

Appendix A

Calgary

Corporation	Purpose	Board Size and Composition	Qualifications	Are employees or elected officials voting or non-voting?
Attainable Homes Calgary Corporation	To implement and administer the Attainable Home Ownership Program by providing stewardship of lands, management of financial resources, leadership to the private sector and attracting and educating potential homeowners.	11 members: the mayor, 1 city councillor and 9 citizens.	The directors are appointed annually at the annual general meeting of the shareholder.	
Bow River Basin Council	The Bow River Basin Council is a multi-stakeholder group that has a broad mission of encouraging co-operative and effective strategies for water use management and environmental stewardship: To provide or support actions for the purposes of protecting and improving the waters of the Bow River Basin and with respect to any social, cultural, economic and environmental aspects of: riparian zones, aquatic ecosystems, the quality and quantity of groundwater and surface water, the effects of human activity and land use on water resources	13 members: 2 commercial and industrial members, 2 licensee members, 2 municipal government members (only one of which may be from the City of Calgary), 2 non-profit groups and academia members, 2 regulatory, administrative and First Nations members, 2 citizen members and 1 treasurer.	The City of Calgary may appoint only one member.	

<p>Calgary Arts Development Authority</p>	<p>Calgary Arts Development plays a leadership role in realizing the potential of arts and culture in Calgary. As the City's designated arts development authority, we are a central hub that learns about, promotes, connects, advocates for, and leads strategic initiatives in the arts to animate Calgary as a vibrant cultural centre.</p>	<p>12 members: 1 city councillor and up to 11 citizen members.</p>		
<p>Calgary Economic Development Ltd.</p>	<p>Calgary Economic Development is the "hands on" "on the ground" organization responsible for undertaking business development activities such as: business development for both existing and new businesses, investment attraction, client service/point of contact/"account management", industry development strategy implementation (e.g. international market entry), coordinating seed funding programs for new initiatives, developing a rolling 3 year Business Development Strategy, over-all hosting of in-bound trade delegations, housing specific delivery functions such as Sister Cities and Calgary Film Commission. The Office is responsible for developing long term Economic Development Strategy. Provides advice to City Council and Administration on the alignment of resource requests from authorities with City funding to the overall Economic Development Strategy</p>	<p>17 members: 1 city councillor and 16 directors appointed at the Annual General Meeting of Calgary Economic Development Ltd.</p>		

Calgary Film Centre Ltd.	The Calgary Film Centre Ltd. is a controlled corporation of Calgary Economic Development Ltd. (a wholly-owned subsidiary of The City) and related authority to the City, established to support the growth and development of the film, television, media, and other creative industries.	3 members: 1 city councillor and 2 citizen members.		
Calgary Housing Company	A wholly-owned subsidiary of the City of Calgary, its mandate is the management of housing units and programs to provide affordable housing options to Calgarians. As the largest landlord in Calgary, CHC manages the rentals for approximately 10,000 households serving 24,000 citizens.	12 members: 2 city councillors, the Director of Calgary Neighbourhoods, the City Treasurer and 8 citizen members.		
Calgary Municipal Land Corporation	Calgary Municipal Land Corporation, created and owned by The City of Calgary, exists to achieve the City's objectives for urban densification and community renewal, infrastructure investment and placemaking.	12 members: the mayor, 2 city councillors, 8 independent directors and 1 President.	<p>A director must be over 18 years of age.</p> <p>At least one-quarter of the directors must be resident Canadians.</p> <p>The Directors are to have experience and skills in the following areas:</p> <ul style="list-style-type: none"> ▪ government relations ▪ finance ▪ legal ▪ real estate ▪ land development ▪ engineering, construction 	

			<ul style="list-style-type: none"> ▪ communications/public relations. 	
Enmax	<p>Headquartered in Calgary, Alberta, with operations across Alberta and Maine, ENMAX Corporation is a leading provider of electricity services, products and solutions.</p> <p>ENMAX is a private corporation incorporated under the Alberta Business Corporations Act whose sole shareholder is The City of Calgary. Calgary's City Council acts in the capacity of the Shareholder on behalf of Calgarians.</p>	10 members, comprised of industry, business and community leaders elected annually by our Shareholder.	ENMAX's Board selection and appointment process is guided by a skills matrix to ensure we have the director expertise and experience required to govern ENMAX effectively.	
Opportunity Calgary Investment Fund Ltd.	The mandate of the Wholly Owned Subsidiary is to manage the Economic Development Investment Fund (EDIF) effectively and in a manner that creates an environment that encourages economic recovery and growth, helps reduce the impact of the economic downturn on citizens and businesses, and capitalizes on new opportunities to support Calgary's economic success into the future.	13 members: the mayor, 1 city councillor and 11 citizen members.	<p>The city councillor must be the councillor appointed to Calgary Economic Development.</p> <p>The citizen/local business leaders must have experienced in multi-billion-dollar investment deals in a variety of sectors</p>	

