

Calgary Metropolitan Region Board

Agenda – December 3, 2021

2:00 PM-4:00 PM

Hybrid Meeting – Mount Royal University/Go-To Meeting

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
For Decision: Motion to adopt and/or revise the agenda | | All | |
| 3. | Adoption of Minutes (Attachment)
For Decision: Motion that the Board review and approve the Minutes of the September 17, 2021, meeting | | All | 3 |
| 4. | Board Governance Overview (Attachment)
For Information: Motion that the Board receive for information a presentation on CRMB Governance | | Clark/ Copping | 5 |
| 5. | Vice-Chair Selection Process (Attachment)
For Information: Motion that the Board receive for information the Vice-Chair selection Process policy | | Clark | 16 |
| 6. | CMRB Operational Overview (Attachment)
For Information: Motion that the Board receive for information a presentation on CMRB operations | | CMRB Admin | 19 |
| 7. | Statutory Plan Approval Overview (Attachment)
For Information: Motion that the Board receive for information a presentation on Statutory Plan approvals | | Tipman/ Copping | 34 |
| 8. | CMRB Indigenous Engagement (Attachment)
For Information: Motion that the Board receive for information a presentation on CMRB Indigenous Engagement efforts | | Graves/ Copping | 44 |
| 9. | Regional Economic Development (Attachment)
For Information: Motion that the Board receive for information a presentation on Regional Economic Development in the CMR. | | Copping/ Graves | 51 |

10. CMRB Funding Model (Attachment) Copping **81**
For Information: Motion that the Board receive for information an update on the development of a CMRB Funding Model
11. CMRB Draft Vaccination Policy (Attachment) Clark/Copping **91**
For Information: Motion that the Board receive for information the Draft CMRB COVID-19 Vaccination Policy For Elected Officials at In Person Meetings
12. Roundtable
 • Advocacy
13. Next Meeting: Friday January 21, 2022 @ 9:30
14. Adjournment Clark

Upcoming Meetings:

Governance Committee	Thursday December 16 @ 9:00	GoTo Meeting
Board Meeting	Friday January 21 @ 9:30	MRU/Hybrid
Land Use & Servicing Committee	Thursday February 3 @ 9:00	GoTo Meeting

Minutes of the Go-To Meeting of the Calgary Metropolitan
Region Board on Friday September 17, 2021

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
Councillor Ed Sands - Town of Okotoks
Reeve Dan Henn – Rocky View County
Mayor Pat Fule – Town of Strathmore
Reeve Amber Link – Wheatland County
Shawn Ewasiuk - Municipal Affairs

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

The meeting was called to order at 9:00 AM.

2. Approval of Agenda

Moved by Mayor Chalmers **Seconded by** Reeve Link accepted by Chair.

M 2021-123

Motion: That the Board approve the agenda of the September 17, 2021 meeting.

Motion carried unanimously.

3. Review and Approve Minutes

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

M 2021-124

Motion: That the Board approve the Minutes of the September 10, 2021 meeting.

Motion carried unanimously.

4. IREF Application 2021-18

Moved by Reeve Henn, **Seconded by** Mayor Nenshi, accepted by Chair.

M 2021-125

Motion: That the Board approve IREF Application 2021-18 the Rocky View County Bears paw Area Structure Amendment (Ascension Conceptual Scheme).

Motion carried unanimously.

5. Terms of Reference

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

M 2021-126

Motion: That the Board approve the draft Terms of Reference for the Governance Committee and the Land Use and Servicing Committee.

Motion carried unanimously.

6. Advocacy Committee

Moved by Mayor Chalmers **Seconded by** Reeve Oel, accepted by Chair.

M 2021-127

Motion: That the Board:

- a) Dissolve the Advocacy Committee; and
- b) Direct CMRB Administration to add a standing agenda item to Board meeting agendas whereby Board members may raise opportunities for advocacy for discussion by the Board, and direct CMRB Administration to create ad hoc working groups whose membership shall be determined by the Board, when necessary.

7. Roundtable

a) GOA Update

Shawn Ewasiuk from the Government of Alberta opened the floor for questions to take back to the Minister of Municipal Affairs relating to COVID-19. He noted the province is working on a guidance document that would be available very soon. Members discussed what they are doing in their communities relating to COVID 19 and vaccination protocols.

b) National Day for Truth & Reconciliation

A member requested this item be added to the agenda to discuss what municipalities in the Region are doing to acknowledge National Day for Truth & Reconciliation, which varied from giving staff the day off to providing specific indigenous awareness training.

Final comments from Chair: Chair Clark noted this was the last meeting of this Board and expressed his thanks to Board members and all administration teams for their hard work on the tremendous volume of complex work completed over the last 4 years.

8. Next Meeting: Board Orientation - Friday December 3, 2021.

9. Adjournment at 1:10 PM.

Greg Clark, Chair

Agenda Item	4
Submitted to	Board
Purpose	For Information
Subject	Board Governance Overview
Meeting Date	December 3, 2021
<i>Motion that the Board receive for information a presentation on CMRB governance.</i>	
<p>Summary</p> <ul style="list-style-type: none"> • CMRB Administration has prepared an overview of the governance of the CMRB for the information of Board members. • Live links to approved Board policies are present in the pdf document for ease of reference. 	
<p>Attachments</p> <ul style="list-style-type: none"> • CMRB Governance presentation 	

1. Introduction

As part of onboarding new Board members following the 2021 municipal elections, CMRB Administration has prepared presentations about the CMRB in areas focused on the Board's function and mandate and its policies and administrative procedures.

2. Recommendation

That the Board receive for information a presentation on CRMB governance.

CMRB Governance

Agenda Item 4i

December 3, 2021



CMRB Governance

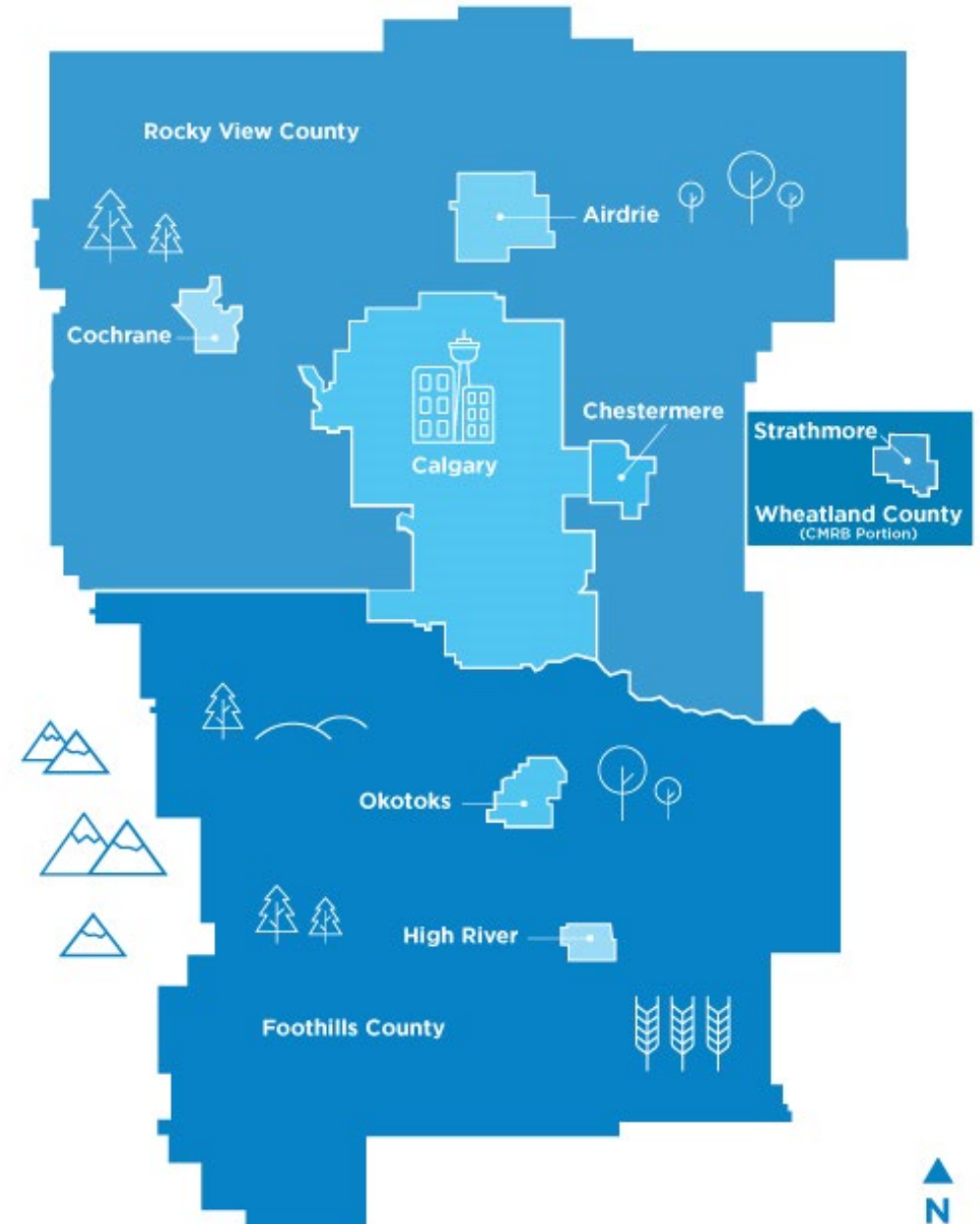
- Municipal Government Act
- Calgary Metropolitan Region Board Regulation
- Calgary Metropolitan Region Board Mandate
- CMRB Vision
- Committees of the Board
- Voting Structure
- Key Policies

