

Calgary Metropolitan Region Board
Agenda – June 18, 2021
11:00 AM -12:30 PM
Go-To Meeting/Call-In

Meetings are recorded and live-streamed

CMRB Admin will utilize the recording function on GoToMeeting as a backup recording in case an internet connection is lost and CMRB's YouTube account is unable to record the meeting. When the recording function is enabled, you will hear an audio prompt notifying that the meeting is being recorded.

1. Call to Order & Opening Remarks Clark
2. Adoption of Agenda All
For Decision: Motion to adopt and/or revise the agenda
3. Review and Approve Minutes (Attachment) All **2**
For Decision: Motion that the Board review and approve the Minutes of the May 21, 2021 meeting
4. Q1 Actuals (Attachment) Copping **8**
For Information: Motion that the Board review and receive for information the Q1 Actuals for 2021
5. Economic Development Workshop: Session 1 (Attachment) Hatch **10**
For Information: Motion that the Board receive for information a presentation from Hatch regarding Economic Strategy
6. Roundtable All
 - o Bow River Reservoir Options Initiative Phase 2: Feasibility Study Virtual Public Sessions
7. Next Meeting: Friday July 23, 2021 @ 9AM
8. Adjournment Clark

Upcoming Meetings:

Board Meeting	Friday July 23 @ 9:00 No meeting in August	GoTo Meeting
Land Use & Servicing Committee	September 2 @ 9:00	GoTo Meeting
Governance Committee	TBD	GoTo Meeting
Advocacy Committee	TBD	GoTo Meeting

Delegates in Attendance

Mayor Peter Brown – City of Airdrie
Mayor Naheed Nenshi – City of Calgary
Mayor Marshall Chalmers – City of Chestermere
Mayor Jeff Genung – Town of Cochrane (Vice Chair)
Reeve Suzanne Oel – Foothills County
Mayor Craig Snodgrass – High River
Mayor Bill Robertson - Town of Okotoks
Reeve Dan Henn – Rocky View County
Mayor Pat Fule – Town of Strathmore
Reeve Amber Link – Wheatland County

CMRB Administration:

Greg Clark, Chair
Jordon Copping, Chief Officer
Liisa Tipman, Project Manager–Land Use
Jaime Graves, Project Manager–Intermunicipal Servicing
Shelley Armeneau, Office Manager
JP Leclair, GIS Analyst

1. Call to Order & Opening Comments

Called to order at 9:00 AM. Chair Clark noted that the agenda would be completed irrespective of time.

2. Approval of Agenda

Moved by Mayor Brown **Seconded by** Mayor Genung, accepted by Chair.

M 2021-85

Motion: That the Board approve the agenda of the May 21, 2021 meeting.

Motion carried unanimously.

3. Review and Approve Minutes

Moved by Reeve Link **Seconded by** Mayor Brown, accepted by Chair.

M 2021-86

Motion: That the Board approve the Minutes of the May 14, 2021 meeting, changing the called to order time to 9:00 AM.

Motion carried unanimously.

4. Board Vision

Motion Arising:

Moved by Mayor Nenshi **Seconded by** Mayor Brown, accepted by Chair.

M 2021-87

Motion: That the Board approve option A as outlined in the agenda package and remove the first bullet point under 'Blueprint for Growth'.

Motion carried unanimously.

Motion:

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

M 2021-88

Motion: That the Board approve the Vision Documents, as amended.

Motion carried.

5. Proposed Growth Plan Changes

Members discussed the Proposed Rural and Country Cluster Policy 3.1.5.3 and the following motions were made:

Motion Arising

Moved by Reeve Oel, **Seconded by** Reeve Henn, accepted by Chair.

A request was made to vote on each item separately. The mover and seconder agreed.

M2021-89

Motion that:

Letter a) be removed from proposed 3.1.5.3 under C. Proposed *Rural and Country Cluster – Not Clustered* Policies

Motion Fails.

Letter b) be removed from proposed 3.1.5.3 under C. Proposed *Rural and Country Cluster – Not Clustered* Policies

Motion Carries.

Letter c) be removed from proposed 3.1.5.3 under C. Proposed *Rural and Country Cluster – Not Clustered* Policies

Motion Fails.

Motion Arising:

Moved by Mayor Genung, **Seconded by** Mayor Brown, accepted by Chair.

