

Calgary Metropolitan Region Board
Governance Committee Meeting Agenda
 February 21, 2020 – 8:00 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.

		PAGE
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 January 30, 2020</i>	All	3
4. Public Engagement Policy (Attachment) <i>For Decision: Motion that the Governance Committee Recommend for approval to the Board the Public Engagement Policy</i>	Copping	7
5. Consolidation of LUC ISC (Attachment) <i>For Decision: Motion that the Governance Committee recommend for approval by the Board the consolidation of LUC and ISC</i>	Copping	22
6. Terms of Reference for Committees (Attachment) <i>For Review: Motion that the Governance Committee review the Terms of Reference for all Committees as per direction from the Board</i>	Copping	29
7. Performance Evaluation Process for Chair & CO (Attachment) <i>For Discussion: Motion that the Governance Committee provide feedback on the proposed Performance Evaluation for the Chair & Chief Officer</i>	Copping	38
8. Appeal/Dispute Resolution Mechanism <i>For Review: Motion that the Governance Committee provide input to craft the next version of the document to share for input with the CAOs</i>	Copping	42

Closed Session (Pursuant to Section 21 of FOIP)

Separate Attachment

9. Letter to Municipal Affairs Sheard

10. Next Meeting Sheard

Suggested dates and times: March 20 @ 8:00 AM, 12:45 PM,
or March 27 @ 9:30 AM

11. 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	March 5 @ 9:30 AM	MRU Room EC2010
Board Meeting	March 20 @ 9:30 AM	MRU Room EC2010
Advocacy Committee	TBD	

Minutes of the meeting of
the Governance Committee of
the Calgary Metropolitan Region Board
held at Mount Royal University
on Thursday January 30, 2020

Delegates in Attendance:

Mayor Peter Brown – City of Airdrie
Councillor Gian-Carlo Carra – City of Calgary
Mayor Marshall Chalmers – City of Chestermere
Councillor Larry Spilak – Foothills County
Mayor Bill Robertson – Town of Okotoks
Councillor Jerry Gautreau – Rocky View County
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 9:25 AM

2. Adoption of Agenda

Moved by Mayor Robertson, **Seconded by** Mayor Chalmers, accepted by Chair.

Motion: That the Calgary Metropolitan Region Governance Committee approve the agenda of the meeting.

Motion carried unanimously.

3. Approval of Minutes

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

Motion: That the Calgary Metropolitan Region Governance Committee approve the Minutes of the October 18, 2019 meeting.

Motion carried unanimously.

4. Q4 Actuals

The Committee directed Administration to revisit the decision by CRA to declare CMRB ineligible to qualify as a municipality under the Excise Tax Act, and therefore not allowed to claim a 100% GST rebate.

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

Motion: That the Calgary Metropolitan Region Governance Committee receive for information the Q4 Actuals and Year End and recommend they be reviewed by the Board.

Motion carried unanimously.

5. Draft Audited Financial Statements

Calvin Scott from Avail LLP reviewed the Financial Statements and answered questions for the Committee.

Moved by Councillor Kinghorn, **Seconded by** Councillor Koester, accepted by Chair.

Motion: That the Calgary Metropolitan Region Governance Committee recommend for approval to the Board the Audited Financial Statements.

Motion carried unanimously.

6. Conflict of Interest Policy and Procedure

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

Motion: That the Calgary Metropolitan Region Governance Committee recommend approval to the Board the Conflict of Interest Policy and Procedure with the following changes:

- i. Provide consistency on the term “Members” to clarify where that also applies to staff and contractors and where it applies only to members of a committee or board;
- ii. Include a reference in the policy that ties the receipt of a gift to the Province of Alberta Government policy as it exists from time to time; and
- iii. Conflict of Interest Procedure Item 1.3(b) to read as follows:
“In the event that the Chief Officer encounters a Conflict of Interest they will inform the Board Chair and will recuse themselves from working on the issue. The Board Chair will assume the responsibilities of the Chief Officer for managing the issue through to completion.”

Motion carried unanimously.

The committee also had a discussion around “Outside Activities” and whether further clarification was needed. No motion was made on this subject.

7. Work Plan

CMRB Administration created a Work Plan for addressing items as per direction from the Board at their December 13 meeting. The following comments were made:

Item B: Consider whether it is best practice to have the Chair and Chief Officer craft their own performance evaluations. A suggestion was made that CAMA may have a template for performance evaluations.

Item C: A discussion was held on the potential for remote attendance at committee meetings. There was general agreement that attendance in person at meetings remains preferable, with the option for an alternate to attend if necessary.

Members also discussed the potential amalgamation of the Land Use Committee and the Intermunicipal Servicing Committee. There was general agreement around the benefits of amalgamating the two committees, while the specifics of how the meetings would be managed was not determined. This will be an item at the February meeting.

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

Motion: That the Calgary Metropolitan Region Governance Committee approve the proposed Work Plan

Motion carried unanimously.

Councillor Gautreau left the meeting at 11:05.

8. Recruitment Process for Chair 2021

The Committee provided feedback on the recruitment process for the Chair and suggested the item be added to the next Board agenda in a closed session.

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

Jordon Copping advised that he had reviewed this item with staff from Chestermere and would be sending the options to all CAOs to solicit their feedback. This item will come back to the next Governance meeting.

Closed Session

The Committee moved into a closed Session @ 11:22 AM

Councillor Carra left at 11:45 AM. Councillor Spilak left at 11:52.

The Committee returned to public session @ 12:12 PM

10. Next Meeting

Friday February 21 @ 8 AM, MRU Room EC2015

11. Adjourned at 12:15.

CMRB Chair, Christopher Sheard

DRAFT

Agenda Item	4
Submitted to	Governance Committee
Purpose	For Decision
Subject	Public Engagement Policy
Meeting Date	February 21, 2019
That the Committee recommend for approval to the Board the Public Engagement Policy.	
<p>Summary</p> <ul style="list-style-type: none"> • Section 3(1)(f) of the Calgary Metropolitan Region Board Regulation requires the Board, as part of its mandate, to “develop policies outlining how the Board shall engage the public on the Growth Plan and the Servicing Plan.” • The Board approved the CMRB Communications and Engagement Framework in March 2019. • A joint meeting of the Land Use and Servicing Committees approved the Public Engagement Plan in January 2020. 	
<p>Attachments</p> <ul style="list-style-type: none"> • CMRB Communications and Engagement Framework • HDR Calthorpe Public Engagement Plan 	

1. Introduction

Section 3(1)(f) of the Calgary Metropolitan Region Board Regulation requires the Board, as part of its mandate, to “develop policies outlining how the Board shall engage the public on the Growth Plan and the Servicing Plan.”

The Board has identified an important role for external stakeholders, experts, and the public in fulfilling the mandate of the CMRB. The purpose of the following policy is to direct a public stakeholder engagement for the Growth and Servicing Plan that is consistent with the goals of the Calgary Metropolitan Region Board.

This policy formalizes the language and intent of the CMRB Communications and Engagement Framework, which was approved by the Board in March 2019. As

Agenda Item 4

noted in the Framework, the Board sees an important role for external stakeholders, experts, and the public in fulfilling the mandate of the CMRB.

