

DRAFT - Objectives of the CMRB Chair for 2021

1. To lead and guide the Board to make all decisions necessary to complete the Growth and Servicing Plans, and in so doing will:
 - a. Understand the position and perspective of each Board member and member municipality on key issues, striving for consensus among members wherever possible.
 - b. Ensure the vision of the CMRB is agreed upon, clearly stated and well communicated and broadly shared across the region.
 - c. Maintain a collaborative relationship with the provincial government.
 - d. Actively advocate adoption of the Growth and Servicing Plans by member Councils and the provincial government.

2. To lead and guide the Board to make all decisions necessary to establish functions and priorities of the Board after completion of the Growth and Servicing Plans, and in doing so will:
 - a. Facilitate the process of determining the future work plan for the CMRB with a focus on meeting the Minister's mandate to focus on economic development and prosperity throughout the region.
 - b. Propose functions and priorities that fit within the legislated mandate of the CMRB.
 - c. Consider the costs and anticipated benefits of any proposed work over and above the Growth and Servicing Plans.
 - d. Work with Board members and CMRB administration to develop metrics, measurable outcomes and targets for the implementation phase of the Growth and Servicing Plans as they relate to the Board vision.
 - e. Develop relationships with key stakeholders, including other Growth Management Boards like the EMRB.

3. Ensure the continual improvement of CMRB operations by providing the following:
 - a. Facilitate the development of an onboarding process for new board members.
 - b. Meet with each Board member Council at minimum yearly, or more often on request, to provide an update from the Chair's perspective and answer any questions from Council members.
 - c. Provide mentorship and guidance to the Chief Officer to ensure alignment with the goals of the CMRB and the objectives set by the Board.

Objectives of the CMRB Chief Officer for 2021

1. Assist the Board to make all decisions necessary to complete the Growth and Servicing Plans, and in so doing will:

- a. Understand the position and perspective of each Board member and member municipality on key issues, striving for consensus among members wherever possible.
- b. Implement and communicate the agreed upon vision of the CMRB.
- c. Maintain a strong relationship with the provincial government.
- d. Actively advocate adoption of the Growth and Servicing Plans by member Councils and the provincial government.

2. Assist the Board to make all decisions necessary to establish functions and priorities of the Board after completion of the Growth and Servicing Plans, and in doing so will:

- a. Set the process of determining the future work plan for the CMRB.
- b. Propose functions and priorities that fit within the legislated mandate of the CMRB.
- c. Determine the costs and anticipated benefits of any proposed work over and above the Growth and Servicing Plans.
- d. In concert with the Board and municipal administration, develop metrics, measurable outcomes and targets for the implementation phase of the Growth and Servicing Plans.

3. Improve communication with Directors, CAOs and municipal administrations – Better communication will facilitate greater understanding between the Chief Officer and Directors and CAOs. To help strengthen communication the Chief Officer will:

- a. Draw attention of the Directors on key points- Ask Directors provocative questions in the pre-reads to help focus the conversation on the key issues at hand.

b. Meet more often with Directors outside of formal meetings – This will ensure Administration has a full understanding of the perspective of Directors, and will assist Administration in crafting future work plans which accommodate these perspectives.

c. Where appropriate, continue to draw on the expertise and knowledge of CAOs and other members of municipal administrations to further the work of the CMRB.

4. Assist in facilitating better relationships between Directors by creating a platform to provide mutual feedback.

5. Continue to be proactive and solutions oriented during Board meetings.

6. Continue to improve organizational effectiveness by:

a. Developing an onboarding process for new board members.

b. Ensuring CMRB operations are within budgeted limits.

c. Providing prudent fiscal management of the organization.

d. Driving greater efficiency within the organization.