Edmonton

		Governance Approach: are the appointees skill-based, municipal employees or elected officials, or a mix?		
Corporation	Purpose	Board Size and Composition	Qualifications	Are employees or elected officials voting or non-voting?
Explore Edmonton Corporation	Explore Edmonton Corporation (formerly <i>Edmonton Economic Development Corporation</i>) is a municipal corporation for Edmonton's visitor economy and venue management. It is responsible for telling Edmonton's story, elevating the Edmonton experience, and generating inbound visitation.	17 members: the mayor and 16 citizen members.	<p>The recruitment for directors was completed by the corporation, although director appointments were made by the shareholder (Council).</p> <p>Directors must:</p> <ul style="list-style-type: none"> ▪ be at least 18 years of age; ▪ be of sound mind and not been found unsound by a court in Canada or elsewhere or by a physician licensed to practice medicine in Alberta; ▪ not have the status of a bankrupt; ▪ be an individual; ▪ be a resident within the Edmonton metropolitan area; 	The mayor is a voting member of the board.

			<ul style="list-style-type: none"> ▪ not have been a director of the Company for six consecutive years; ▪ be a representative other than the Mayor of Edmonton; ▪ be a Canadian citizen; or ▪ not be the President. <p>A former posting for the EEDC to fill several director positions asked for experience within:</p> <ul style="list-style-type: none"> ▪ senior operational leadership, ▪ accounting, ▪ legal and/or ▪ marketing and communications / branding. <p>Specific experience within the following sectors was preferred:</p> <ul style="list-style-type: none"> ▪ Energy, engineering and/or construction; ▪ Advanced and innovative technologies; ▪ Bioscience / healthcare; and 	
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			<ul style="list-style-type: none"> ▪ Sports/entertainment / tourism <p>Additionally, the ideal candidate:</p> <ul style="list-style-type: none"> ▪ takes pride in the great city of Edmonton, ▪ has integrity and is well-respected within the community. ▪ has an outstanding reputation and is currently engaged in senior leadership roles with a proven track record of strategic and thought leadership. ▪ has significant board/governance experience. 	
EPCOR Utilities Inc.	<p>EPCOR’s wholly owned subsidiaries build, own and operate electrical transmission and distribution networks, water and wastewater treatment facilities and infrastructure in Canada and the United States.</p> <p>EPCOR builds, owns and operates electrical, natural gas and water transmission and distribution networks; water and wastewater treatment facilities; sanitary and stormwater systems; and infrastructure in Canada</p>	11 members comprised of business and community leaders from across Canada.	<p>The City of Edmonton is the sole Shareholder and appoints the Board, which operates independently of the Shareholder with full authority to make strategic business decisions.</p> <p>No employees or elected representatives of the City sit on the Board.</p>	N/A

	and the United States. It also provides electricity, natural gas and water products and services to residential and commercial customers.		An independent Chair leads the Board. The selection, assessment and evaluation process for Directors seeks to match individual skills with EPCOR's needs, using an independent consultant and skills matrix.	
Fort Edmonton Management Company	<p>Fort Edmonton Park is operated by the Fort Edmonton Management Company on behalf of the City of Edmonton, which owns the buildings, artifacts and land associated with the attraction.</p> <p>The City of Edmonton is the sole shareholder of the company and Councillors act as representatives of the shareholder.</p>	14 members: 1 city councillor and 13 citizen members.	<p>The recruitment for directors is completed by the corporation, although director appointments are made by the shareholder (Council).</p> <p>Directors must:</p> <ul style="list-style-type: none"> ▪ be at least eighteen years of age; ▪ be of sound mind and have not been found to be unsound by a court in Canada or elsewhere or by a physician licensed to practice medicine in Alberta; ▪ not have the status of a bankrupt; ▪ be an individual; or ▪ not have served as a Director for 6 	The city councillor is a voting member of the board.