M2021-90

Motion: that the Board defer discussion of the approval of suggested changes to the Draft Growth Plan document until after June 1, 2021.

Motion Fails.

Motion:

Moved by Reeve Oel, **Seconded by** Reeve Henn, accepted by Chair.

M2021-91

Motion: That the Board approve the suggested changes to the Draft Growth Plan document, as amended.

Motion Fails.

A request was made to record individual member votes for the entire meeting. Chair Clark advised that requests for recorded votes must be made prior to the vote. Accordingly, votes for the rest of the agenda items will be recorded in the Minutes.

6. Draft Final Growth Plan

Motion Arising:

Moved by Reeve Oel, **Seconded by** Reeve Henn, accepted by Chair.

M2021-92

Motion: That the Board NOT approve Section 3.1 Growth Management and Efficient Use of Land of the April 28, 2021 version of the draft Growth Plan, as amended by the Board.

Amending Motion:

Moved by Mayor Snodgrass, **Seconded by** Mayor Genung, accepted by Chair.

M2021-93

Motion: That the Board vote on the motion in the affirmative to approve Section 3.1 Growth Management and Efficient Use of Land of the April 28, 2021 version of the draft Growth Plan, as amended by the Board.

Mayor Robertson suggested the amendment was out of order. The Chair accepted the suggestion, and the motion was **withdrawn**.

Motion Arising Fails.

Recorded vote requested. In favour: Foothills, Rocky View, Wheatland.
Opposed: Airdrie, Calgary, Chestermere, Cochrane, High River, Strathmore, Okotoks.

A member put forward an amendment to the Growth Plan. There was discussion on the amendment and the original mover and seconder of the motion agreed to put forward the motion to approve the Growth Plan as amended as a friendly amendment, and the Chair accepted. One of the members disagreed with describing the amendment as friendly and challenged the Chair as a point of order. The Board agreed to call the motions separately.

Amending Motion:

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

M2021-94

Motion: that the Board create a new section in the Growth Plan under Shared Services Optimization (3.5.4 Recreation), and include the preamble and policies from the February 2, 2021 version of the Growth Plan (a minor amendment to policy 3.5.4.1 has been proposed to recognize the voluntary nature of the recreation working group):

3.5.4 Recreation

- The intent of this policy section is to focus on the role of parks, natural areas, and public spaces in the context of regional growth and development, as well as on recreation services delivered by government organizations for the benefit of individuals and communities. The recreation system across the Calgary Metropolitan Region is diverse, complex, and multifaceted. Recreation services provided by municipalities not only lead to residents and visitors being more physically active; it also brings people together and positively contributes to desired outcomes in other public service areas such as education, justice and health.

Policies

- 3.5.4.1 CMRB municipalities may work together to provide residents of the Region with high-quality recreational opportunities that are delivered in a cost-effective manner.
- 3.5.4.2 Collaborative processes for regional recreation decision-making will build trust, be transparent, and respect an individual municipality's right to make its own recreation decisions.
- 3.5.4.3 To further voluntary regional collaboration, the CMRB will establish a recreation working group of member municipalities to facilitate collaboration by identifying areas of common interest, coordination, regional challenges and to share information.

- 3.5.4.4 When working together, member municipalities will establish processes that incorporate evidence-based decision making to the greatest extent possible.
- 3.5.4.5 Member municipalities will collect and share data in support of evidence-based approaches to decision-making at the regional level.

Motion carried.

Recorded vote requested: In favour: Airdrie, Calgary, Chestermere, Cochrane, High River, Strathmore, Okotoks. Opposed: Foothills, Rocky View, Wheatland.

Motion:

Moved by Mayor Brown, **Seconded by** Mayor Snodgrass, accepted by Chair.

M2021-95

Motion: That the Board approve the final draft Growth Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs, including the amendments to Section 3.5.

Motion carried.

Recorded vote requested: In favour: Airdrie, Calgary, Chestermere, Cochrane, High River, Strathmore, Okotoks. Opposed: Foothills, Rocky View, Wheatland.

7. Final Draft Servicing Plan

Motion:

Moved by Mayor Genung, **Seconded by** Mayor Brown, accepted by Chair.

M2021-96

Motion: That the Board approve the final draft Servicing Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs.

Motion carried.

