

Edmonton Region Hydrogen HUB

Leadership Team Terms of Reference

Membership

The Hydrogen HUB (The HUB) is comprised of representatives from key organizations and jurisdictions that are strategically positioned to advance Canada's hydrogen economy. The HUB is made up of a Leadership Team, a Management Team, Action Teams, and an Integrating Secretariat (IS). Together, the various teams will embark on an intensive collaborative process to achieve a holistic approach to performance analysis and implementation of Canada's first Hydrogen HUB.

The Leadership Team

The Leadership Team membership is comprised of representatives from the participating HUB jurisdictions. Initial participating jurisdictions include:

- Alexander First Nation
- City of Edmonton
- City of Fort Saskatchewan
- Enoch Cree Nation
- Lamont County
- Strathcona County
- Sturgeon County

Each participating jurisdiction shall appoint one (1) member from their organization to the Leadership Team. Future consideration may include representation from the Federal and Provincial Governments or other entities as determined by the Leadership Team.

The Leadership Team may choose to appoint a single Chair through consensus decision. If the Leadership Team is unable to agree on a Chair, a vote will take place according to the *Quorum and Voting* provisions of this Terms of Reference. The appointed Chair shall sit for a term of two (2) years and will be rotational according to an agreed-upon schedule by the members. The Chair shall be responsible for developing the meeting agenda and guiding discussion amongst the Membership.

The Leadership Team may choose to appoint a Co-Chair. The Co-Chair will be appointed through consensus decision. If the Leadership Team is unable to agree on a Co-Chair, a vote will take place according to the *Quorum and Voting* provisions of this Terms of Reference. The appointed Co-Chair shall sit for a term of two (2) years and will be rotational according to an agreed-upon schedule by the Members. The Co-Chair will be responsible to act in the capacity of the Chair if the Chair is unavailable.

The Leadership Team shall be supported by the Management Team and the IS from the HUB but may call on additional advisor organizations for support at their sole discretion if desired.

The IS shall be responsible for coordination, integration and liaising with the Management Team and Action Teams on behalf of the Leadership Team.

Meetings

The Leadership Team shall meet bi-monthly under a regular meeting schedule that is mutually agreed-upon by the Membership. The Leadership Team will advise the Management Team and IS of the agreed-upon meeting schedule.

Alternates are permitted to attend Leadership Team meetings and will have voting privilege when the Leadership Team member is not in attendance.

The IS shall be responsible for providing all administrative and logistical meeting support to the Leadership Team. This shall include:

- Supporting the Chair and Co-Chair in their duties, including the preparation of meeting agendas and scheduling, as required;
- Circulating the meeting agenda and supporting materials to the Management Team and Leadership Team. This shall be done in advance, with sufficient time for the Management Team to review materials and brief the Leadership Team members;
- Taking meeting notes, capture meeting and voting outcomes and circulating post-meeting materials to the Leadership Team for approval; and
- Providing logistical support as required by the Chair and Co-Chair to organize meetings.

The IS will provide all meeting agendas, meeting notes, vote outcomes and supporting materials in electronic format to the Leadership Team, if applicable.

All Leadership Team members shall be responsible to:

- Ensure attendance at meetings whenever possible;
- If not able to attend, review meeting notes and/or the record of decision;
- Prepare for and review meeting materials prior to meetings;
- Be present and engaged in meetings; and
- Ensure meeting contents and materials are kept confidential.

Voting and Quorum

The Leadership Team is committed to effective and collaborative communication, decision-making and operation. The Leadership Team may wish to undertake a formal vote amongst its membership for decisions that can have significant impact of the HUB and its objectives as described in the *HUB Framework*. This shall include decisions with significant financial or personnel impact, any decision that shall impact the fundamental spirit and/or intent of the HUB, and any other issue that requires dispute resolution as desired by the Leadership Team.

If formal voting is desired or required, voting shall be done by virtual or in-person show of hand and a majority vote shall be considered approval.

A majority of Leadership Team members (50 per cent plus 1) shall constitute a quorum, represented in person or by telephone or other telecommunications device that permits participation.

All votes will be recorded, and the outcome circulated to Leadership Team Members by the IS.

Confidentiality

All members of the Leadership Team shall agree to keep meeting debates, decisions, voting outcomes and electronic meeting materials confidential from the public, including members of the media.

The Leadership Team and all associate members shall agree to limit the sharing of pre- and post-meeting materials to the IS and Management Teams, who may share meeting materials with members of Action Sub-Teams (as appropriate) at their discretion.

Roles

Subject to the scope of the HUB Framework, Leadership Team members shall:

- Provide strategic leadership and support transformational change by identifying clear, actionable objectives in alignment with the HUB goals;
- Provide direction and approve overall HUB vision and values;
- Publicly support and validate the HUB concept and processes, and ensure objectives are being met;
- Ensure the overarching performance of the organization is aligned to key outcomes;
- Coordinate high-level HUB communication functions, such as cohesive key messaging that can be used by all members and levels of government, including any Communiqué release(s);
- Identify one (1) mutually agreed-upon communications representative to support and implement HUB communication functions; and
- Manage effective relationships among orders of government and other stakeholders.

Responsibilities

All Leadership Team Members shall be responsible to:

- Make recommendations and decisions as per the strategic goals and objectives of the HUB;
- Commit to respectful communication and engagement with other Leadership Team members;
- Recognize the unique knowledge and expertise of each Leadership Team member;
- Determine how to task the Management Team according to resource and capacity limitations; and
- Empower the Management Team by facilitating the attainment of adequate monetary, personnel resources and time to aid in the fulfillment of the assigned objectives and actions.

Communication Plan

The Management Team, in consultation with communications leads from the home organizations of Leadership Team members, shall prepare a Communications Plan for the Leadership Team's review. The Leadership Team shall alter to Communications Plan to its satisfaction and provide final endorsement of the Plan. Leadership Team members shall agree to follow the Communications Plan elements and roles. Communication Plan elements may include:

- Designated strategic and technical spokespeople for the HUB;
- Key messaging and supporting materials spokespeople (e.g., press releases, Q&As, promotional materials);
- Communications strategy and tactics;
- HUB media management protocols and leads to support spokespeople.