The Calgary Metropolitan Region

10
MUNICIPALITIES

MORE THAN
9,000
SQUARE KM


1.589
MILLION PEOPLE



Growth Management Boards in Alberta

CMRB was formed as a result of the modernized Municipal Government Act (MGA)

Mandatory Growth Management Board in both the Edmonton and Calgary regions

- Established in Section 708.02(1.1) of the MGA
- A growth management board is a government corporation 708.03(1)
- CMRB came into existence on January 1, 2018



Calgary Metropolitan Region Board Regulation

Power and Duties of the Board

Section 6 of the CMRB Regulation

The Board may

- (a) develop policies allowing for the participation of non-members,
- (b) requisition participating municipalities for operating costs related to the operations of the Board, and
- (c) carry out other functions and duties as the Minister directs.

Calgary Metropolitan Region Board Regulation

The Calgary Metropolitan Region Board Regulation outlines the Mandate of the Board.

Board Mandate

The Board shall

- (a) strive towards consensus regarding matters before the Board,
- (b) promote the long-term sustainability of the Calgary Metropolitan Region,
- (c) ensure environmentally responsible land-use planning, growth management and efficient use of land,
- (d) develop policies regarding the coordination of regional infrastructure investment and service delivery,
- (e) promote the economic well-being and competitiveness of the Calgary Metropolitan Region,
- (f) develop policies outlining how the Board shall engage the public on the growth plan and the servicing plan, and
- (g) be limited in its mandate and role to those powers given to the Board under the Act and this Regulation.

Calgary Metropolitan Region Board Vision

The Vision statement answers the “Why” question, an enduring cause or higher purpose for the region itself. It provides the strategic direction that guides regional development toward 2051.

Our Regional Vision:

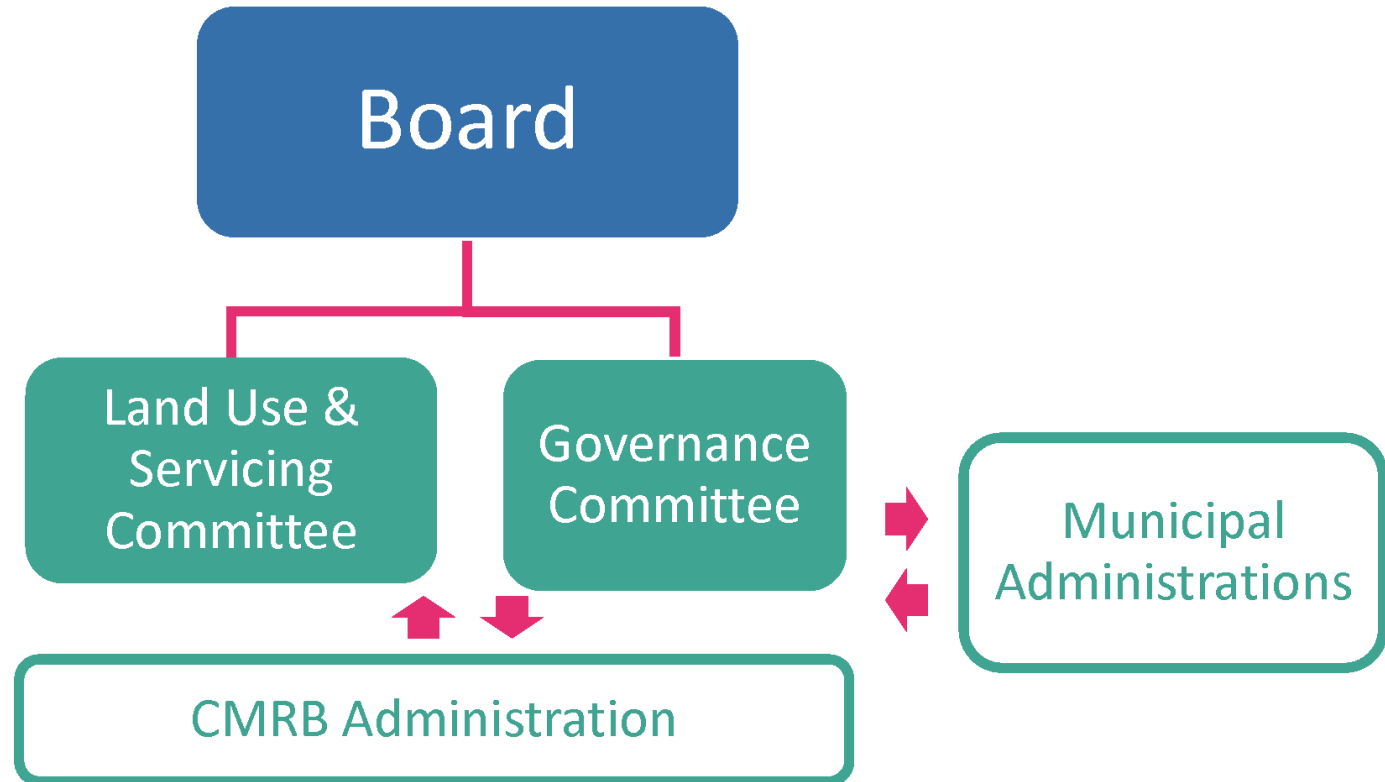
“Building on thousands of years of history, we welcome everyone to join us in living happy, healthy and prosperous lives in a spectacular natural environment.

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.”

CMRB Structure - Committees of the Board



Voting Structure

- **Board (from the CMRB Regulation)**

If a decision of the Board is to be made by a vote, the decision must be supported by not fewer than 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population in the Calgary Metropolitan Region.

If a representative is not present for a vote of the Board, or abstains from voting, the representative is deemed to have voted in the affirmative.

- **Committee (from Board-approved TOR)**

Decisions of the Committee will be determined by a simple majority with each member holding a single vote. Decisions of the Committee will form the basis for recommendations to the Board, which will make the final decision on all matters forwarded by the Committee.

Key Policies

- Vice Chair Selection [here](#)
- Code of Conduct [here](#)
- Pecuniary Conflict of Interest Procedure [here](#)
- Closed Session [here](#)

Agenda Item	5
Submitted to	Board
Purpose	For Information
Subject	Vice Chair Selection Process
Meeting Date	December 3, 2021
<i>Motion that the Board receive for information the Vice Chair Selection Process Policy</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The Board must select a Vice Chair of the Board. • The approved Vice Chair Selection Process Policy is attached. The policy includes a description of the eligibility, term, role, nomination and voting process. • The Board will vote on the Vice Chair at the next Board meeting if more than one individual is nominated for the role. CMRB Administration will receive nominations from Board members by noon on January 7, 2022. As previously done, Board members will be notified of nominations as they are received. • Members may nominate or self nominate a Vice Chair during a meeting or via email to the Chief Officer. 	
<p>Attachments</p> <ul style="list-style-type: none"> • CMRB Vice Chair Selection Process Policy here 	

1. Introduction

A Vice Chair is to be selected by the Board. Nominations for the Vice Chair will be received by January 7, 2022, in advance of the next Board meeting. Per the approved policy attached, the selection of the Vice Chair requires the support of a simple majority of the Board; one member one vote.