Recorded vote requested: In favour: Airdrie, Calgary, Chestermere, Cochrane, High River, Strathmore, Okotoks. Opposed: Foothills, Rocky View, Wheatland.

8. Regional Evaluation Framework (REF)

Jordan Copping noted a clerical error on page 92 under 4.2 which should read "Notwithstanding section 4.1" (not section 5.1). This will be corrected in the final version.

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

M2021-97

Motion: That the Board approve the final draft Regional Evaluation Framework and direct administration to finalize the document and send it to the Minister of Municipal Affairs

Motion carried.

Recorded vote requested: In favour: Airdrie, Calgary, Chestermere, Cochrane, High River, Strathmore, Okotoks. Opposed: Foothills, Rocky View, Wheatland.

9. Draft Code of Conduct for Composting Facilities

Moved by Mayor Brown, **Seconded by** Reeve Link, accepted by Chair.

M2021-98

Motion: That the Board approve the draft letter to the Waste Policy Section of Alberta Environment and Parks.

Motion carried unanimously.

10. Roundtable

A brief roundtable discussion was held on items relating to:

- COVID Restrictions
- Community messaging on the Growth and Servicing Plans
- Appreciation for CMRB Administration for their hard work on the Growth and Servicing Plans.
- A decision was made to cancel the May 28 Board meeting.

11. Next Meeting

Friday June 18, 2021.

12. Adjournment at 11:45 PM.

Greg Clark, Chair

Agenda Item	4
Submitted to	Board
Purpose	For Information
Subject	CMRB 2021 Q1 Actuals
Meeting Date	June 18, 2021
<i>Motion that the Board review and receive for information the Q1 Actuals for 2021</i>	
<p>Background</p> <ul style="list-style-type: none"> • The CMRB has been funded by the Government of Alberta through the Alberta Community Partnership grant program. • The Governance Committee met on May 13, 2021, and recommended the Board review and receive for information the Q1 Actuals. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Q1 Actuals 	

Introduction

CMRB Administration has compiled the Q1 Actuals. At the May 13, 2021 meeting the Governance Committee recommended the Board review and receive for information the Q1 Actuals.

Recommendation

That the Board review and receive for information the 2021 Q1 Actuals.

	2021 Budget	2021 Q1 Budget	2021 Q1 Actuals	Q1 Variance
REVENUE				
GoA Grant	\$1,500,000.00	\$0.00	\$0.00	\$0.00
Interest on GIC	\$0.00	\$0.00	\$0.00	\$0.00
Withdrawal from Reserves	\$650,000.00	\$0.00	\$0.00	\$0.00
TOTAL Revenue	\$2,150,000.00	\$0.00	\$0.00	\$0.00
EXPENDITURES				
<u>CAPITAL EXPENSES</u>				
Computers & Hardware	\$6,000.00	\$1,500.00	\$0.00	\$1,500.00
Office Furniture	\$6,000.00	\$1,500.00	\$0.00	\$1,500.00
Phone/Internet Hardware	\$3,000.00	\$750.00	\$0.00	\$750.00
TOTAL CAPITAL EXPENSES	\$15,000.00	\$3,750.00	\$0.00	\$3,750.00
<u>OPERATING EXPENSES</u>				
STAFFING COSTS				
Salary	\$655,000.00	\$169,000.00	\$168,383.58	\$616.42
Benefits	\$117,000.00	\$29,250.00	\$28,443.30	\$806.70
Board Chair	\$140,000.00	\$35,000.00	\$47,394.00	-\$12,394.00 ¹
TOTAL STAFFING COSTS	\$912,000.00	\$233,250.00	\$244,220.88	-\$10,970.88
OFFICE LEASE	\$87,000.00	\$21,750.00	\$18,398.67	\$3,351.33
OFFICE OPERATING COST				
General Operating Costs	\$36,000.00	\$9,000.00	\$6,036.71	\$2,963.29
Professional Fees	\$30,000.00	\$7,500.00	\$0.00	\$7,500.00
TOTAL OFFICE OPERATION COSTS	\$66,000.00	\$16,500.00	\$6,036.71	\$10,463.29
TRAVEL COSTS	\$35,000.00	\$8,750.00	\$0.00	\$8,750.00
MEETING COSTS				
Meeting Venue/Catering	\$55,000.00	\$13,750.00	\$0.00	\$13,750.00
Per Diem	\$55,000.00	\$13,750.00	\$3,000.00	\$10,750.00
TOTAL MEETING COSTS	\$110,000.00	\$27,500.00	\$3,000.00	\$24,500.00
CONSULTANT COSTS				
Growth/ Servicing Plan	\$250,000.00	\$62,500.00	\$0.00	\$62,500.00
Regional Initiatives	\$500,000.00	\$125,000.00	\$0.00	\$125,000.00
REF Consultants	\$100,000.00	\$25,000.00	\$0.00	\$25,000.00
TOTAL CONSULTANT COSTS	\$850,000.00	\$212,500.00	\$0.00	\$212,500.00
CONTINGENCY	\$75,000.00	\$18,750.00	\$0.00	\$18,750.00
TOTAL EXPENDITURE	\$2,150,000.00	\$542,750.00	\$271,656.26	\$271,093.74

