



Shared Investment for Shared Benefit Task Force Terms of Reference

December 13, 2018

INTRODUCTION

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

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

PURPOSE

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

PROJECT DESCRIPTION

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

The objectives of the SISB project are to:

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

PROJECT DELIVERABLES

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

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



Shared Investment for Shared Benefit Task Force Terms of Reference

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

TERMS OF REFERENCE

1. AUTHORITY

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

2. AMENDMENTS TO THE TERMS OF REFERENCE

At any time, the Task Force may consider changes to these Terms of Reference and recommend the proposed changes to the Board for review and approval.

3. MEMBERSHIP

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

Municipal Representation

- Edmonton
- 2 counties
- 2 cities
- 2 towns

- 1 Provincial Representative (non voting)

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

Appointment of Alternates

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

Regional Technical Advisory Committee (Non-voting)

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



Shared Investment for Shared Benefit Task Force Terms of Reference

4. TERM

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

5. APPOINTMENT AND TERM OF THE CHAIR AND VICE-CHAIR

Upon establishing the Task Force, the Task Force membership will appoint a Chair and Vice Chair. The Chair and Vice Chair must be appointed members of the Board. The Chair and Vice Chair shall be appointed for the term of the Task Force.

6. EX-OFFICIO

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

7. DECISION MAKING

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

8. QUORUM

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

9. DISPUTE RESOLUTION

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

10. SUPPORT/RESOURCES

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

11. COMMUNICATIONS

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

12. MEETING FREQUENCY

At the first meeting of the Task Force, a schedule of meetings will be established and approved by the Task Force. The frequency of the meetings will be established to align with the milestones and delivery dates of the project. Where warranted, the Task Force Chair may call a meeting outside of the approved schedule.



Shared Investment for Shared Benefit Task Force Terms of Reference

13. MEETING AGENDAS AND MINUTES

- a. All meeting agendas, minutes, reports, briefings and supporting materials will be provided in electronic format.
- b. In general, meeting agendas and pre-read materials will be provided at least one week in advance of a scheduled meeting.
- c. The Task Force will include its meeting minutes with the next Board meeting agenda package.

14. STATUS OF MEETINGS

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

15. REPORTING

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