2. Recommendation

That the Board receive for information the Vice Chair Selection Process Policy.

Governance Policy G-07

Board and Committee Vice Chair Selection Process Policy

Policy Purpose

To create a mechanism by which the Board and Committees of the Board can select a Vice Chair of the Board and of Committees of the Board.

Scope

This policy applies to the Board and all Committees of the Board.

Policy

Eligibility

Members in good standing of the Board or Committee are eligible to seek a Vice Chair position. Only a Mayor or Reeve is eligible to be a Vice Chair of the Board. Any member of a Committee, but not an alternate, is eligible to be Vice Chair.

Term

Vice Chair terms shall not exceed one year from the date of their selection, either through acclamation or winning a vote. There is no limit on how many terms a Vice Chair may serve.

Role

Vice Chairs will be required to participate in briefings given by CMRB Administration in advance of meetings and may be required to assume Chair duties at Board or Committee meetings. Vice Chairs are eligible to participate fully in any vote of the Board or Committee.

Nomination

Eligible members may volunteer for the Vice Chair role or be nominated for the role by another member of the Board or Committee. If a member is nominated by another member of the Board or Committee the nominated member must confirm they are able and interested to seek the position.

If more than one eligible member of the Board or Committee is nominated for the role of Vice Chair then the Chief Officer will conduct a selection process by secret ballot.

Voting

Members in good standing of the Board or Committee or their alternate are eligible to vote.

Each municipality is only eligible to cast one ballot and there is no weighting to the ballots, one member one vote. The selection of a Vice Chair requires the support of a simple majority of the Board or Committee.

In the event that no candidate achieves a majority on the first ballot, there will be a second round of voting with only the candidates who received the two highest number of votes in the first round on the ballot.

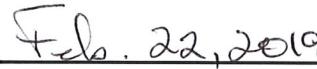
In the event of a tie after the second ballot, the names of both candidates will be written on a slip of paper and placed in a hat. The Chief Officer will draw one name and that candidate will become the Vice Chair.

POLICY

The CMRB Board voted unanimously to adopt the Board and Committee Vice Chair Selection Process Policy, attached hereto.



Christopher Sheard
Chair



Date

Agenda Item	6
Submitted to	Board
Purpose	For Information
Subject	CMRB Operational Overview
Meeting Date	December 3, 2021
<i>Motion that the Board receive for information a presentation on CMRB operations</i>	
<p>Summary</p> <ul style="list-style-type: none"> • CMRB Administration has prepared an overview of CMRB operations for the information of Board members. • Live links to approved Board policies are present in the pdf document for ease of reference. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Presentation on CMRB Operations • Budget 2022 	

1. Introduction

As part of onboarding new Board members following the 2021 municipal elections, CMRB Administration has prepared presentations about the CMRB in areas focused on the Board's function and mandate and its policies and administrative procedures.

2. Recommendation

That the Board receive for information a presentation on CMRB operations

CMRB Operations Modules

Agenda Item 6i

December 3, 2021



CMRB Administration Operations

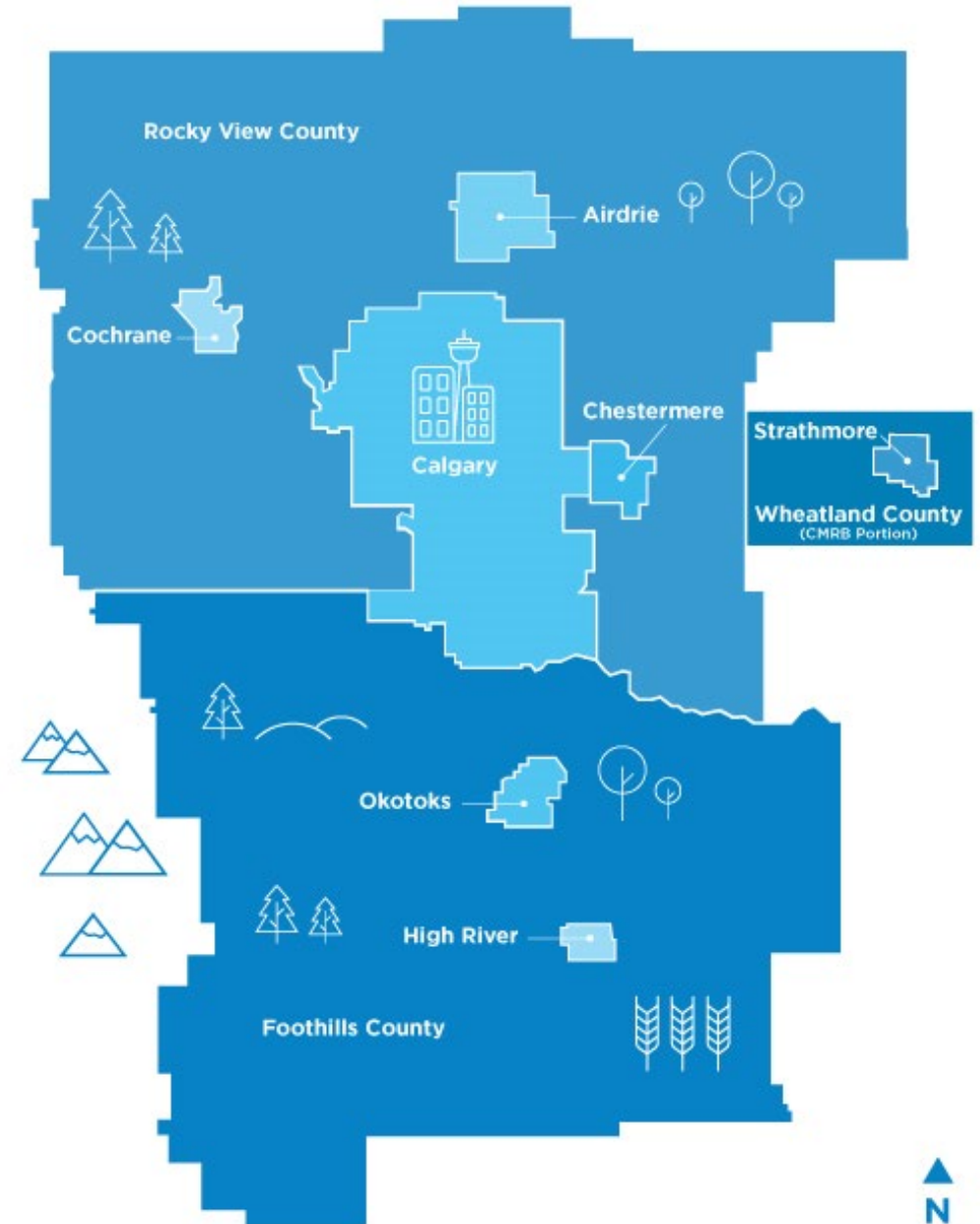
- Organization
- Fiscal Matters
- Communications
- Board and Committee Meetings
- Future Sessions