Meaningful communications and engagement activities are planned throughout the process of developing the Growth and Servicing Plan into the implementation of the Plans.

2. Recommendation

Motion that the Governance Committee recommend for approval to the Board the Public Engagement Policy.

Draft Public Engagement Policy

Policy Brief and Purpose

To direct a public stakeholder engagement process for the Growth and Servicing Plan that is consistent with the goals of the Calgary Metropolitan Region Board. The purpose of public participation in the development of the Growth and Servicing Plan is to facilitate the inclusion of external knowledge, values, and ideas into the planning process to make the work of the Region more meaningful, relevant, and thoughtful.

All public communications and engagement activities undertaken for the Growth Plan and Servicing Plan shall incorporate the following principles:

- a. It will be meaningful.
- b. It will be transparent.
- c. It will be inclusive.
- d. It will be responsive.

Scope

This policy extends to all public engagement activities which support the development of the Growth and Servicing Plan being developed by the Calgary Metropolitan Region Board.

Policy

1. MEANINGFUL ENGAGEMENT

1.1 The public engagement plan will be informed by the work of the International Association for Public Participation (IAP2), applying best practices for public involvement in decision-making processes.

Agenda Item 4

1.2 Engagement activities will build a greater understanding of the different views in the region through the sharing of multiple perspectives.

2. TRANSPARENT ENGAGEMENT

2.1 Plain language will be used in all communications materials.

2.2 Information will be made readily available in a format that suits the intended audience.

2.3 It will be clear how public input was used as part of decision-making processes.

3. INCLUSIVE ENGAGEMENT

3.1 Members of the public from across the region will be invited to participate in the engagement process.

3.2 Multiple options for engagement, including in person and online options, will be available and accessible for participants.

4. RESPONSIVE ENGAGEMENT

4.1 Input will be gathered and shared back along with the next steps in the project and engagement process.

4.2 Participants and external stakeholders will be told how input was used in the development of the Growth and Servicing Plan.

Communications and Engagement Framework

1. Purpose of the Framework

The purpose of this Communications and Engagement Framework is to outline how external stakeholder and public input can be integrated into CMRB activities. The Framework is intended to identify the need for consultant support and to identify the general direction of communications and engagement activities. It is not intended to be a detailed scope of work for communications and engagement activities. Detailed scope of work and the timing of communications and engagement activities will be determined by expert consultants working in collaboration with the CMRB.

2. Background

Through discussion at the Land Use Committee (“LUC”) and the Board, CMRB Administration understands that the Board and LUC see an important role for external stakeholders, experts, and the public in fulfilling the mandate of the CMRB.

In addition to discussion at LUC, CMRB Administration met with the Land Use Technical Advisory Group (“Land Use TAG”) to gather input about the nature, scope, and timelines of any potential communication and engagement processes used to support the work of the CMRB. CMRB Administration held a workshop with the Land Use TAG at the November 16, 2018 meeting. The compiled results of that meeting, and subsequent feedback from the TAG group, are reflected in this document.

As part of developing this Framework additional research was conducted into other planning case studies to determine where and when different types of communications and engagement activities were completed in other regions and how successful they were.

3. Definitions

This Framework is informed by the International Association of Public Participation (IAP2) public participation spectrum. The IAP2 spectrum is a tool to discuss how different external stakeholders should be included in the work of the CMRB based on how much their input will influence outcomes. External stakeholders are those who are outside of the CMRB organization and its member municipalities, including the public and other interested parties.

For the purposes of this Framework, “Communications” refers to the aspects of public participation where the public is informed about the CMRB and its processes. “Engagement” refers to all other aspects of public participation where the public can expect their input to inform and influence the decision-making process.

Agenda Item 4 Attachment

FINAL Approved Version
March 22, 2019

4. Regional Focus

With more than 9,000 square kilometers of area and more than 1.5 million residents living in the Calgary Metropolitan Region, it is important to ensure that engagement initiatives have a clear purpose, define their target audience, identify the appropriate level of participation, and define if and how the engagement outputs will influence the project outcomes. The purpose of reaching out is not to satisfy everyone who may be affected by the Growth Plan and Servicing Plan, but to provide opportunities for those who should influence the Plans to have an opportunity to do so. Not every project executed or decision made by the CMRB will have opportunities, or the need, for large- scale engagement.

The Growth Plan has authority over the statutory plans of member municipalities (Municipal Development Plans, Intermunicipal Development Plans, Area Structure Plans, and Area Redevelopment Plans) and will therefore influence the way that member municipalities plan communities; however, municipalities will continue to be the authority responsible for planning at the municipal, community, and site levels. Regional planning is more conceptual in nature as it does not focus on specific parcels of land. Communications and engagement approaches will need to be mindful of the distinction between planning at the regional scale and planning at the municipal scale.

Any plan for regional communications and engagement activities should:

- consider the relationship between regional and municipal engagement activities to create synergies and prevent duplication of effort,
- be respectful of the capacity of municipal staff as municipal resources to support regional engagement are scarce,
- be careful to avoid public and stakeholder engagement fatigue,
- provide different strategies in different areas of the region (sub-regional),
- providing meaningful opportunities for input across the Region,
- use leading-edge engagement tools and platforms to maximize the effectiveness of the outreach whenever possible given the large scale of the region and its population, and
- Identify the desired outcome(s) of engagement activities so participants understand how their input will be used and how it will influence the planning process, linking it to the IAP2 public participation spectrum.

5. Communication and Engagement Phases

The purpose of public participation is to facilitate the inclusion of external knowledge, values, and ideas into the planning process to make the work of the Region more meaningful, relevant, and thoughtful.

In consultation with members of the Land Use TAG, CMRB Administration is recommending that communications and engagement activities be divided into three (3) phases that align with core CMRB activities. These are identified in the table below.

FINAL Approved Version
March 22, 2019

Table 1: Communication and Engagement Phases

Phase	Description	Key Question	Purpose
Phase 1	Region Building	Who are we?	Explaining the Regional Story
Phase 2	Plan Building	How can the Growth Plan and Servicing Plan support the growth of a sustainable Calgary region?	Incorporating public and stakeholders in the Growth Plan and Servicing Plan development process
Phase 3	Implementation and Monitoring	Do our policies achieve our goals and how can we improve?	Educating the public about the Growth Plan and Servicing Plan; working with public and key stakeholders to evaluate plan effectiveness; other implementation and monitoring activities as defined through the planning process

5.1. Phase 1 - Region Building

Region Building consists of the following activities:

- Build the policies, procedures, and processes of the CMRB, its committees, and its administration.
- Establish the vision, values, and priorities of the CMRB to guide the work to be completed by the CMRB and its consultants.

Region Building activities have been focused on internal stakeholders to establish the organization of the Calgary Metropolitan Region Board and build its core principles and objectives. To extend this knowledge to the public and key stakeholders, it is recommended that a communications expert should be engaged to inform stakeholders and the public about the CMRB and its mandate. As part of this scope of work, the consultant should:

- Identify tactics and approaches to educate stakeholders and public about the CMRB.
- Develop education materials and website content about the CMRB, the IGP, and IREF.
- Confirm the regional vision and values with stakeholders and the public.

