accrued Liabilities	5001		57,163.03
AVL4	12/31/2019	Consultants	5100	55,802.00	
To accrue consulting fee liability for December 2019.					
CLIENT1	12/31/2019	Accrued Liabilities	5001		3,000.00
CLIENT1	12/31/2019	Wages & Employee Benefits	5240	3,000.00	
To accrue cell phone allowance (\$50/month x 12 months x 5 employees).					
CLIENT2	12/31/2019	GST Paid on Purchases	2500	1,154.82	
CLIENT2	12/31/2019	Accrued Liabilities	5001		48,502.67
CLIENT2	12/31/2019	Consultants	5100	47,347.85	
To accrue HDR Calthorpe Growth and Servicing Plan - October 27, 2019 to November 23, 2019.					
				408,748.52	408,748.52

Net Income (Loss) 37,239.74

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Agenda Item 5iv

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Agenda Item	6(a)
Submitted to	Governance Committee
Purpose	For Recommendation
Subject	CMRB Conflict of Interest Policy
Meeting Date	January 30, 2020
Motion that the Governance Committee recommend for approval by the Board the CMRB Conflict of Interest Policy.	
<p>Background</p> <ul style="list-style-type: none"> • A clear conflict of interest policy helps Board members and staff make appropriate decisions when faced with ethical considerations. A policy cannot cover all eventualities, but the spirit of the policy should guide the actions of all Board members and staff. • Having a clear policy will help guide decisions of CMRB staff, consultants and contractors. • At the October 18, 2019 meeting of the Governance Committee it was requested that the Conflict of Interest Policy be updated to give more clarity in the Business Interests section. Specifically, the Committee requested the policy be amended to include 'pecuniary interest' as defined by the <i>Municipal Government Act</i>. 	

1. Introduction

A clear, concise conflict of interest policy guides CMRB staff, consultants, contractors and Board members in the use and dissemination of sensitive information. As the Board matures as an organization, policies will be evergreened to reflect best practices and provide more clarity.

2. Background

The original Conflict of Interest Policy was passed by the Board in June, 2018. At the direction of the Governance Committee this policy has been updated to include 'pecuniary interest' as defined by the *Municipal Government Act*.

3. Recommendation

CMRB Administration requests that the Governance Committee recommend for approval by the Board the CMRB Conflict of Interest Policy.

4. Proposed Policy

Policy Brief and Purpose

The Conflict of Interest policy is intended to help CMRB staff, members and contractors make appropriate decisions when the issues they face involve ethical considerations. The policy cannot cover all scenarios but provides guidance in support of day-to-day decisions.

Scope

This policy affects all CMRB Board Members, Committee Members, Staff Members and contractors.

Policy

Board and Committee Members, staff and contractors must not use their status or position with the CMRB to influence or gain a benefit or advantage for themselves or others outside of the CMRB's mandate.

Members must take reasonable steps to avoid situations where they may be placed in a real or apparent conflict between their private interests and the interests of the CMRB. In other words, actions or decisions that members, staff or contractors take on behalf of the CMRB must not provide them with an opportunity to further their pecuniary interests.

Gifts and Gratuities

Members must not accept or receive gifts and gratuities other than the normal exchange of gifts between friends or business colleagues, tokens exchanged as part of protocol or the normal presentation of gifts to people participating in public functions.

Outside Activities

Members must avoid participating in outside activities that conflict with the interests and work of the CMRB. Members will discuss any potential conflicts with the CMRB Chair and/or the Chief Officer.

Pecuniary Interests

If a member or staff member have a pecuniary interest, as defined in the *Municipal Government Act*, in a matter before the Board or any of its Committees, that member or staff member must follow the CMRB Pecuniary Conflict of Interest Procedure.

Volunteer Activity

If members are involved in volunteer work, the activity must not influence or conflict with decisions relating to the CMRB outside of providing potential insights in support of meeting the CMRB's mandate.

Pre-Separation

Members considering a new offer of appointment or employment must be aware of and manage any potential conflicts of interest between their current position and their future circumstance and must remove themselves from any decisions affecting their new appointment or employment.

Post-Separation

Once members have left the CMRB, they must not disclose confidential information that they became aware of during their time with the CMRB and must not use their contacts with their former colleagues to gain an unfair advantage for their current circumstance.