The Calgary Metropolitan Region

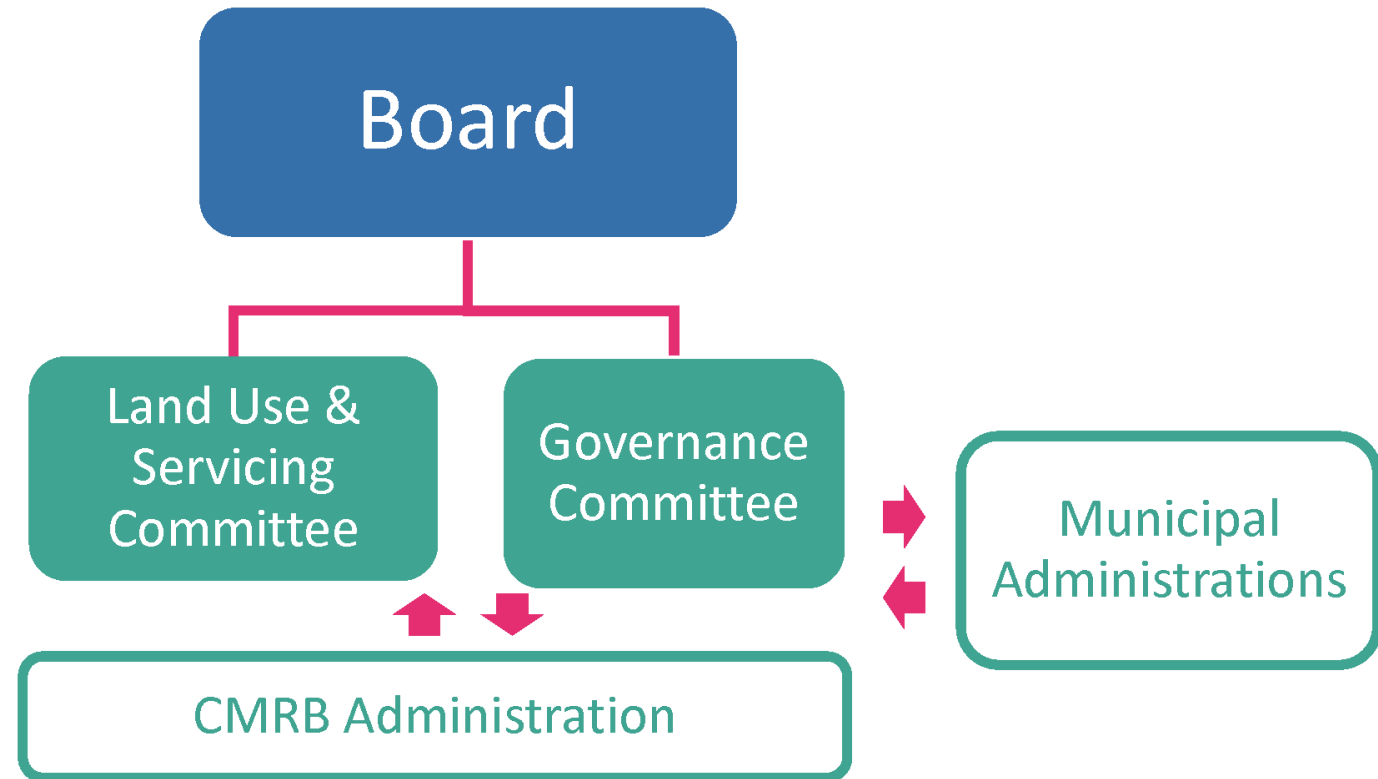
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Organization



Organization

CMRB Administration

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

Fiscal Matters

Key Policies

- Signing Authority [here](#)
 - Chair and Chief Officer must jointly approve expenditures over \$10,000
- Expense Policy [here](#)
 - CMRB follows the Government of Alberta expense policy
- Procurement Policy [here](#)
 - Contracts greater than \$75,000 require competitive bid
 - Contracts less than \$75,000 at discretion of the Chief Officer
- Reserve Funds Policy [here](#)
 - Must keep 50% of annual core operating expenses in reserve
 - Core Expenses include: salaries, office operations, meeting and travel expenses
- Per Diem policy [here](#)
 - Members may charge \$200/day for scheduled meetings
 - May be paid personally or to the municipality

Fiscal Matters

Budget Process

- Grant funding from Municipal Affairs
 - To be reduced to \$1 million/ year
- CMRB budget year currently follows calendar year
 - Administration will be bringing forward a proposal to align with provincial budget year for 2023/24
- Annual budgets proposed in Q4 by Administration
 - Due to municipal elections the 2022 Budget approved by the Board in September, 2021.
 - Board retains approval authority over major in year expenditures
- Quarterly actuals presented to Governance by Chief Officer, referred to the Board
- Board accepts quarterly actuals for information
- Independent audit and findings presented to Board annually

Communications

Key Policies

- Code of Conduct [here](#)
 - All interactions between Board members, staff, and others will be respectful.
 - Only authorized individuals will speak on behalf of the Board.
 - There is a process to be followed in the event of a contravention
- Public Engagement [here](#)
 - Engagement shall be meaningful, transparent, inclusive and responsive
- External Stakeholder Participation [here](#)
 - CMRB Administration will bring forward proposed external stakeholders to be engaged on a case-by-case basis

Communications

Internal Communication Procedures

- Office Manager manages the contact lists
- Meeting invitations, agenda packages
- Schedule of meetings set annually and calendar invites circulated
- Agenda packages/agendas circulated 1 week in advance of the Board/Committee meeting (some exceptions)
- Meetings have been virtual since March 2020 – GoTo Meeting Platform
- Website links to youtube stream of the GoTo Meeting
- Twitter account provides links to youtube streaming

Board and Committee Meetings

Key Policies

- Procedural Policy on Motions [here](#)
 - Outlines procedures for failed motions, introducing agenda items and conducting votes via email
- Policy on Closed Sessions [here](#)
 - Outlines who may attend Closed Sessions

Board and Committee Meetings

Operations

- Anticipate to have Committee meetings remain virtual for long term
- Expect to have Board meetings in person as safe to do so
- Locations – when meeting in person, typically at Mount Royal University (some exceptions)

Completed Growth and Servicing Plans

- On May 21, 2021, the CMRB Board approved the first Growth and Servicing Plans for the CMR
- The Plans were sent to the Minister of Municipal Affairs for review and approval
 - The Growth Plan and Regional Evaluation Framework (statutory plan review process) comes into effect when approved by the Minister
 - The Servicing Plan is filed with the Minister



Thank You

calgarymetroregion.ca

 [@calgarymetroreg](https://twitter.com/calgarymetroreg)

	2020 Actual	2021 Budget	2021 Estimated	2022 Budget	2023 Forecast
REVENUE					
GoA Grant	\$ 1,750,000.00	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,000,000.00	\$ 1,000,000.00
Interest on GIC	\$ 25,617.15	\$ -	\$ -	\$ -	\$ -
Withdrawal from Reserves	\$ 700,000.00	\$ 650,000.00	\$ 170,000.00	\$ 937,000.00	\$ 937,000.00
TOTAL Revenue	\$ 2,475,617.15	\$ 2,150,000.00	\$ 1,670,000.00	\$ 1,937,000.00	\$ 1,937,000.00
EXPENDITURES					
CAPITAL EXPENSES					
Computers & Hardware	\$ -	\$ 6,000.00	\$ 1,000.00	\$ 6,000.00	\$ 6,000.00
Office Furniture	\$ -	\$ 6,000.00	\$ -	\$ 6,000.00	\$ 6,000.00
Phone/Internet Hardware	\$ -	\$ 3,000.00	\$ -	\$ 3,000.00	\$ 3,000.00
TOTAL CAPITAL EXPENSES	\$ -	\$ 15,000.00	\$ 1,000.00	\$ 15,000.00	\$ 15,000.00
OPERATING EXPENSES					
STAFFING					
Salary	\$ 647,406.15	\$ 655,000.00	\$ 655,000.00	\$ 655,000.00	\$ 655,000.00
Benefits	\$ 110,993.73	\$ 117,000.00	\$ 117,000.00	\$ 124,000.00	\$ 124,000.00
Board Chair	\$ 87,198.80	\$ 140,000.00	\$ 113,000.00	\$ 110,000.00	\$ 110,000.00
TOTAL STAFFING	\$ 845,598.68	\$ 912,000.00	\$ 885,000.00	\$ 889,000.00	\$ 889,000.00
OFFICE LEASE	\$ 78,860.99	\$ 87,000.00	\$ 85,000.00	\$ 87,000.00	\$ 87,000.00
OFFICE OPERATION					
General Operating	\$ 35,487.30	\$ 36,000.00	\$ 36,000.00	\$ 36,000.00	\$ 36,000.00
Professional Fees	\$ 21,423.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
TOTAL OFFICE OPERATION	\$ 56,910.30	\$ 66,000.00	\$ 66,000.00	\$ 66,000.00	\$ 66,000.00
TRAVEL & STAFF DEVELOPMENT	\$ 4,009.80	\$ 35,000.00	\$ 8,000.00	\$ 30,000.00	\$ 30,000.00
MEETING					
Meeting Venue/Catering	\$ 10,770.42	\$ 55,000.00	\$ 20,000.00	\$ 40,000.00	\$ 40,000.00
Per Diem	\$ 43,989.44	\$ 55,000.00	\$ 55,000.00	\$ 55,000.00	\$ 55,000.00
TOTAL MEETING	\$ 54,759.86	\$ 110,000.00	\$ 75,000.00	\$ 95,000.00	\$ 95,000.00
CONSULTANT					
Growth/ Servicing Plan	\$ 933,959.04	\$ 250,000.00	\$ 250,000.00	\$ -	\$ -
Regional Initiatives	\$ -	\$ 500,000.00	\$ 150,000.00	\$ 600,000.00	\$ 600,000.00
REF Consultants	\$ 44,321.85	\$ 100,000.00	\$ 75,000.00	\$ 80,000.00	\$ 80,000.00
TOTAL CONSULTANT	\$ 978,280.89	\$ 850,000.00	\$ 475,000.00	\$ 680,000.00	\$ 680,000.00
CONTINGENCY	\$ -	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00
TOTAL EXPENDITURE	\$ 2,018,420.52	\$ 2,150,000.00	\$ 1,670,000.00	\$ 1,937,000.00	\$ 1,937,000.00
Reserves at Year End	\$ 2,700,000.00	N/A	\$ 2,530,000.00	\$ 1,593,000.00	\$ 656,000.00