5.2. Phase 2 - Plan Building

Plan-Building consists of the following activities:

- Develop a Growth Plan and Servicing Plan that shapes a scenario for sustainable regional growth in the Calgary Metropolitan Region in accordance with the *Calgary Metropolitan Region Board Regulation* and the vision and values of the Board.

5.2.1. Current Activities

The CMRB is undertaking certain technical background reports and studies to inform the development of the Growth Plan and Servicing Plan. These activities are related to Region Building activities in that they provide internal stakeholders, including committees, technical advisory groups, municipal experts and subject matter experts, the opportunity to establish a common perspective on complex issues and influence the technical foundations of the Plans.

To date, technical background studies completed or underway include: Municipal Context Reports, Regional Employment Analysis, Population Projections, South and East Calgary Regional Transportation Study, and Environmentally Sensitive Areas Study. The outputs of these activities will be woven into the Growth Plan as appropriate.

5.2.2. Growth Plan and Servicing Plan Activities

A Growth Plan consultant will be engaged to complete the Growth Plan and Servicing Plan on behalf of the CMRB. As part of this Framework, it is recommended that the Growth Plan consultant be tasked with providing a communications and engagement plan for external stakeholders and the public that supports the proposed planning process.

As part of this scope of work, the consultant should:

- Outline clear goals for communication and engagement activities and how these activities support the success of the CMRB and its land use planning process.
- Identify a range of communications and engagement activities necessary to support the development of the Growth Plan and Servicing Plan.
- Illustrate how the scope of the engagement plan balances the timeline for completion of the Plan (December 31, 2020) and the resources available to the CMRB (both from a budget and municipal staff time perspective) with the benefit derived from the engagement activities.
- Outline the role of regional and municipal administrative staff in the engagement activities.
- Be mindful of the differences around the region and plan accordingly. Individual municipalities should have input on what tools achieve the best outcomes in their communities.
- Identify the types of tools it will use for each audience (online, focus group, in-person, etc.). The scope should include consideration for leading-edge engagement platforms.

FINAL Approved Version
March 22, 2019

- Report back to participants in the engagement process on the ways the CMRB has used their feedback as part of the planning process, such as a “What We Heard Report.”

Elected official and municipal staff play a strong role in bringing the core values of their municipal stakeholders into the work of the CMRB. In addition to regional efforts, municipalities may choose to conduct their own communication and engagement activities related to the Growth Plan to better understand their constituents’ values.

These activities would be outside the scope of the communications and engagement activities related to Growth Plan.

5.3. Phase 3 - Implementation and Monitoring

Implementation and Monitoring consists of the following activities:

- Support the implementation and monitoring activities identified in the Growth Plan and Servicing Plan.
- Identify the need for any additional engagements necessary to make regional policies more effective, as part of future studies or as part of reviewing existing policies.
- Identify any ongoing communications and engagement activities the CMRB might wish to undertake.

Given the December 31, 2020 timeframe for completing the Growth Plan and Servicing Plan, the implementation, monitoring, and revision of the Plans over time will be an important part of planning process.

- A review of international best practices shows that keeping stakeholders and public members involved in the implementation of regional plans is a key part of keeping the work of the region meaningful.
- Undertaking ongoing engagement activities will help to ensure regional bodies be aware of changes in regional context, such as the changes in the economy or in growth rates, and helps them adapt to those changes in a timely way.
- The implementation of the Growth Plan through the IDPs, MDPs, ASPs and ARPs of member municipalities is when the “rubber hits the road” and the effects of regional policies become measurable. Feedback from stakeholders and the public is an important part of ensuring the validity and effectiveness of regional policies as they are interpreted at the municipal and local scale.

6. Action Plan and Timelines

There are three (3) communications and engagement phases proposed under this Framework as noted in Section 5 of this document. The role of the consultant and the timing of each phase are identified in the table below.

Table 2: Role of Consultant and Timing of Phases

Phase	Purpose	Role of Consultant	Timing of Phases
Phase 1	Region Building	Providing a plan and resources to inform the public and stakeholders of the CMRB’s mandate and confirming the vision and values of the Board	Immediate – consultant selected as soon as possible
Phase 2	Plan Building	Providing a plan and resources for including public and stakeholder input into the Growth Plan and Servicing Plan	Included as part of the Growth Plan and Servicing Plan Work Plan to be provided by Growth Plan consultant
Phase 3	Implementation and Monitoring	Providing a plan and resources for supporting the ongoing implementation and updating of the Growth Plan and Servicing Plan	Following from Approval of Growth Plan and Servicing Plan

6.1. Engaging a Consultant for Phase 1

With the initial visioning sessions of the Board complete, the process of selecting a consultant to support the region building process should begin as soon as possible. As noted in Section 5 of this Framework, Phase 1 activities have a strong communications and education focus to inform stakeholders about the CMRB. A process and timeline for engaging a consultant are included below.

Table 3: Phase 1 Consultant Selection Timeline

Step	Description	Timing
1	Develop scope of work	March
2	Select Consultant	March
3	Consultant to develop detailed communication and engagement plan with support from CMRB Administration and TAG	March

6.2. Engaging a Consultant for Phase 2

As noted in Section 5 of this Framework, it is recommended that the Growth Plan consultant should provide communications and engagement expertise as part of their proposal to complete the Growth Plan. This ensures communications and engagement activities dovetail appropriately with planning-related activities. This requirement will be

FINAL Approved Version
March 22, 2019

incorporated into the scope of the Request for Proposals for the Growth Plan. As noted in Section 5, these activities will have an engagement focus and be used to influence the outcomes of the Growth Plan.

6.3. Engaging a Consultant for Phase 3

It is recommended that a consultant should be engaged to support the implementation and monitoring process once the Growth Plan is complete. The consultant would advise the CMRB on ways to use communications and engagement to support the effective implementation and monitoring of the Growth Plan and to further integrate the perspectives of the public and key stakeholders into the core principles and objectives of the CMRB.

Growth and Servicing Plan

Calgary Metropolitan Region Board

Date: Tuesday, January 07, 2020

Subject: UPDATED Preliminary Public Engagement Plan

The following outlines the public engagement associated with the CMRB Growth and Servicing Plan (G&SP). It is a living document and will evolve along with the G&SP development, and with input from the CMRB and member municipalities.

Approach

Using the IAP2 spectrum (Figure 1), the public will be engaged at the “Consult” level. Regional engagement requires a wide geographic and demographic reach that is viewed as being equitable among all communities within the region. Opportunities will be provided for both face to face and digital participation.

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Figure 1: IAP2 Levels of Engagement

As a starting point, it will be important to share the story of the Growth and Servicing Plan and why it matters to those who live and work in the Calgary Metropolitan Region (CMR). The public online engagement launch will occur in *Phase 2: Regional Scenarios* phase of the Growth and Servicing Plan. The public will be invited to provide input on the Growth and Servicing Plan

through and online engagement tool and an open house series. An engagement report summarizing what was heard will be prepared.

As the Growth and Servicing Plan is further refined, it will be shared with the public including how internal and public feedback was used in the process. The public will be asked to share their feedback on overall direction for regional growth to help refine the Plan. An engagement report summarizing what was heard will be prepared. The outcomes of the final plan will be shared broadly.

The tasks are further described in the *Engagement Process and Techniques* section below.