Agenda Item	6 (b)
Submitted to	Governance Committee
Purpose	For Recommendation
Subject	CMRB Pecuniary Conflict of Interest Procedure
Meeting Date	January 30, 2020
That the Governance Committee recommend for approval by the Board the proposed Pecuniary Conflict of Interest Procedure.	
<p>Background</p> <ul style="list-style-type: none"> • The CMRB Regulation grants the Board the authority to create internal governance policies and processes. • The Calgary Metropolitan Region encompasses a large area and it is possible that Board Members, Committee Members and staff may encounter a conflict of interest through the execution of their duties. • At the April 26, 2019 Governance Committee meeting the Committee requested Administration develop a procedure to be followed in the event staff or Board or Committee members experienced a conflict of interest. • At the October 18, 2019 Governance Committee meeting the Committee requested more clarity be given to the Conflict of Interest Policy – specifically regarding pecuniary interest. • The attached Pecuniary Conflict of Interest Procedure has been updated to reflect the request of the Committee. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Draft proposed Pecuniary Conflict of Interest Procedure 	

Introduction

At the April 26, 2019 Governance Committee meeting the Committee requested Administration develop a procedure to be followed in the event staff or Board or Committee members experienced a conflict of interest.

At the October 18, 2019 Governance Committee meeting the Committee requested more clarity be given to the Conflict of Interest Policy – specifically regarding pecuniary interest.

Recommendation

That the Governance Committee recommend for approval by the Board the proposed Pecuniary Conflict of Interest Procedure.

Pecuniary Conflict of Interest Procedure

Procedure Purpose

The Conflict of Interest Procedure will give guidance to Board Members, Committee Members and CMRB Administration staff ("Staff") in the event they encounter a Pecuniary Conflict of Interest.

Scope

This procedure applies to all Board, Committee and Subcommittee Members and CMRB Administration staff of the Calgary Metropolitan Region Board. Calgary Metropolitan Region Board Governance Policy G-03, Conflict of Interest Policy, outlines situations which constitute a Conflict of Interest. Specifically, this Procedure addresses a situation which may arise if a Board, Committee or Staff member encounter a Conflict of Interest with respect to pecuniary interests.

Procedure

1. Recusal

In the event that a Board, Committee or Staff member identify a Conflict of Interest under the Pecuniary Interests section of the Conflict of Interest Policy, the member must recuse themselves from the decision-making process relating to the topic.

1.1 Board or Committee Members

In the event of a Conflict of Interest, Board or Committee members will recuse themselves from voting on an issue and their alternate will attend any meetings where the issue is to be discussed and will vote on the matter.

1.2 Board Chair

In the event of a Conflict of Interest the Board Chair will refrain from discussing the issue with staff and will recuse themselves from chairing the portion of a meeting where the issue is being discussed. In this event the meeting will be chaired by the Vice Chair of the Board.

1.3 Staff Members

a) In the event that a staff member, other than the Chief Officer, encounters a Conflict of Interest they will inform the Chief Officer of the conflict and recuse themselves from working on the issue. The Chief Officer will assume the responsibility of the staff member for managing the file through to completion.

b) In the event that the Chief Officer encounters a Conflict of Interest he will inform the Board Chair and all staff will recuse themselves from working on the issue. The Board Chair will assume the responsibilities of all staff members for managing the issue through to completion.

Agenda Item	7
Submitted to	Governance Committee
Purpose	For Recommendation
Subject	Work Plan
Meeting Date	January 30, 2020
Motion that the Governance Committee approve the proposed Work Plan	
<p>Background</p> <p>At the December 13, 2019 meeting the Board directed the Governance Committee to:</p> <ul style="list-style-type: none"> ○ Develop updated job descriptions for the Chair and Chief Officer; ○ Develop a robust performance evaluation process for both positions; ○ Review Terms of Reference for all committees; ○ Develop a recruitment process for the Chair for 2021; and ○ Return to the Board with a work plan [for the above 4 tasks] and update by the end of Q1 of 2020. 	
<p>Attachments</p> <ul style="list-style-type: none"> ○ Current Board Chair Job Description ○ Current Chief Officer Job Description 	

1. Introduction

At the December 13, 2019 meeting the Board directed the Governance Committee to prepare a work plan to address the items listed above. Below is a proposed timeline to achieve the work by the end of Q1.