As Approved at the September 10, 2021 Board Meeting

Greg Clark, Chair

Jordan Copping, Chief Officer

Agenda Item 6ii

Agenda Item	7
Submitted to	Board
Purpose	For Information
Subject	Statutory Plan Approvals
Meeting Date	December 3, 2021
<i>Motion that the Board receive for information a presentation on Statutory Plan approvals</i>	
<p>Summary</p> <ul style="list-style-type: none"> • As required by the <i>Calgary Metropolitan Region Board Regulation</i>, the CMRB reviews and approves municipal statutory plans between first and third readings of the bylaw. • The process of reviewing and approving statutory plans is called the “Regional Evaluation Framework” or REF, and is a requirement of the CMRB Regulation. • CMRB Administration has prepared an overview of REF for the information of Board members. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Presentation on Statutory Plan approvals in the CMR 	

1. Introduction

As part of onboarding new Board members following the 2021 municipal elections, CMRB Administration has prepared presentations about the CMRB in areas focused on the Board’s function and mandate and its policies and administrative procedures.

2. Recommendation

That the Board receive for information a presentation on Statutory Plan approvals.

CMRB Regional Evaluation Framework

Agenda Item 7i

December 3, 2021



Regional Evaluation Framework (REF) Overview

- Requirement of the CMRB Regulation
- Enables Board review and approval of statutory plans
- Statutory Plans include:
 - Intermunicipal Development Plans (IDPs)
 - Municipal Development Plans (MDPs)
 - Areas Structure Plans (ASPs)
 - Area Redevelopment Plans (ARPs)
- Statutory plans must be submitted after first reading of the bylaw and before third reading
- A statutory plan cannot receive third reading until it is approved by the Board
- If a statutory plan is not approved by the Board it cannot come into effect
- There is a Dispute Resolution and Appeal Bylaw that applies to Board REF decisions

Interim REF

- IREF facilitates Board review of statutory plans until final Growth Plan in effect
- Reflects the policies of the Interim Growth Plan
- Is based on the Edmonton Metro Region model
- Was a learning process that informed development of REF
- Received Board approval on May 21, 2021

IREF Decisions to Date - 37 Applications Received

27 Approvals

7 Challenges

5 Refused

3 Withdrawn and resubmitted

2 Recommended for refusal

REF Documents

REF must be approved by the Minister, and includes:

- Criteria to determine when statutory plans and statutory plan amendments shall be submitted to the Board for approval
- Application submission requirements (i.e. supporting documents, GIS data, council reports, etc)

Administrative guidelines and procedures are approved by the Board, and include:

- REF Interpretation Guide
- Process and timeline application review
- REF principles

Board-Approved REF Principles

	REF Principles	Objective
1	Certainty and Clarity of Process	All REF applications will be subjected to the same transparent process.
2	Efficiency	The process will be efficient and timely for the Applicant, the CMRB Administration, and the CMRB Members.
3	Respectfulness	All participants in the REF process will be treated, and will treat others, with respect.
4	Demonstrate Cooperation	The process will demonstrate cooperation amongst all ten municipalities.
5	Objectivity	CMRB administrative recommendations and decisions will be objective and respect the technical review process.

In REF “Regionally Significant” means¹

- a) of a scale or scope that may impact or benefit two or more municipal members as the context may apply; and
- b) development of scale, scope, or proximity that it will benefit or have impact on regional transit and transportation corridors, energy corridors and utility corridors, natural systems and/or infrastructure.

¹ – Board-approved REF document (May 21, 2021), awaiting Ministerial Order

Statutory Plans referred to the Board include¹

- a) All new Municipal Development Plans
- b) All Municipal Development Plan amendments
- c) All new Area Structure Plans and Area Redevelopment Plans
- d) All new amendments to Area Structure Plans and Area Redevelopment Plans where the amendments include:
 - i. Employment Areas; or
 - ii. Any residential or mixed-use development with greater than 50 dwelling units
- e) All new or amended member-to-member Intermunicipal Development Plans

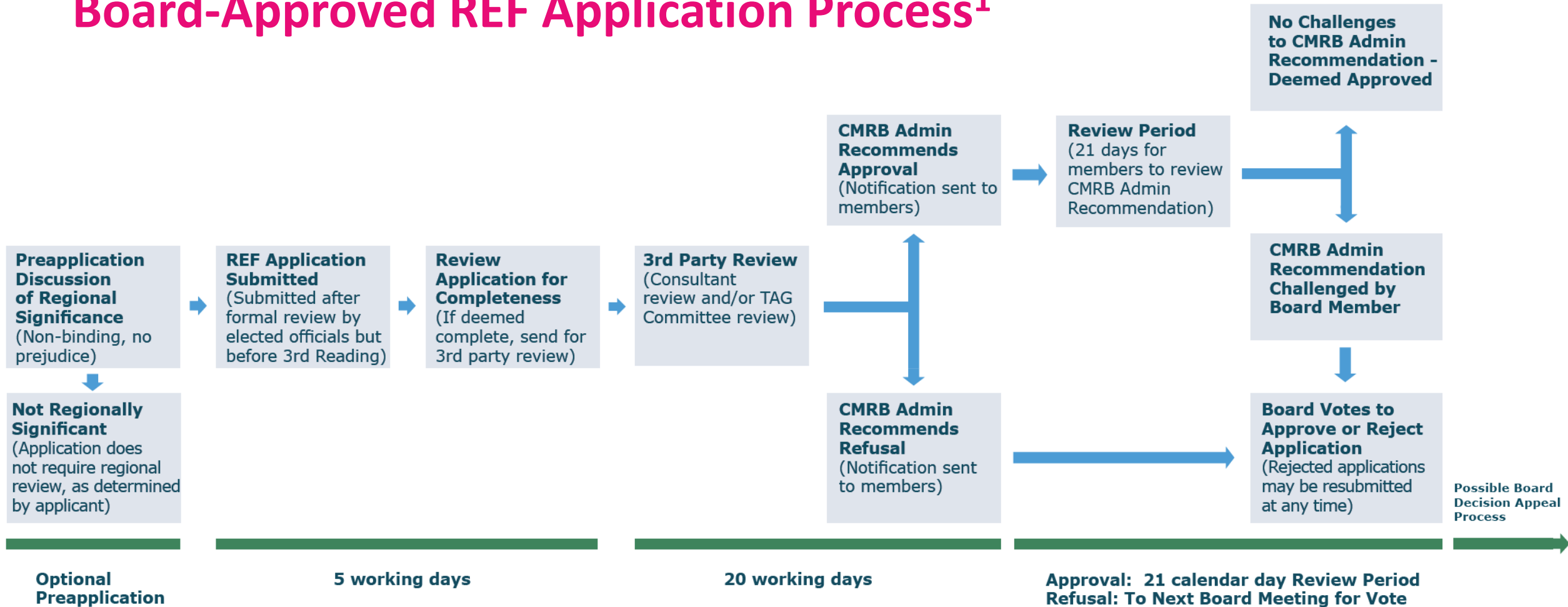
¹ – Board-approved REF document (May 21, 2021), awaiting Ministerial Order