Objectives

The objectives for the public engagement plan are:

- to inform the public about the project, including the impacts and the outcomes, using plain language;
- to encourage the public to share their feedback on potential and preferred scenarios;
- to reach a broad and diverse representation of the public from across the region; and
- to report back on what was heard during engagement events and the next steps.

Public Participants

Public participants are people who live and/or work in the member municipalities:

- City of Airdrie
- City of Calgary
- City of Chestermere
- Town of Cochrane
- Foothills County
- Town of High River
- Town of Okotoks
- Rocky View County
- Town of Strathmore
- Wheatland County (portion as described in the *Calgary Metropolitan Region Board Regulation*)

In all requests for feedback, we will request which municipality respondents live and/or work in, so that we can identify differences in feedback from different areas in the CMR.

Engagement Process and Techniques

This section outlines how we will undertake the public engagement. It is organized around public engagement activities that will take place through Phases 2 and 3 of the Growth and Servicing Plan. A “What We Heard” summary will be generated following each of the engagement events or activities. The project team has recommended creation of a

Communications and Engagement Technical Advisory Group (CE TAG), comprised of communication and engagement representatives from each of the member municipalities. We will work with the CE TAG to help promote the online and in-person engagement activities.

Public Engagement Program Phase 1

The first phase of the public engagement program will introduce the public to the overall Growth and Servicing Plan, and specifically to the regional scenario development process. It will allow for feedback on the Plan process and on the initial scenarios as developed by the project team with input by the Land Use and Intermunicipal Servicing Committees (LUC and ISC).

The communications and engagement team will work closely with the rest of the project team to develop the narrative and visual materials that will be programmed into an online platform. This will be the first time many members of the public will engage with the CMRB regarding the Growth and Servicing Plan. The online engagement narrative will tell the full story and bring the public up to speed before diving into the scenarios and gather feedback. Our team will develop plug-and-play key messaging and marketing materials that can be easily shared by respective stakeholder communications to share on their existing communications channels.

An online platform will allow for easy use on a variety of devices from computers to smartphones, and will be designed to be accessible with all types of online connectivity, including cell service. The online site will be launched and announced via the CMRB website and through the various member municipality communications vehicles with the assistance of the CE TAG members.

Through the online site, community members will have a number of ways to share their input, from quick polls and surveys to more qualitative discussion forums on topics of their interest.

The effort will include:

- story creation;
- program, test, announce, and launch the online engagement platform;
- develop key messages, soundbites and regional scenarios newsletter;
- launch and monitor online platform;
- collect, review and summarize public feedback including a public-facing “What We Heard” report; and
- help refine preferred scenario direction based on public feedback.

A series of in-person engagement activities will be conducted around the region to engage the public in the process, inform them about the scenarios, and lead them to participate through the web site. Through “pop-up” engagement activities that “meet people where they are at” in high traffic locations, as well as heavily promoted open houses in larger urban centres, the public will be able to learn more about the Growth and Servicing Plan and provide meaningful input to help shape the preferred growth scenario. Up to ten “pop-up events” and three open houses are planned for the first phase of the public engagement program.

Public Engagement Program Phase 2

The second phase of engagement will focus on refinement of a preferred growth scenario and input to supporting policy, and will occur in the later stages of *Phase 3: Preferred Scenario and Adoption* of the Growth and Servicing Plan. This engagement will seek input to support refinement of the preferred scenario.

It will continue to tell the Growth and Servicing Plan story using the online platform developed for the first phase of public engagement. The narrative will explain how the preferred scenario was identified, including how previous internal and public feedback was used in the process. The public will be asked to comment on the preferred scenario. Feedback gathered will be used to assist in the further refinement of the preferred scenario prior to the final review of the preferred scenario by the LUC and ISC.

The public engagement program will involve the following tasks:

- develop, program and test online engagement tools;
- develop key messages, soundbites and preferred scenario newsletter;
- launch online platform;
- summarize public feedback, including a What We Heard Report.

Building Awareness

The CE TAG will be important in assisting in identifying advertising and promotional opportunities to build awareness about the project and the opportunities to provide feedback, given their knowledge of the most effective tools in their own community.

Timelines

Early March – meet with the communication and engagement TAG for identification of advertising and promotional opportunities in each municipality

- Public Engagement Program Phase 1:
 - March to early April 2020 – creation of materials for both the online and face to face engagement and promotion
 - Mid to late April 2020 – online and face to face engagement
 - Late April to early May 2020 – report on what was heard in all engagement activities
- Public Engagement Program Phase 2:
 - June 2020 – creation of materials for online engagement and promotion
 - June to early August 2020 – online engagement
 - Mid-August 2020 – report on what was heard through online engagement

Reporting and Evaluation

Reports will be completed at the end of each of the two phases of public engagement. They will speak to who participated, what feedback they provided and how it was incorporated into the project.

Evaluation will be collected at the end of each face to face activity and will be solicited on the online engagement platform. It will be used to identify any gaps in messaging and improvements for future processes.

Agenda Item	5
Submitted to	Governance Committee
Purpose	For Decision
Subject	Land Use and Intermunicipal Servicing Committee Consolidation
Meeting Date	February 21, 2020

That the Governance Committee recommend for approval by the Board consolidation of the Land Use Committee and the Intermunicipal Servicing Committee.

Summary

- The *Calgary Metropolitan Region Board Regulation* mandates the completion of a Growth Plan and Servicing Plan by December 31, 2020.
- The current committee structure includes a Land Use Committee and an Intermunicipal Servicing Committee to oversee the development of the two plans.
- The Board, Committees, and Technical Advisory Groups have indicated a preference to fully integrate the Growth Plan and Servicing Plan.
- Having two separate committees to oversee the development of the plans has led to concerns about how the work of the two committees will be integrated.
- On March 19, 2019, the Board discussed the proposed committee consolidation and referred it to the Governance Committee for its review.
- As part of its discussions, the Board requested that the Governance Committee consider how to best include representation from elected officials if the Committees were to be consolidated.
- The Board suggested that a possible approach could include providing a seat for up to two (2) elected officials from each member municipality at the committee meeting table, but only one vote for each municipality.
- The Governance Committee met on April 26, 2019 and brought forward a recommendation to maintain the two committees and have joint meetings where the agenda dictates a combined meeting would be appropriate.
- The Board directed the Governance Committee to review the Terms of Reference for all committees at the December 13, 2019 meeting.

Attachments:

- Proposed Terms of Reference – Regional Planning Committee

1. Current Committee Structure

The committees of the Calgary Metropolitan Region Board play an important role in the work of the CMRB. The committees provide elected officials with an opportunity to participate, evaluate, and guide the activities of the CMRB outside of the formal decision-making processes of the Board. They provide administrative staff, consultants, and others with an opportunity to receive direction and feedback from elected officials. The function the committees serve is essential to the success of the CMRB.

At the inception of the CMRB, three (3) committees of the Board were created: Land Use, Intermunicipal Servicing, and Governance. The three-committee structure reflected the need to garner direction from elected officials on the development of the Growth Plan, the Servicing Plan, and the administrative aspects of the Board. A fourth committee, Advocacy, was established by the Board on June 22, 2018 to address how the Board could work together on issues regulated by the Province of Alberta. Each of the committees has its own membership; although, there is overlap between the committees such that some members sit on multiple committees. Each committee meets regularly to discuss the subject matter within its purview with the exception of the Advocacy Committee which meets on an as-needed basis. Although the Land Use Committee and the Intermunicipal Servicing Committee meet on the same day, there is little overlap in agendas or in materials presented to each committee.