2. Proposed Work Plan

A. Develop updated job descriptions for the Chair and Chief Officer:

CMRB Administration will draft updated job descriptions and bring to the February meeting for discussion and subsequent recommendation for approval to the Board.

B. Develop a robust performance evaluation process for both positions:

CMRB Administration will draft a robust performance evaluation matrix and bring to the February meeting for discussion and subsequent recommendation for approval to the Board.

C. Review Terms of Reference for all committees:

CMRB Administration requests feedback on the amalgamation of the Land Use and Intermunicipal Servicing Committee for recommendation to the Board.

CMRB Administration requests feedback on the potential for remote attendance at committee meetings.

CMRB Administration will bring forward the Terms of Reference for all committees, with any suggested revisions, to the February meeting for discussion and subsequent recommendation to the Board.

D. Develop a recruitment process for the Chair for 2021:

See Agenda Item 8.

2. Recommendation

Motion that the Governance Committee approve the proposed Work Plan.

POSITION DESCRIPTION - NON-ELECTED BOARD CHAIR

1. POSITION SUMMARY

The Chair will ensure the implementation of the Board's mandate and goals. The Chair will develop and maintain effective relationships and communication with member municipalities, government and key stakeholders.

2. BOARD AUTHORITY

The Board was created by the Calgary Metropolitan Region Board Regulation A.R.190/2017. This Regulation outlines the authorities and responsibilities of the Board, including the requirement to prepare and implement a regional Growth Plan, a regional Servicing Plan, and the administration of the Regional Evaluation Framework.

3. RESPONSIBILITIES

- a. The Chair reports to the Board and will ensure the implementation of the Board's directions, mandate and goals and will facilitate the work of the Board.
- b. The Chair will develop and maintain effective relationships with member municipalities, government and key stakeholders.
- c. The Chair will preside at meetings of the Board and Committees, as required, in accordance with the Regulation and Board policies.
- d. On behalf of the Board, the Chair will ensure that the Chief Officer is satisfactorily carrying out his/her duties and is responsible for the annual performance review of the Chief Officer.
- e. The Chair may be designated by the Board as a signing officer for Board documents.
- f. The Chair is a non-voting ex-officio member on all Board committees, and has no voting rights at meetings of the Board.

POSITION DESCRIPTION-CHIEF OFFICER - CMRB

KEY RESPONSIBILITIES

Under general direction from the Board, the Chief Officer is accountable for:

Support to the Board

- Provide advice and guidance to the Board and Board members on identified issues;
- Assist the Board and Board members regarding the preparation of a Growth Plan and Servicing Plan for the Calgary Metropolitan Region;
- Guide development of organizational policies and procedures, implementation and adherence.

Staff Leadership

- Provide ongoing, consistent leadership to the organization;
- Determine appropriate organizational structure;
- Delegate within reasonable limits;
- Provide ongoing oversight to corporate performance, including regular reporting to the Board.

Fiscal Management

- Ensure the development of a comprehensive process of business planning and budgeting;
- Provide the Board with accurate comprehensive advice on the current status of the fiscal condition of the Board;
- Ensure appropriate financial controls and audits are utilized.

Developing and Maintaining External Relationships

- Act as the primary staff liaison with senior Municipal, Provincial and Federal Government staff;
- Develop and maintain effective relationships based on respect, trust, and integrity with the community, community leaders, other orders of government and the media.

Upholding the Board's Code of Ethics

- Demonstrate and foster a workplace culture of honesty and respect for others;
- Encourage trust and cooperation, and maintain confidentiality;
- Ensure the Board complies with all relevant Acts and bylaws;
- Utilize Board resources effectively and efficiently in the best interest of the CMRB.

KEY COMPETENCIES AND SUCCESS FACTORS

Collaborator – Is influential and collaborative. Demonstrates the ability to develop and maintain win/win relationships and partnerships. Understands the importance of identifying potential partners and working with them to further the goals of CMRB. Strong interpersonal skills. Works well with people and is sensitive to the diverse needs of stakeholders. Will be effective at promoting and maintaining positive

inter-municipal relationships. Demonstrates the ability to bring diverse individuals and initiatives together using strong negotiation and conflict resolution skills.