			consecutive years prior to the said election	
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Saskatoon

		Governance Approach: are the appointees skill-based, municipal employees or elected officials, or a mix?		
Corporation	Purpose	Board Size and Composition	Qualifications	Are employees or elected officials voting or non-voting?
TCU Board of Directors	The Board directs the operations of TCU Place in a manner that ensures proper maintenance of the facility, provides premiere services for the performing arts, and provides a full range of services for meetings and conventions.	15 board members: the mayor, the city manager, 2 city councillors and 11 citizen members.	<ul style="list-style-type: none"> ▪ Experience in the field of law ▪ Human Resources experience <p><i>A Board Member Skills Competencies Matrix is developed identifying current expertise of existing Board Members and identifying skill sets missing from current Board composition. The board provides this information to the City Clerk's Office prior to advertising for the recruitment process that occurs in the fall.</i></p>	The mayor, the city manager and the city councillors are voting members of the board.

<p>SaskTel Centre Board of Directors</p>	<p>Working collaboratively with the Management Team, the Board is responsible for the governance of the organization, including visionary leadership, and the establishment of the values, strategic planning, policy decision and overall direction to achieve the vision and mission of SaskTel Centre.</p>	<p>10 board members: 2 city councillors and 8 citizen members.</p>	<ul style="list-style-type: none"> ▪ Legal Expertise ▪ Government and Community Relations ▪ Risk Management ▪ Human Resources Management <p><i>A Board Member Skills Competencies Matrix is developed identifying current expertise of existing Board Members and identifying skill sets missing from current Board composition. The board provides this information to the City Clerk’s Office prior to advertising for the recruitment process that occurs in the fall.</i></p>	<p>The city councillors are voting members of the board.</p>
<p>The Remai Modern Art Gallery Board of Directors</p>	<p>The Board is responsible for the effective governance of the Remai Modern and the advancement of its goals, values and mission. The Directors ensure that the museum fulfills its mandate.</p>	<p>14 board members: 2 city councillors and 12 citizen members.</p>	<ul style="list-style-type: none"> ▪ Strategic Planning and Sector Policy ▪ Financial expertise (with a focus on Audit and Risk) ▪ Community engagement ▪ Experience in the Arts and Culture sector <p><i>A Board Member Skills Competencies Matrix is</i></p>	<p>The city councillors are voting members of the board.</p>

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Winnipeg

		Governance Approach: are the appointees skill-based, municipal employees or elected officials, or a mix?		
Corporation	Purpose	Board Size and Composition	Qualifications	Are employees or elected officials voting or non-voting?
Assiniboine Park Conservancy Inc.	This not-for-profit corporation operates under a Management Agreement with the City of Winnipeg with a mandate to lead, manage, fund-raise, restore and develop the overall Park and its amenities.	17 members: 2 city councillors and 15 citizen members.		
Centreventure Development Corporation	A public-private partnership established as a downtown development corporation to provide entrepreneurial leadership in	10 members: the mayor (or designate) and 9 citizen members.		

	the resurgence of the downtown, to achieve the “CentrePlan” vision.			
Grant’s Old Mill (St. James-Assiniboia Pioneer Association Inc.)	To manage, control and operate the Grant’s Old Mill and all other buildings or premises used for the purposes of the St. James-Assiniboia Pioneer Association	13 members: 1 city councillor and 12 citizen members.		
Winnipeg Arts Council Inc.	An independent not-for-profit Corporation, created and mandated by the City to manage and carry out the City’s arts and cultural funding programs; advise the City on cultural policy; explore partnerships and initiatives with other funding bodies, foundations and groups; present an Annual Report and Audited Financial Statement; develop and maintain a cooperative relationship with all City departments and staff working in cultural areas.	16 members: 6 members elected by artists and representatives of arts and cultural organizations, 6 citizen members, 1 chair and 1 vice-chair, 1 city councillor, and 1 (non-voting) city employee.		All voting except for the City employee.
Winnipeg Housing Rehabilitation Corporation	Responsible for the acquisition, improvement and rehabilitation or conversion of existing buildings for housing accommodation of all kinds for sale or rent to persons of low or modest income.	10 members: 3 city councillors and 7 citizen members.		