2. Growth Plan and Servicing Plan Integration

It has been identified through discussions with the Board, Committees, and members of municipal administration that the Growth Plan and Servicing Plan should be highly integrated. Although the vision and policies that guide growth in the Region will be contained in the Growth Plan, this direction will be supported, tweaked, and moderated through the process of developing the Servicing Plan. The two plans should work in lock-step to promote the sustainability of the Calgary Metropolitan Region.

As the organization has matured and the work of the CMRB continues in earnest, the current committee structure does not promote the integrated development of the Growth Plan and Servicing Plan. It has led to siloed discussions on the Growth Plan and Servicing Plan amongst both elected officials and members of municipal administration. This approach introduces risk that the two plans will not meet the expectation of the Board for an integrated Growth Plan and Servicing Plan.

2.1. Proposed Committee Structure

CMRB Administration is proposing that the Land Use and Intermunicipal Servicing Committees be combined into a single committee. This would allow for the land use and servicing aspects of the planning process to be discussed and decided together enabling an iterative planning process. Municipalities would be able to have up to (2) two elected officials sit as members on the Committee, ensuring diversity of views and more broad participation from Council members.

There are many benefits to combining the Land Use and Servicing Committees:

- There would be better integration of the planning and servicing aspects of key topics.
- It promotes more effective decision-making as topics would be presented to the committee in a more comprehensive manner when topics have land use and servicing components.
- There is more efficient use of time for elected officials, municipal staff, and key stakeholders including the public. Land use and any applicable servicing aspects would be discussed at the same time in one meeting rather than at two different times.
- The costs associated with committee meetings would be reduced, including reduced overall travel time, disbursements, and other related expenses.
- It ensures full agendas for meetings. Not all aspects of the land use planning process have underlying servicing considerations and building enough content for an independent servicing committee can be challenging.
- There would be more efficient use of CMRB Administration resources by reducing the number of committee meetings for which Administration must plan and prepare.

A drawback to combining the Land Use and Intermunicipal Servicing Committees is that one meeting may go longer than the current three (3) hour meeting, although the meeting would not be double in length as there is no need to repeat introductory materials and not all aspects of the planning process have servicing considerations that are being investigated.

3. Proposed Timeline for Combining the Committees

It is proposed that the two committees would be amalgamated into a single committee in April 2020. This gives representatives of member municipalities time to discuss the proposed structural change with individual councils and prepare for the changed structure. The proposed name for the consolidated committee is the Regional Planning Committee.

4. Recommendation

That the Governance Committee recommend for approval by the Board consolidation of the Land Use Committee and the Intermunicipal Servicing Committee.

Proposed Terms of Reference – Regional Planning Committee

Authority

The Regional Planning Committee is established by the Board and reports to the Board through the Committee Chair. The Committee Chair shall provide leadership to the Committee members in fulfilling the mandate set out in these Terms of Reference.

Purpose

To guide the preparation of a Growth and Servicing Plan for review and approval by the Calgary Metropolitan Region Board. The Growth and Servicing Plan must contain a comprehensive, integrated regional land-use plan for the Calgary Metropolitan Region and any servicing required to support the Growth Plan. While the Regulation separates these two plans, they are integrated and are being developed in concert. The Growth and Servicing Plan must be submitted to the Minister of Municipal Affairs no later than December 31, 2020.

1. Objectives of the Growth Plan

The objectives of the Growth Plan, as stated in Section 8 of the Calgary Region Board Regulation (AR 190/2017), are:

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

1.1 Contents of the Growth Plan

As defined in Section 9 of the Calgary Metropolitan Region Regulation (AR 190/2017), a Growth Plan must include the following:

- (a) population and employment projections;
- (b) the identification of
 - (i) growth areas,
 - (ii) land supply for residential, commercial and industrial purposes,
 - (iii) agricultural lands,
 - (iv) density of development,
 - (v) the development and location of infrastructure, and
 - (vi) corridors for recreation, transportation, energy transmission, utilities and intermunicipal transit;
- (c) policies regarding the planning for corridors for recreation, transportation, energy transmission, utilities and intermunicipal transit;
- (d) policies regarding environmentally sensitive areas;
- (e) policies regarding flood prone areas;
- (f) policies regarding the coordination of infrastructure planning and development among the participating municipalities;
- (g) policies that address new settlement areas;
- (h) policies that address the intensification of existing settlement areas;
- (i) policies regarding the conservation of agricultural lands;
- (j) specific actions to be taken by the participating municipalities to implement the Growth Plan.

2. Objectives of the Servicing Plan

The objectives of the Servicing Plan as outlined in Section 15 of the Calgary Metropolitan Region Board Regulation (AR 190/17) are as follows:

- (a) to identify the services required to support the goals of, and to implement, the Growth Plan;
- (b) to support the optimization of shared services to enhance use of ratepayer dollars;

(c) to facilitate orderly, economical and environmentally responsible growth in the Calgary Metropolitan Region.

2.1 Contents of the Servicing Plan

As defined in Section 16 of the Calgary Metropolitan Region Board Regulation (AR 190/2017), the Servicing Plan may include the following:

- (a) list the servicing required to support the development outlined in the Growth Plan, which may include
 - (i) transportation, including regional transit,
 - (ii) water, waste water and storm water,
 - (iii) solid waste,
 - (iv) emergency services, and
 - (v) any other services, identified by the board which benefit residents in more than one of the municipalities that are parties to the Servicing Plan,
- (b) for services to be provided on an intermunicipal basis, outline how each service will be
 - (i) intermunicipally delivered, including which municipality will lead delivery of the service, and
 - (ii) intermunicipally funded,
- (c) set the timeframe for implementing services to be provided on an intermunicipal basis,
- (d) contain any other matters necessary to support the growth plan, and
- (e) contain any other matter the Minister considers appropriate.

Additional Items

The following item will be added to the Servicing Plan Terms of Reference voluntarily due to the overlap of the Intermunicipal Collaboration Framework as required in the Municipal Government Act (s.708) with the CMRB regulation requirements of the Servicing Plan

- (a) Servicing required to support Intermunicipal Collaboration Framework, which must include:
 - i. Recreation

3. Resources and Budget

The Committee will be supported by the Chief Officer and the Project Manager – Intermunicipal Servicing of the CMRB. Additional resources required to conduct studies, create service inventories, etc. will be made available to the committee.

4. Membership

Each municipality may have up to two (2) members of the Committee.

5. Governance

Voting Structure: Decisions of the Committee will be determined by a simple majority with each municipality holding a single vote.

Decisions: Decisions of the Committee will form the basis for recommendations to the Board, which will make the final decision on all matters related to the Servicing Plan.