Agenda Item 4i

Notes:

1 There were two Board Chairs for January and February.

Agenda Item	5
Submitted to	Board
Purpose	For Information
Subject	Economic Development Workshop: Session 1
Meeting Date	June 18, 2021
<i>Motion that the Board receive for information a presentation from Hatch Ltd. regarding Economic Strategy</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The Board has expressed an interest in exploring regional economic development. In response to this, CMRB Administration investigated the possibility of economic development workshops for the CMRB. • Hatch Ltd. has significant experience in developing and delivering workshops to regional stakeholders and has been retained to deliver a three-part workshop beginning with a speaker series on this topic. The first session is informative (June 18th) with the following 2 workshop sessions being more interactive on July 23 and September 17, 2021. • The objective of the workshop is to provide relevant examples of regional economic development initiatives worldwide and their outcomes for consideration of the Board as they determine future actions regarding regional economic development in the CMR. • CMRB approved proceeding with an economic development workshop at the Board meeting on May 14, 2021. • Three senior principals from Hatch Ltd. will be involved over the three-part workshop and oversee outputs. • Note that Agenda Page 43 requires input from one representative from each municipality to 'fill in the blanks' of the statement. Member municipalities may wish to consider their response ahead of time. 	
Attachment: CMRB: Economic Strategy Session slide deck, Hatch Ltd.	

Calgary Metropolitan Region Board: Economic Strategy Session



#1:18 June 2021

HATCH

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Session Objectives

- + To help the CMR Board explore potential value of & steps towards developing an economic strategy for the region.

Our Focus: Lessons in Economic Diversification

Interactive sessions for the CMR Board based on:

A selective review of strategic lessons from other energy-dependent regional economies that have embarked on economic transition.

Session Plan

- + 18 June 1 Hour : Scene & Agenda Setter
- + 23 July 3 Hour : Theme Reviews
- + 17 Sept 3 Hour : Outline Priority Setting

Hatch's Approach

- + Identifying the issues
 - + Sharing insights
 - + Agreeing on practical steps
-
- + Hatch are here to facilitate, the Board is in the driving seat
 - + We know a bit about economic strategy, but you know the essential details about what's right for CMR

Hatch Team



Bob Pell
Global Managing Director
Urban Solutions

International expertise in planning and across Europe, Africa, Asia and the Americas. Bob leads the Urban Solutions practice in Hatch and specialises in helping regions promote diversification and secure investment.



Simon Hooton
Director Urban Solutions

Simon has extensive experience of the role of emergent sector growth/ diversification, labour markets, place-promotion and innovation to drive regional growth through long term economic strategy and investment.



Pat Gulliver
Director Urban Solutions

Pat has worked with big cities and regions advising on energy sector transition and the role of innovation corridors/zones in driving growth.

Style of Sessions



Participative



Open



Challenging



Responsive



Some data



Some case studies

+ Today's Agenda

Session One: *Scene Setting*

- + Part 1: Economic Development Scene Setter (30 mins)
 - + What are the current big themes in economic development?
 - + What is economic strategy?
 - + Launch Topic Poll
- + Part 2: Visioning Exercise (20 mins)
 - + An interactive session for each municipality to set out their aspirations for their economy in next 10-20 years & challenges they envisage
- + Agreeing Next Steps (10 mins)
 - + Polling result on topics
 - + Open discussion on essential themes that Board members would like to see addressed