Exceptions Include¹

- a) Housekeeping amendments
- b) Amendments to existing Statutory Plans not substantive in effect
 - i. Small scale amendments to maps;
 - ii. Small scale text amendments;
 - iii. Small scale land use conversions; or
 - iv. Amendments that the member municipality in their discretion has determined not to be Regionally Significant.
- c) Employment Areas for the following, unless planned through a statutory plan:
 - i. Resource extraction and energy development;
 - ii. Agriculture-related business including Processors, Producers, and other Agri- business and related accessory uses; and
 - iii. Home-based businesses.
- d) A new sub-ASP or ASP that is subordinate to and consistent with its higher order Area Structure Plan or Area Redevelopment Plan.
- e) New or amended Intermunicipal Development Plans between CMR member and a non-member

¹ – Board-approved REF document (May 21, 2021), awaiting Ministerial Order

Board-Approved REF Application Process¹



¹ – Board-approved REF document (May 21, 2021), awaiting Ministerial Order

Agenda Item	8
Submitted to	Board
Purpose	For Information
Subject	Indigenous Engagement
Meeting Date	December 3, 2021
<i>Motion that the Board receive for information a presentation on CMRB Indigenous Engagement efforts</i>	
<p>Summary</p> <ul style="list-style-type: none"> • CMRB Administration has prepared an overview and update on Indigenous Engagement for the information of Board members. 	
<p>Attachments</p> <ul style="list-style-type: none"> • CMRB Indigenous Engagement 	

1. Introduction

As part of onboarding new Board members following the 2021 municipal elections, CMRB Administration has prepared presentations about the CMRB in areas focused on the Board's function and mandate and its policies and administrative procedures.

2. Recommendation

That the Board receive for information a presentation on CMRB Indigenous Engagement efforts

CMRB Engagement of Indigenous Nations and Communities

Agenda Item 8i

December 3, 2021



Key Policies

Board-approved Growth Plan Policy (May 21, 2021 version)

3.7.1 Truth and Reconciliation

- 3.7.1.1 The CMRB will seek to build meaningful and mutually beneficial long-term relationships with Indigenous Nations and communities in and around the Region

Background

- The Indigenous Nations within and around the Calgary Metro Region include:

Siksika

Tsuut'ina

Stoney Nakoda

Bearspaw

Chiniki

Wesley

Metis (Region 3)

Background

- In 2018, CMRB directed Administration to reach out to Indigenous Nations in and around the CMR
- CMRB Chair and Chief Officer met with Chief Crowchild of Tsuut'ina Nation in May, 2019.
- As part of the Growth Plan development, CMRB asked for support from public engagement specialist, Ms. Anne Harding, of Forum Community Relations
- Through Ms. Harding's efforts, CMRB Admin met with representatives of Siksika and Stoney Nakoda to explore common interests
- CMRB directed Administration to conduct Indigenous Awareness Training for the Board which involved three sessions over the month of June 2021

Background Continued

- The Board has been committed to building long-term relationships with Indigenous stakeholders
- As part of Indigenous Awareness Training, the Board began to explore next steps for engagement
- The Board directed the Chair and Chief Officer to work with Indigenous Nations and communities to determine how they would like to engage with the CMRB. The Board also authorized CMRB Administration to continue to work with Forum Community Relations in meeting their direction

Ongoing and Future Work

- To meet the Board's direction, this work will include the following steps:
 - Outreach to established contacts, starting with those who presented at the Indigenous Awareness Training sessions;
 - Initial meetings with representatives of the Indigenous Nations and communities in CMR; and
 - A summary report and presentation to the Board in Q1 2022

Agenda Item	9
Submitted to	Board
Purpose	For Information
Subject	Regional Economic Development
Meeting Date	December 3, 2021
<i>Motion that the Board receive for information a presentation on Regional Economic Development in the CMR</i>	
<p>Summary</p> <ul style="list-style-type: none"> • CMRB Administration has prepared an overview and update on regional economic development for the information of Board members. 	
<p>Attachments</p> <ul style="list-style-type: none"> • CMRB Regional Economic Development presentation • CMRB: Recommendations for future Economic Development summary report, Hatch Inc 	

1. Introduction

As part of onboarding new Board members following the 2021 municipal elections, CMRB Administration has prepared presentations about the CMRB in areas focused on the Board's function and mandate and its policies and administrative procedures.

2. Recommendation

That the Board receive for information a presentation on Regional Economic Development in the CMR

CMRB Regional Economic Development

Agenda Item 9i

December 3, 2021



Economic Development – One of CMRB Vision Elements

- During the development of the Growth Plan, the Board agreed there is benefit to working together to grow and support the regional economy, especially through the pandemic recovery.
- Answering the 'how?' requires more time and discussion.

“The Calgary Metropolitan Region is a globally recognized economy, attracting the best and brightest in a variety of economic sectors to support regional prosperity and a high quality of life. The Calgary Metropolitan Region has a strong and coordinated approach to regional economic growth. The members of the Region support each other and embrace that members share in regional prosperity.” – Growth Plan, Page 63



Background

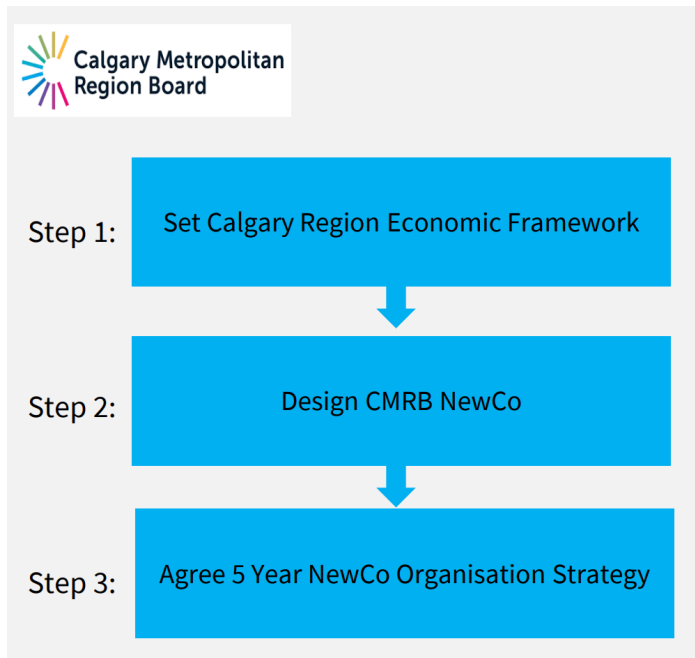
- Since 2018, the function of the CMRB has focused on fulfilling the requirements of the CMRB Regulation and meeting the core needs of the organization in terms of policy and procedure.
- On multiple occasions, the Board expressed an interest in exploring regional economic development. In response to this, CMRB Administration organized economic development workshops for the CMRB.
- Section 3.2 of the Growth Plan (May 21,2021 version) includes policy on Economic Wellbeing, with a particular focus to:
 - Municipal Development Plans
 - Regional Transportation Planning
 - Agricultural Economy

Background Continued

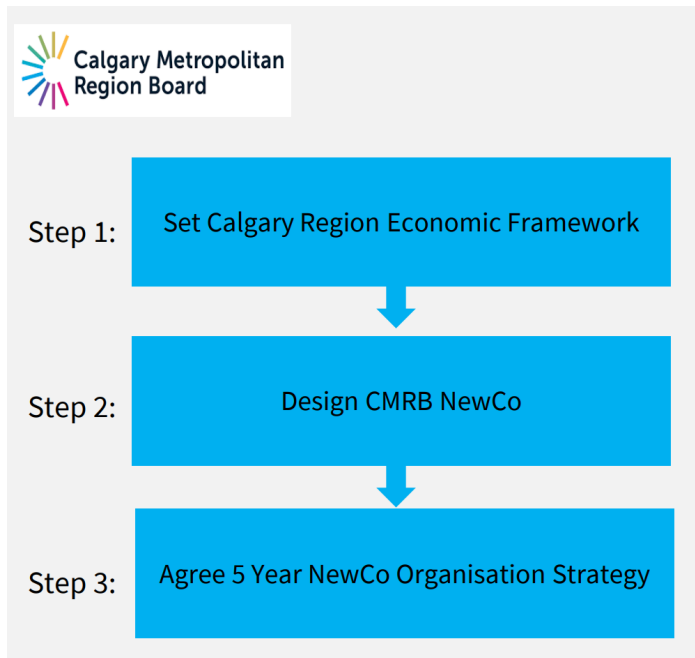
- Hatch was retained to provide a presentation to the Board, facilitated workshops on regional economic development in the CMR, and a brief summary report.
- The presentation and workshop sessions were designed to provide:
 - a summary of current economic development trends,
 - a brief summary of the regional economy of the CMR,
 - relevant examples of regional economic development initiatives worldwide and their outcomes, and
 - key considerations for the Board if it were to consider a regional economic development initiative.
- The summary report for the Hatch work is provided as an attachment to this agenda item