Agenda Item	6
Submitted to	Governance Committee
Purpose	For Review
Subject	Terms of Reference
Meeting Date	February 21, 2020
Motion that the Governance Committee review the Terms of Reference for all committees.	
<p>Background</p> <ul style="list-style-type: none"> • At the December 13, 2019 meeting the Board directed the Governance Committee to review Terms of Reference for all committees • Updated Terms of Reference for the Governance Committee were approved by the Board at the November 22, 2019 meeting. 	
<p>Attachments – Terms of Reference for:</p> <ul style="list-style-type: none"> ○ Advocacy Committee ○ Land Use Committee ○ Intermunicipal Servicing Committee ○ Governance Committee 	

1. Introduction

At the December 13, 2019 meeting the Board directed the Governance Committee to review the Terms of Reference (TOR) for all committees.

2. Background

The CMRB is still a relatively young organization and, as such, is still discovering which organizational structure best suits its needs. The review of the TOR for all of the Committees provides an opportunity to determine if the existing TOR for the committees meet the current needs of the Board.

3. Recommendation

Motion that the Governance Committee review the Terms of Reference for all committees.

Terms of Reference Advocacy Committee

Goals

To guide the development of educational and outreach strategies which will advance the goals of the region, particularly as these strategies pertain to intergovernmental relations with the Governments of Alberta and Canada.

Mandate

To oversee the:

- (a) Identification of issues which are regionally important and, upon which, member municipalities can agree on a common position
- (b) Development of educational and outreach strategies to advance the goals of the Calgary Metropolitan Region
- (c) Execution of these strategies, which may require active involvement from Members of the Board.

Resources and Budget

The Committee will be supported by the Chief Officer of the CMRB. Additional resources required to conduct studies, create service inventories, etc. will be made available to the committee.

Governance

Voting Structure: Decisions of the Committee will be determined by a simple majority with each member holding a single vote.

Decisions: Decisions of the Committee will form the basis for recommendations to the Board, which will make the final decision on all matters.

Terms of Reference Land Use Committee

Authority

The Land Use Committee is established by the Board and reports to the Board through the Committee Chair. The Committee Chair shall provide leadership to the Committee members in fulfilling the mandate set out in these Terms of Reference.

Goals

To guide the preparation of a Growth Plan for review and approval by the Calgary Metropolitan Region Board. The Growth Plan must contain a comprehensive, integrated regional land-use plan for the Calgary Metropolitan Region. The Growth Plan must be submitted to the Minister of Municipal Affairs no later than January 1, 2021.

Objectives of the Growth Plan

The objectives of the Growth Plan, as stated in Section 8 of the Calgary Region Board Regulation (AR 190/2017), are:

- (a) to promote an integrated and strategic approach to planning for future growth in the Calgary Metropolitan Region,
- (b) to identify the overall development pattern and key future infrastructure investments that would
 - (i) best complement existing infrastructure, services and land uses in the Calgary Metropolitan Region,
 - (ii) best complement the desired scale of development and community visions across the Calgary Metropolitan Region,
 - (iii) best address efficient and cost effective growth and development, and
 - (iv) maximize benefits to the Calgary Metropolitan Region,

(c) to coordinate decisions in the Calgary Metropolitan Region to sustain economic growth and ensure strong communities and a healthy environment, and

(d) to promote the social, environmental and economic well-being and competitiveness of the Calgary Metropolitan Region

Scope/Contents of the Growth Plan

As defined in Section 9 of the Calgary Metropolitan Region Regulation (AR 190/2017), a Growth Plan must include the following:

- (a) population and employment projections;
- (b) the identification of
 - (i) growth areas,
 - (ii) land supply for residential, commercial and industrial purposes,
 - (iii) agricultural lands,
 - (iv) density of development,
 - (v) the development and location of infrastructure, and
 - (vi) corridors for recreation, transportation, energy transmission, utilities and intermunicipal transit;
- (c) policies regarding the planning for corridors for recreation, transportation, energy transmission, utilities and intermunicipal transit;
- (d) policies regarding environmentally sensitive areas;
- (e) policies regarding flood prone areas;
- (f) policies regarding the coordination of infrastructure planning and development among the participating municipalities;
- (g) policies that address new settlement areas;

- (h) policies that address the intensification of existing settlement areas;
- (i) policies regarding the conservation of agricultural lands;
- (j) specific actions to be taken by the participating municipalities to implement the Growth Plan.

The Committee may also consider other aspects with regard to any matter relating to the physical, social or economic development of the Calgary Metropolitan Region, if it feels this will enhance the Growth Plan, recognizing the deadline given by the Regulation.

Resources and Budget

The Committee will be supported by the Chief Officer and the Project Manager – Land Use of the CMRB. Additional resources required to conduct studies, create service inventories, etc. will be made available to the committee as necessary.

Governance

Voting Structure: Decisions of the Committee will be determined by a simple majority

Quorum: There is no requirement for quorum. The Committee will follow the standard set out for the Board in Section 5 (3) of the Regulation

“...if a representative is not present for a vote of the Board, or abstains from voting, the representative is deemed to have voted in the affirmative”

Terms of Reference – Intermunicipal Servicing Committee

Goals

To guide the preparation of a Servicing Plan for recommendation to, and approval by, the Calgary Metropolitan Region Board. The Servicing Plan must be submitted to the Minister of Municipal Affairs within 3 years of the establishment of the Board.

Objectives of the Servicing Plan

The objectives of the Servicing Plan as outlined in Section 15 of the Calgary Metropolitan Region Board Regulation (AR 190/17) are as follows:

- (a) to identify the services required to support the goals of, and to implement, the Growth Plan;
- (b) to support the optimization of shared services to enhance use of ratepayer dollars;
- (c) to facilitate orderly, economical and environmentally responsible growth in the Calgary Metropolitan Region.

Contents of the Servicing Plan

As defined in Section 16 of the Calgary Metropolitan Region Board Regulation (AR 190/2017), the Servicing Plan may include the following:

- (a) list the servicing required to support the development outlined in the Growth Plan, which may include
 - (i) transportation, including regional transit,
 - (ii) water, waste water and storm water,
 - (iii) solid waste,
 - (iv) emergency services, and
 - (v) any other services, identified by the board which benefit residents in more than one of the municipalities that are parties to the Servicing Plan,

(b) for services to be provided on an intermunicipal basis, outline how each service will be

(i) intermunicipally delivered, including which municipality will lead delivery of the service, and

(ii) intermunicipally funded,

(c) set the timeframe for implementing services to be provided on an intermunicipal basis,

(d) contain any other matters necessary to support the growth plan, and

(e) contain any other matter the Minister considers appropriate.

Additional Items

The following item will be added to the Servicing Plan Terms of Reference voluntarily due to the overlap of the Intermunicipal Collaboration Framework as required in the Municipal Government Act (s.708) with the CMRB regulation requirements of the Servicing Plan

(a) Servicing required to support Intermunicipal Collaboration Framework, which must include:

i. Recreation

Resources and Budget

The Committee will be supported by the Chief Officer and the Project Manager – Intermunicipal Servicing of the CMRB. Additional resources required to conduct studies, create service inventories, etc. will be made available to the committee.

Governance

Voting Structure: Decisions of the Committee will be determined by a simple majority with each member holding a single vote.

Decisions: Decisions of the Committee will form the basis for recommendations to the Board, which will make the final decision on all matters related to the Servicing Plan.