How Session 1 Feeds Into Session 2 & 3

- + Session 1: Scene Setting
 - + Understand the big issues (to address in Session 2)
- + Session 2: Theme Review
 - + Explore two core topics for CMR
- + Session 3: Outline Priority Setting
 - + Explore an additional topic (TBC)
 - + Identify economic priorities for a possible CMR economic strategy



Part 1:

Economic Development Scene Setter

Four Current Big Themes in Economic Development

COVID-19

Increased Flexible Working



Flexible working adopted during the pandemic looks likely to persist into the future

Sector Challenges



Some sectors battered, some prospered. Some will bounce back, some won't

Digital Access to Services



Massive acceleration in digital services offers secure, richer engagement for more customers over more dispersed areas

Public Sector Debt



Enormous hit to public debt and huge recovery bills outstanding, before we get back to backlog and pipeline going forward

Everyday Economy



Key workers' role in the nation's response to the pandemic could lead to a wider re-evaluation of worth for the everyday economy

Bio Security & Hygiene



Stronger interest in safety among consumers and workplace practices, even after the virus is under control

Globalization

More Places of Choice



Talented people have more choice than ever about where to live and work

Protectionism & Localism



Global trends in trade liberalization have slowed and re-shoring is occurring, but supply chains reach further

Growing Inequality



The global competition for talent and resources risks creating new patterns of poverty & wealth side by side

Developing World Growth



Low-cost nations are evolving into knowledge-based competitors to developed countries like Canada

Growing Resource Demand



Demand for minerals and energy is set to continue on an upward trend as the global economy grows

Trade & Innovation



Businesses that trade bring investment, ideas and talent to strengthen the local economy

Digitization

Accelerating Online Spend



Massive shift away from physical stores to digital shopping

Reducing Business Costs



Digital technology will continue to drive huge costs savings for businesses

Re-Shaping Work



Better paid jobs increasingly require basic and advanced tech know how

Deeper Automation



Latest wave of technology innovation is replacing jobs in mid-tier knowledge roles as well as manual jobs

Extending Business Reach



Digital services can be delivered anywhere in the world from anywhere in the world

Driving Investment



Inward investors increasingly look for fast, affordable and reliable fixed and wireless connectivity at work and home

Net Zero

Global Carbon Targets



Canada is committed to net zero by 2050 and likely to put incentives in place to encourage change in industry

Demand & Returns Peaking



Oil and natural gas demand to fall long-term with accompanied fall in prices which will not favor investment

Economic Diversification



The Alberta economy relies heavily on carbon, but has capacity to evolve into growth markets

Massive Investment



The shift to net zero in energy supply, homes and transport is a major opportunity to create new growth

Innovation Spur



The shift to net zero will create many opportunities for innovative businesses to develop new products and create new jobs

Ethical Actors



Consumers are increasingly putting priority on locally sourced, low impact produce and on economic values

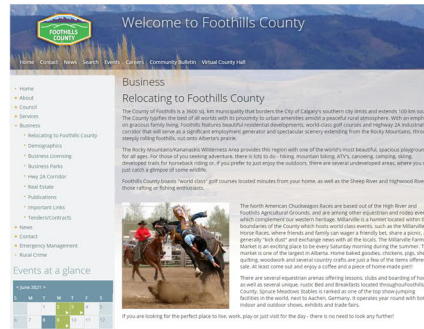
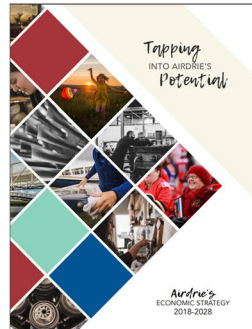
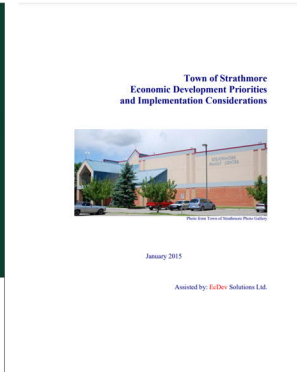
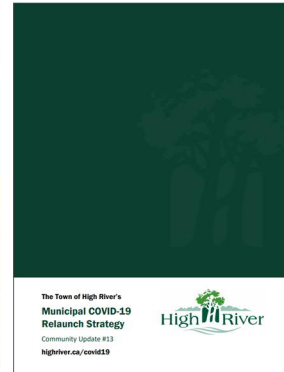
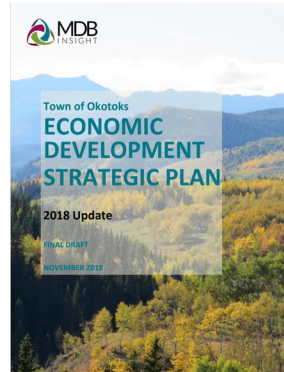
How Will Calgary Metropolitan Region Respond?