Recommended Next Steps

- Within the Hatch summary report (page 19), Hatch recommends a process to debate and decide on a mandate for regional economic development through three steps.
 - Establish growth aspirations for the region and use this work to help to draw together interested parties in a Newco.
 - Design the structure and reporting lines for the NewCo including CMRB relationship and reporting, membership, governance and functions.
 - Draft and agree detailed five-year NewCo organisation strategy including budgets, staffing profile, targeted activities and outcomes. These will be framed by the Calgary Region Economic Framework (Step 1) and the powers and structures agreed to in Step 2



Recommended Next Steps



- Current consulting budget line items in CMRB Budget 2022 includes funds to continue this work, if directed by the Board
- New work on a possible economic development initiative would be factored into a strategic planning session for the Board, currently envisioned for 2022.
- Step 1 from Hatch, setting a Calgary Region Economic Framework, should be a topic of the strategic planning session to frame the future functions, organisation, and desired governance structure.



Calgary Metropolitan Region Board: Recommendations for future CMRB Economic Development

October 2021



Agenda Item 9ii

The Hatch logo consists of the word "HATCH" in a bold, white, sans-serif font. The letter "A" is stylized with a white triangle inside it. The logo is positioned in the bottom left corner of the slide, overlaid on the cityscape background.

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CMRB Board Agenda Package Dec 3 2021

Agenda Page 58 of 93

Executive Summary

In June 2021, the Calgary Metropolitan Region Board (CMRB) appointed Hatch to oversee a series of facilitated workshops with Members on future priorities for the Board. The successful delivery of the *Calgary Region Growth & Servicing Plans* by the Board in May 2021 provided a natural juncture to consider the CMRB's future role.

Over three consecutive workshops the Board considered different aspects of regional economic development, including:

- + Major global economic drivers impacting regional economies such as COVID, globalisation, digitisation and net zero;
- + Case studies from other regions that operationalised innovative regional economic development strategies;
- + Deep dive into oil and gas economic diversification strategies used by other regions; and
- + An assessment of the current structure and role of CMRB against peer Local Development Agencies (LDAs).

CMRB Board Members almost unanimously agreed that the current structure and role of CMRB was too limiting and impeded growth into a wider regional economic development role. It was noted the CMRB's current structure and governance arrangements were established to deliver a singular purpose – regional land use and servicing plans, as required under statute, and has completed this successfully. However, moving forward the current organisation and governance arrangements have the following drawbacks:

- Board membership is limited to elected representatives only, with no involvement by other regional stakeholders. The CMRB is an outlier as Board Membership of all other Local Development Agencies (LDAs) globally include a mix of stakeholders from industry, civic groups and universities alongside elected representatives.
- The current voting structure gives one member a higher weighting than others. The structure may not be appropriate for future decision-making in the context of regional economic development.

Executive Summary (cont'd)

- The current operational resource of the CMRB is slimline which means there is limited capacity to expand Board commitments into more operational functions.
- Limited financial resource over the short to medium term means it will be a challenge to expand operational resource and expand into operational functions. An expansion of the Board Membership would give the CMRB options for wider financial sources.

During the third workshop the Board considered several options for expanding the CMRB's roles, functions and activities. A full and frank discussion followed. The options set out in this paper are those that received the strongest endorsement by CMRB Board Members at the workshop, and which the Board agreed worthy of future consideration.

There is some urgency to considering CMRB's future as the Calgary region's economy is at a significant juncture. The COVID

pandemic, combined with advances in the ability to work remotely, are driving shifts in behaviour, residence, consumption and working patterns unseen for generations. At the same time, new sectors and industries are being spun-out of innovations in science and technology, unimaginable ten years ago.

It is our recommendation that the success of the CMRB is built on an expansion of its functions and activities. We believe this would be best achieved by establishing a new operational company ('NewCo') to complement the existing CMRB.

The Calgary region is extremely well placed to take advantage of emerging technology, consumer and behavioural shifts and leap-frog the economy forward. However, this will require region-wide commitment to a set of aspirational, but achievable aims; coordinated and disciplined cross-regional action; and the bravery to take some risks. An expanded CMRB can help steer this course.



Part 1: Overview of regional economic priorities

Calgary Metropolitan Region economic priorities

The expansion of CMRB's functions should be framed by the region's most pressing economic priorities of which there are several:

- + The Calgary Metropolitan Region (CMR) experienced one of the fastest population growth rates of all 500+ OECD cities between 2008-2018.
- + The exceptional population growth was not matched by an equivalent rate of GDP growth, which suggests there is an issue with productivity.
- + Compared to other Canadian city regions, the CMR has greater GDP growth volatility which mirrors oil price volatility. GDP per capita compared to other North American oil and gas cities is low.
- + There is a high net outward migration rates of young professionals and students as younger populations move out of the CMR.
- + Calgary is moving down the global league table of most liveable global cities which will impede future positioning and competition.

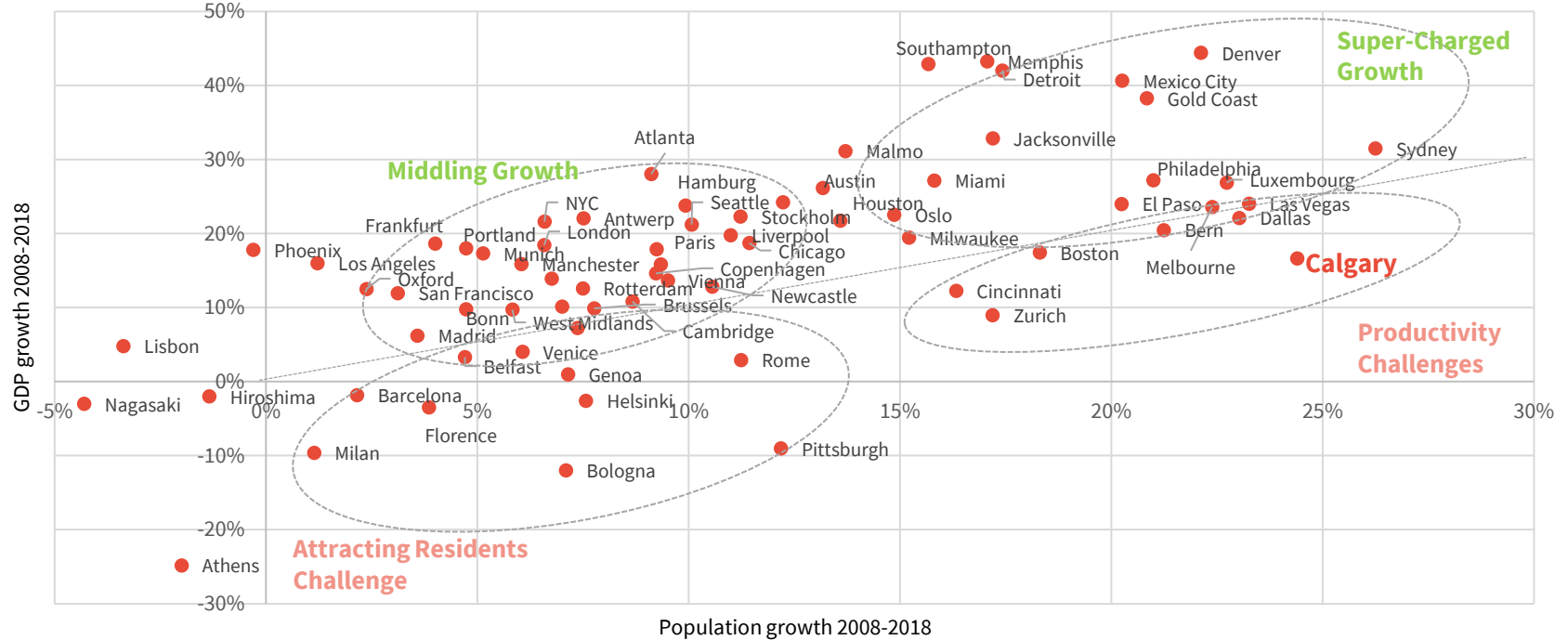
There is an opportunity for the CMRB to take a longer-term view on behalf of the CMR to shape and guide development of the future economy to tackle these issues.