Revised Terms of Reference Governance Committee November 22, 2019

Authority

The Governance Committee is established by the Board and reports to the Board through the Committee Chair. The Committee Chair shall provide leadership to the Committee members in fulfilling the mandate set out in these Terms of Reference.

Purpose

The purpose of the Governance Committee (“the Committee”) is to provide a focus on governance that will enhance the Board’s performance.

1. Responsibilities of the Governance Committee

The Governance Committee shall oversee, and provide advice and direction, to the Board in three primary areas:

- i. Board governance and operations
- ii. Finance
- iii. Human Resources.

As well, the Committee will be responsible for such other matters as may be assigned to them from time to time. The Committee Chair shall work with the Chief Officer and the Board Chair in planning Committee meetings and agendas.

2. Governance Duties

With assistance from the Board Chair and the Chief Officer, the Committee shall review and recommend to the Board:

- a. Policies and procedures by which the Board operates
- b. Roles and responsibilities for the Board Chair and Chief Officer
- c. The Terms of Reference for all standing committees.

3. Finance Duties

With assistance from the Board Chair and the Chief Officer, the Committee shall monitor the financial affairs of the Board, including the preparation of financial statements and annual audits, and shall make such reports and recommendations to the Board as it considers appropriate.

4. Human Resources

With assistance from the Board Chair and the Chief Officer, the Committee will monitor and provide direction regarding the Board's human resources policies and practices. In the event of a need to recruit a Chief Officer, the Committee will oversee the recruitment process, and will make a recommendation to the Board for appointment.

5. Committee Membership

The Committee will be comprised of not less than 3 members selected by the Board. The Chair will be an "ex officio" member of the Committee.

6. Governance

Voting Structure: Decisions of the Committee will be determined by a simple majority with each member holding a single vote.

Decisions: Decisions of the Committee will form the basis for recommendations to the Board, which will make the final decision on all matters forwarded by the Governance Committee.

Agenda Item	7
Submitted to	Governance Committee
Purpose	For Discussion
Subject	Performance Evaluation for Chair & CO
Meeting Date	February 21, 2020
The Governance Committee provide feedback on the proposed performance evaluation process for the Chair and Chief Officer.	
<p>Background</p> <p>At the December 13, 2019 meeting the Board directed the Governance Committee to develop a performance evaluation process for the Chair and Chief Officer</p>	
<p>Attachments</p> <ul style="list-style-type: none"> ○ Draft Performance Review Process 	

1. Introduction

At the December 13, 2019 meeting the Board directed the Governance Committee to develop a performance evaluation for the Chair and Chief Officer.

The CMRB is still a relatively new organization and, as directed by the Governance Committee, Administration is developing policies and processes as the need arises. The Board has requested the Governance Committee develop a Performance Evaluation Process for the Independent Chair and for the Chief Officer.

The Canadian Association of Municipal Administrators (CAMA) provides multiple resources including the CAO Performance Evaluation Toolkit. This toolkit has provided the basis for the proposed evaluation process. For ease of use, the review process for both the Independent Chair and the Chief Officer are very similar. It was determined that Conroy Ross's Evaluation Cycle is the best template to use for performance evaluation for both individuals.

2. Recommendation

Motion that the Governance Committee provide feedback on the proposed performance evaluation process for the Chair and Chief Officer.

Draft Performance Review Process

Purpose

A formalized review process for both the Independent Board Chair and the Chief Officer will provide Board members the opportunity to:

- provide feedback on how the Independent Board Chair and the Chief Officer are performing in their roles, and
- offer constructive criticism on ways the Independent Board Chair and the Chief Officer can further support the Board in meeting its organizational goals.

It should be noted that this process is not the only method to offer feedback. Board, Committee and Sub-Committee members are encouraged to reach out to the Independent Board Chair or the Chief Officer to provide constructive performance feedback as necessary.

Independent Board Chair Performance Review Process



Figure 1: Steps in the Independent Board Chair Performance Review Process

Step 1. The Independent Board Chair will set goals and strategic targets on an annual basis that support the Board in achieving its organizational mandate. These goals and targets will be submitted to the Board for its approval during Q1 of the fiscal year.

Step 2. The Board will discuss and approve the goals during Q1 of the fiscal year.

Step 3. In the event that the term of the Independent Board Chair’s contract finishes in Q4 of the fiscal year, the Board will decide on renewal of the Independent Board Chair’s contract in Q3 of the fiscal year.

Step 4. A report will be provided by the Independent Board Chair to the Vice-Chair of the Board outlining the goals and targets achieved during the fiscal year. These will be submitted to the Vice-Chair two (2) months before fiscal year end.

Step 5. The Vice-Chair of the Board will lead a 360 feedback review of the Independent Board Chair's performance. Feedback will be collected through surveys and interviews with Board Members, the Chief Officer, and any other stakeholders as mutually agreed to between the Vice-Chair of the Board and Independent Board Chair.

Step 6. 360 feedback will be consolidated and reported to the Board. The Board will discuss and agree to performance recommendations which will be communicated to the Independent Chair by the Vice-Chair. This process should occur early in Q1 of the fiscal year such that the 360 feedback recommendations can inform the Independent Chair's goal setting as described in Step 1.

Chief Officer Performance Review Process



Figure 2: Steps in the Chief Officer Performance Review Process

Step 1. The Chief Officer, in discussion with the Board Chair, will set goals and strategic targets on an annual basis that support the Board in achieving its organizational mandate. These goals and targets will be submitted to the Board for its approval during Q1 of the fiscal year.

Step 2. The Board will discuss and approve the goals during Q1 of the fiscal year.

Step 3. A report will be provided by the Chief Officer to the Independent Board Chair outlining the goals achieved during the fiscal year. These will be submitted to the Vice-Chair two (2) months before fiscal year end.

Step 4. The Independent Board Chair will lead a 360 feedback review of the Chief Officer's performance. Feedback will be collected through surveys and interviews with Board Members, CMRB Administration, and any other stakeholders as mutually agreed to between the Independent Board Chair and the Chief Officer.

Step 5. 360 Feedback will be consolidated and reported to the Board. The Board will discuss and agree to performance recommendations which will be communicated to the Chief Officer by the Independent Board Chair. This should occur early in Q1 of the fiscal year such that the 360 feedback recommendations can inform the Chief Officers' goal setting as described in Step 1.

Agenda Item	8
Submitted to	Governance Committee
Purpose	For Discussion
Subject	CMRB Appeal or Reconsideration Mechanism
Meeting Date	February 21, 2020
<p>That the Governance Committee provide input to craft the next version of the document to share for input with the CAOs</p>	
<p>Summary</p> <ul style="list-style-type: none"> • The <i>Municipal Government Act</i> (MGA) requires the CMRB to approve an appeal mechanism or dispute resolution mechanism by bylaw for the purposes of resolving disputes arising from actions taken or decisions made by the growth management board. • In response to a request of all ten municipalities by the Chair, Rocky View County submitted a proposal detailing potential mechanisms to be explored by the CMRB. • At its May 2018 meeting, the Governance Committee provided the following direction to CMRB Administration, <i>"Convene a workshop of member CAOs, providing them with resources needed -including legal if necessary, in order to make a recommendation to the Board regarding a dispute resolution mechanism or appeal process that will satisfy the requirements of the legislation and provide a workable mechanism for the Board in the future."</i> • CAO workshops were held on July 11, September 11 and December 5, 2018. These meetings were productive and led to a consensus position among the CAOs that there is need to develop a dispute resolution mechanism. This mechanism would be used to mediate disagreements between municipalities in the event a challenge is filed against a recommendation of approval of an IREF application by CMRB Administration. • At the September 2019 Board meeting, the Governance Committee recommended Proposed Option 2 of the CMRB Dispute Resolution Mechanism for approval by the Board. • At the October 2019 meeting of the Board, this issue was referred back to the Governance Committee for further discussion. 	