Communication Skills - Clear, concise, and positive communicator that effectively listens to others. Communicates clearly and effectively verbally and in writing. Proven ability to effectively communicate with municipal and provincial officials. Is candid and respectful. Possesses a positive attitude and confidence.

Highly Ethical – A person who is honest, forthright, open and transparent. Is able to make difficult decisions and stand by them. Thoroughly researches implications of all recommendations to the Board and is willing to provide the best possible advice even when those recommendations may not always be well received. Operates with integrity.

Leadership Skills – A leader that demonstrates a visionary style with a commitment to a regional approach. Consistently exhibits the ability to move initiatives forward while providing guidance and support to members and staff. A mentor and role model combined with a practical, collaborative and common-sense approach and expertise in issues management. Develops and maintains cooperation and communications between stakeholders, seeks the input of all group members, and maintains an environment encouraging high engagement and motivation. Is an integral part of a professional team and has a consistent style of working co-operatively and respectfully with others.

Planning and Project Management – Provides executive leadership to all planning initiatives and ensures accountability for achievement of results. Possesses proven project management skills, including a track record for successfully completing projects. Is skilled at leading project teams to ensure on-time and on-budget results.

Political Acumen – Knows and understands governance, legislative and regulatory processes and has honed the ability to read the political implications of recommendations and actions. Enjoys working with elected officials. Knows and understands the importance of working closely with counties, towns, cities – urban or rural – and the provincial government.

Visionary – Innovator with a progressive, outgoing and mature style. Understands and interprets social, economic and political trends and issues facing municipal government. Ability to quickly learn and understand the uniqueness and diversity of the CMRB. Involves people in processes to establish priorities and shows sensitivity to changing approaches. Is open-minded with strong common sense and intuitive judgement abilities.

Agenda Item	8
Submitted to	Governance Committee
Purpose	For Discussion
Subject	2021 Chair Recruitment Process
Meeting Date	January 30, 2020
<p>Motion that the Governance Committee provide feedback and direction on the proposed Board Chair Recruitment Process so that Administration can bring a finalized process back to the Committee for Recommendation for Approval to the Board at the February Committee meeting.</p>	
<p>Background</p> <ul style="list-style-type: none"> • At the December 13, 2019 meeting the Board directed the Governance Committee to create a recruitment process for a new Board Chair. • It is anticipated the new Board Chair will need to be ready to assume their duties for January 1, 2021. 	
<p>Attachments</p> <ul style="list-style-type: none"> ○ None 	

1. Introduction

At the December 13, 2019, meeting the Board directed the Governance Committee to create a Board Chair Recruitment process.

2. Background

In 2018 the CMRB embarked on a recruitment process to hire a permanent Chief Officer. The below is the timeline from the Chief Officer recruitment process (approximate):

- March 2018 - Created Chief Officer Recruitment Committee
- April 2018 - Retained Recruitment Services (Davies Park)
- July 2018 - Committee reviewed candidates
- August 2018 - Committee conducted interviews
- October 2018 - Board made final decision on Chief Officer selection

3. Proposed Board Chair Recruitment Process

- January 2020 – Begin discussion of Board Chair Recruitment Process.
- February 2020 – Finalize and recommend to the Board for approval Board Chair Recruitment Process.
- March 2020 – Board approve the Board Chair Recruitment Process.
- March 2020 – Governance Committee approve updated Board Chair job description.
- March 2020 - Create a five (5) member Board Chair Recruitment Sub-committee as a sub-committee of the Governance Committee. The Chief Officer is available to provide support for the sub-committee.
- March/April 2020 – Board approval of updated Board Chair job description.
- April 2020 – CMRB Administration to retain recruitment services.
- September 2020 - Board Chair Recruitment Sub-Committee recommend to the Board the preferred candidate as well as an alternate candidate.
- September 2020 – Board approval of preferred and alternate candidates.
- September 2020 – Chief officer make offer to preferred candidate.
- November 2020 – Introduce incoming Board Chair.

4. Recommendation

That the Governance Committee provide feedback and direction on the proposed Board Chair Recruitment Process so that Administration can bring a finalized process back to the Committee for Recommendation for Approval to the Board at the February Committee meeting.