- + What are the biggest threats?
- + What are the biggest opportunities?
- + What assets do we have in our favour?
- + What is our competition up to?
- + How well prepared are we to address unknowns?

Could economic strategy help us answer these questions?



Already In Place In Different Ways



Purpose of Strategy

- + Set A Long Term Course
- + Make Choices & Setting Priorities
- + Establish a Shared Vision
- + Agree the Character of Growth We Aspire For
- + Steer Investment
- + Corral Collaborative Action

Some of the bedrock is in place

“Building on thousands of years of history, we welcome everyone to join us in living happy, healthy and prosperous lives in a spectacular natural environment.

We are a world leading region built on hard work, resilience, helping others and a deep respect for nature.

We use our land wisely, share our services and care for our wildlife, air and water.

We grow together.”

CMR Regional Vision Statement for 2051

Economic Strategy Coverage



What are the component parts?

Vision

Where We Want To Be

Objectives/Pillars/Priorities

The Big Things We Need To Change

Actions

What We Will Do

Who Is The Audience For Strategy?

Lead

Initiate, Own, Co-ordinate & Drive Strategy

Partners

Teams, People & Organizations That Can Deliver Change

Stakeholders

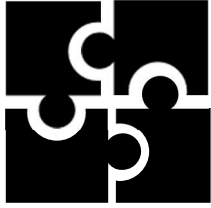
People & Organizations That Will Be Affected By The Strategy

Steps For Creating Strategy

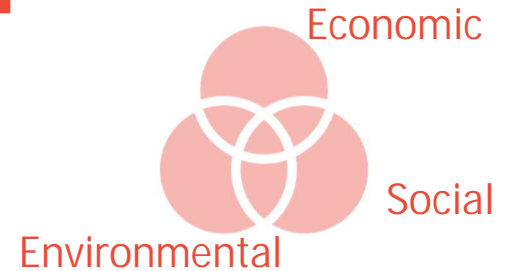
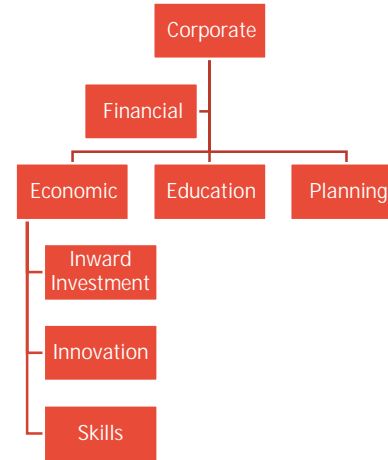
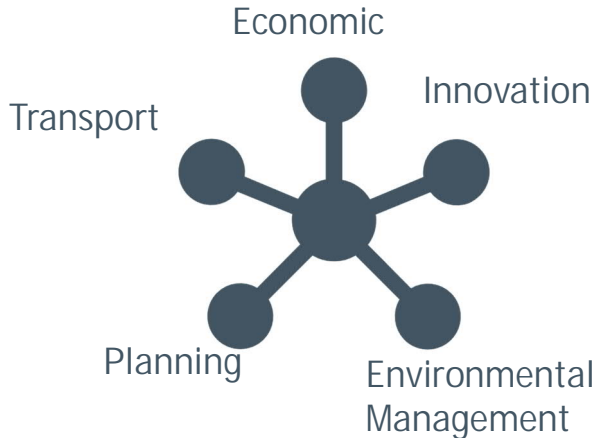


How Does Economic Strategy Fit?