- At the October 2019 Governance Committee meeting Administration was given direction to work with the CAO of Chestermere to update the document.

1. Introduction

The MGA requires the creation of an appeal or dispute resolution mechanism. There are several dispute mechanisms which could be considered by the Board including, but not limited to: mediation, arbitration, mediation-arbitration, referral to an adjudicative body or referral to the courts.

However, Section 13 of the CMRB Regulation states:

(4) Subject to an appeal or dispute resolution mechanism established under section 708.23(1) of the *Act* or as otherwise provided in the Framework, a participating municipality has no right to a hearing before the Board in respect of its approval or rejection of a statutory plan.

(5) Subject to section 708.23(1) of the *Act*, a decision of the Board under this section is final and not subject to appeal.

(6) This section applies only to statutory plans to be adopted by a participating municipality after the establishment of the Framework.

It is important to note that the Regulation recognizes the supremacy of the Board in approving statutory plans which are reviewed under the Interim Region Evaluation Framework (IREF).

2. Background

The full text of the pertinent section of the MGA and of the CMRB Regulation are as below.

Municipal Government Act

708.23(1) A growth management board must at its inception establish by bylaw an appeal mechanism or dispute resolution mechanism, or both, for the purposes of resolving disputes arising from actions taken or decisions made by the growth management board.

(2) Section 708.08(2) and (3) apply to a bylaw made under this section as if the bylaw were made under that section

CMRB Regulation

Approval of statutory plan

13(1) Statutory plans to be adopted by a participating municipality that meet the criteria set out in the Framework must be submitted to the Board for approval.

- (2) In accordance with the Framework, the Board may approve or reject a statutory plan.
- (3) A statutory plan referred to in subsection (1) has no effect unless it is approved by the Board under subsection (2).
- (4) Subject to an appeal or dispute resolution mechanism established under section 708.23(1) of the *Act* or as otherwise provided in the Framework, a participating municipality has no right to a hearing before the Board in respect of its approval or rejection of a statutory plan.
- (5) Subject to section 708.23(1) of the *Act*, a decision of the Board under this section is final and not subject to appeal.
- (6) This section applies only to statutory plans to be adopted by a participating municipality after the establishment of the Framework.

3. Work to Date

At the request of the Governance Committee CMRB Administration convened three CAO workshops in an attempt to reach a consensus position on what type of appeal/dispute resolution mechanism would best suit the needs of the CMRB.

The three workshops were successful in framing the issue, exploring the need and applicability of such a mechanism, and determining in what circumstances an appeal mechanism would best serve the needs of the CMRB.

There was wide-ranging discussion at all three workshops, and consensus was reached that a mediation process should be implemented for IREF decisions where another municipality lodges a challenge against a recommendation of approval from the CMRB Administration (this will be discussed further below); however, there was no consensus reached on two critical issues:

1. Whether or not an appeal mechanism should remain internal to the Board or if there should be an external body to which a member can appeal.
 - There were three options discussed on this topic:
 - i. That an appeal should be made to an external body, such as the Municipal Governance Board.
 - ii. That an appeal should be made to the Minister of Municipal Affairs.
 - iii. That it should be a reconsideration process by the CMRB.
2. Whether the appeal mechanism should be available on decisions other than IREF decisions.
 - While much of the discussion on this topic focussed on appeals relating to a denied IREF application, there were municipal representatives who wanted to explore the possibility that the appeal mechanism could have broader applicability.

Considering the lack of consensus among the ten members, the Chief Officer of the CMRB has put forward two questions for feedback from the Governance Committee.

4. Appeal vs. Reconsideration Process

The below chart identifies pros and cons of each potential process.

Mechanism	Pros	Cons
Appeal to the Municipal Government Board	External body – perception of independence	Cedes primacy of the CMRB on decisions in the Region
	Potential to access the expertise of individuals from outside the Region	Requires legislative change
		Timing no longer controlled by the Board – likely longer process
		Increased cost to municipalities
Appeal to the Minister of Municipal Affairs	External body – perception of independence	Cedes primacy of the CMRB on decisions in the Region
	Limited additional cost to municipalities	Requires Ministerial agreement to the process
	Potential to access expertise of individuals from outside the Region	Timing no longer controlled by the Board – potentially longer process
Refer the matter to arbitration before a single arbitrator in accordance with the <i>Alberta Arbitration Act</i>	External body – perception of independence	Cedes primacy of the CMRB on decisions in the Region
	Potential to access expertise of individuals from outside the Region	Increased cost to municipalities
	Requires no legislative changes	Timing no longer controlled by the Board – potentially longer process
Reconsideration process by the CMRB	Requires no legislative changes	Internal body – perception of bias
	Timing remains in control of the Board	No ability to access expertise of individuals from outside the Region
	Limited additional cost to municipalities	
	Cedes primacy of the CMRB on decisions in the Region	

CMRB Administration is seeking feedback on the four potential mechanisms from the Governance Committee.

5. Applicability of the Appeal/Reconsideration Mechanism

The CMRB has been enabled to provide a number of coordinating functions to member municipalities in the Region. The Regulation provides significant latitude in the range of endeavours the Board can direct Administration to undertake as long as those endeavours are focused on benefiting the members of the Region. One key role of the Region is to develop the Growth and Servicing Plans, the policies necessary to implement these plans, and the Regional Evaluation Framework necessary to ensure member municipalities are meeting the agreed upon commitments made in Growth and Servicing Plans.

The Board has the authority to determine which Board decisions will be subject to an appeal/reconsideration mechanism.

Scope	Pros	Cons
Applicable solely to REF/IREF decisions	IREF decisions follow an agreed upon process, measured against mutually agreed upon criteria	
	IREF decisions give a clear approval/ refusal – clear what is being appealed	
	Recognizes the role of the Board	
Applicable to all decisions of the Board		Other decisions of the Board are not measured against a mutually agreed upon criteria
		The Board has an existing procedural policy motion in place
		Creates potential to use appeal process to bog down the work of the Board

It is the opinion of CMRB Administration that limiting the scope of the appeal/reconsideration mechanism to REF/IREF decisions is the most appropriate use of this tool. This is because REF/IREF decisions:

- follow an agreed upon process,
- are subjected to third party evaluation, and
- are measured against a mutually agreed upon criteria.

Other decisions made by the Board are not made or measured in this way, therefore there is no basis to appeal/reconsider a decision.

CMRB Administration requests the feedback of the Governance Committee on this matter. Does the Committee agree that an appeal/ reconsideration process should be applicable solely to REF/IREF decisions?

6. Next Steps

Administration will take the input from the Governance Committee to craft the next version of the document to share for input with the CAOs.