Economic Place-Making



Transit Place Promotion



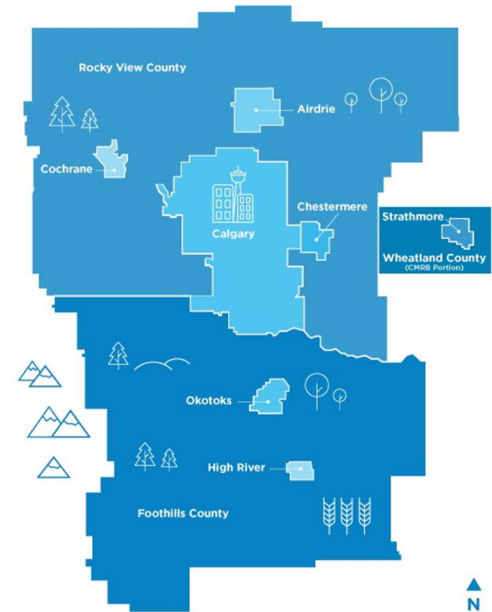
At What Scale Does Strategy Make Sense?

1. Shared challenges & opportunities across

- + Boundaries
- + Organizations
- + Themes

2. Working together makes sense

- + collaboration > competition
- + a joined-up response is needed



In Summary

- + Economies evolve continuously & the pace of change is not decelerating
- + New sources of competition & opportunity emerge all the time
- + There are foreseeable threats ahead which we can prepare for
- + We cannot change everything, so we have to choose
- + The forces of change are strong so we have to steer & adapt
- + The challenges are greater than the capacity of any one place or institution

Strategy can't solve these challenges, but it can provide a shared understanding of the priorities for change.



Topic Poll

Polling Topics

1. Net Zero Sector Diversification
 - + How have other energy dependent regions have begun to evolve into new markets?
2. Harnessing Knowledge Assets
 - + How could the region's major employers, institutions and events be harnessed for stronger growth (universities, major employers, festivals/sports etc.)
3. Infrastructure Led Growth
 - + How can new road, transit & digital infrastructure be exploited to stimulate new growth and competitiveness?
4. Securing Investment
 - + How can place promotion secure overseas investment in sites, businesses and infrastructure?
5. Attracting & Retaining Talent
 - + How can cities and regions attract and retain people with the skills needed to drive growth?
6. Digital Led Growth Economic Strategy
 - + How can regional economies re-structure to capitalize on digital technology?
7. Leisure Economy Creating Jobs
 - + What is the role of culture, tourism and active leisure in positioning for future economic success?
8. Agricultural/land-based sectors
 - + How will rural areas compete in the global economy?
9. Governance
 - + How do successful regions collaborate and co-ordinate growth across tiers and agencies and what agencies are needed to make it happen?

Approach

- + As we do the next agenda item, a poll will appear asking you to select your preferred topics for us to tackle in the next workshop in July



Visioning

Approach

- + A representative for each municipality will have two minutes to say

My Aspirations For My Local Economy

In 20 years time, investors and visitors to [] will be struck by _____

The biggest challenge we face in achieving that is _____



Polling Results



Wrap Up

Session 2 *Theme Review:* 2 x 1.25 hr slots on agreed topics

- + Each topic slot will involve:
 - + A Summary of Relevant CMR Evidence (10 mins)
 - + Relative Strengths & Weaknesses
 - + Quick summary of action in CMR (with input from team)
 - + Two-three case study examples of success from elsewhere (15 mins)
 - + Must get right insight
 - + Summary of the basic lessons and requirements
 - + Facilitated small group breakout x 3 discussion (30 mins)
 - + Explore CMR's Opportunities & Threats
 - + Identify essential priorities for CMR in delivering change/action
 - + Report back from break outs (20 mins)
 - + Facilitated priority setting by Hatch to reflect feedback

Session 3: *Priority Setting for an Economic Strategy*

- + Optional
 - + Start with one additional topic as per Session 2
- + CMR Economic Options (1 hour)
 - + Hatch to Introduce a number of competing economic vision options drawing on Session 1
 - + Breakout session or whole group interactive weighting/polling on priorities
- + Facilitated Exploration & Agreement of Options for a Economic Strategy (1hour)
 - + A facilitated session to explore question: *Should CMR develop an economic strategy?*
 - + Hatch will use a structured format to generate a rounded debate on the value and possible approach to and focus of an economic strategy to complement the Growth Plan.

Some homeworkthinking regionally

- + Where are the common areas of challenge and opportunity across the CMR?
- + How is CMR distinct from its neighbours?
- + What sort of world do I hope for CMR's children and grandchildren?

+ Thank You

For more information,
please visit www.hatch.com