We suggest that CMRB frames its future economic development work with the following **economic aims**:

- + Target a specific increase in **GDP per capita** (e.g. \$x0,000 by 2030) across the region. This will ensure ongoing focus on both GDP expansion and productivity.
- + Make the CMR the Canadian capital of two or three emerging clusters/industries that are oil + gas counter cyclical to stabilise GDP growth and reduce economic volatility.
- + Turn the region into a net importer of young people aged 20-35 and reverse the outflow of young professionals and post-graduate students.
- + Get Calgary back into the top ten of most liveable global cities.

Calgary region's GDP growth is lower than population growth

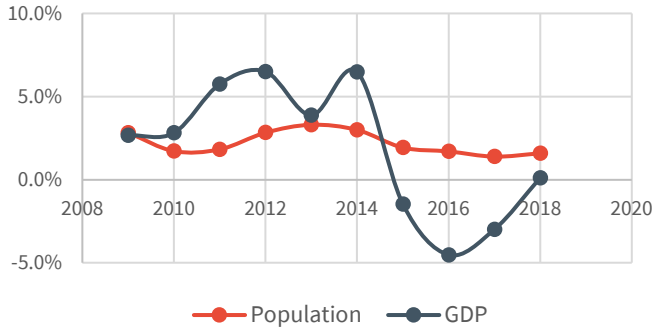
Comparative population and GDP growth rates for major global city regions



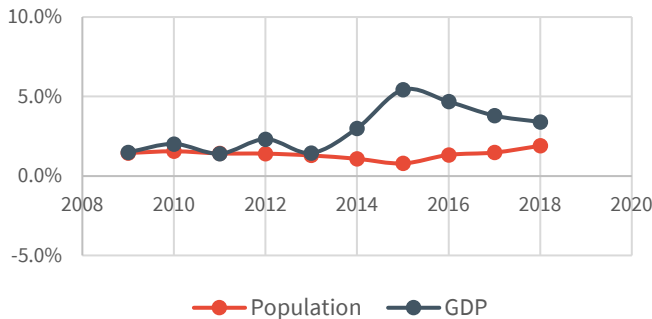
Source: OECD.stat city region statistics population (all) and GDP (PPP measure, nominal 2015 USD prices), Hatch analysis

Calgary region's GDP growth rates are highly volatile

Greater Calgary region population and GDP growth



Greater Toronto region population and GDP growth

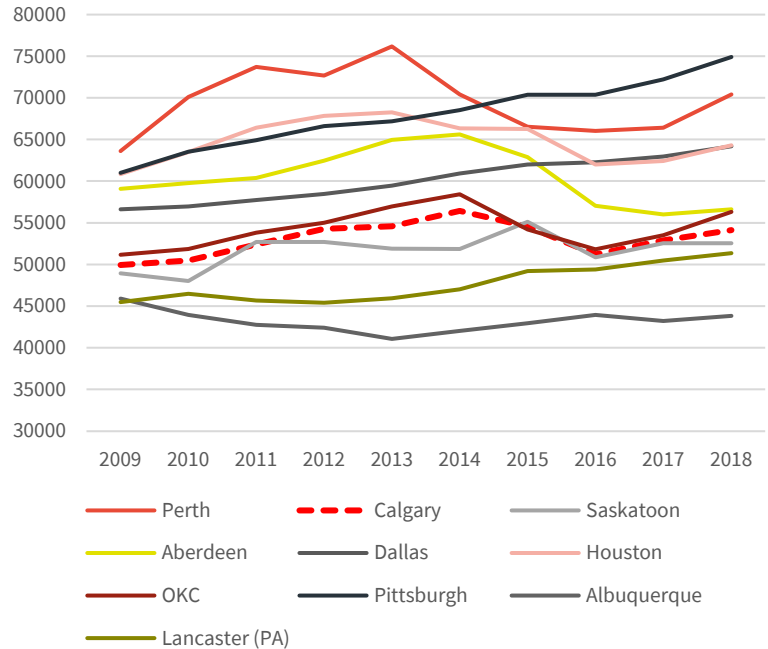


Source: OECD.stat city region statistics population (all) and GDP (PPP measure, nominal 2015 USD prices), Hatch analysis

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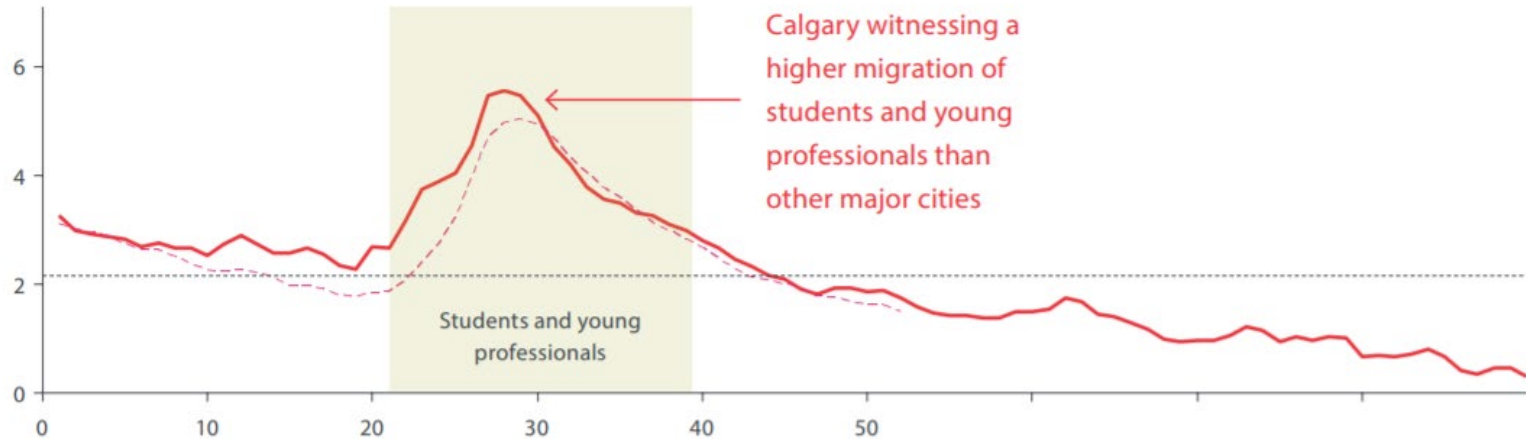
And GDP per capita is lower than other oil-dominated regions

Comparative GDP per capita for major oil-dominated city regions (USD, 2015 prices)



Future GDP growth will be impacted by high outward migration rates of young professionals

Outward migration from Calgary region by age













Source: Statistics Canada

Another unique dynamic to the CMR, when compared to other urban-based regions, is the higher net outward migration rate of students and young professionals than seen in other major cities.

This is of concern as it is this population cohort that cities compete to attract and retain as they drive innovation and productivity increases. The CMR ideally needs to find a way to reverse the pattern.

Whilst still one of the most liveable global cities, Calgary is dropping down the league table

Top 10 Global Cities

EIU's Global Liveability Ranking 2021 ^{[6][8]}		
	City	Country/Region
1	Auckland	 New Zealand
2	Osaka	 Japan
3	Adelaide	 Australia
4	Wellington	 New Zealand
5	Tokyo	 Japan
6	Perth	 Australia
7	Zurich	 Switzerland
8	Geneva	 Switzerland
9	Melbourne	 Australia
10	Brisbane	 Australia

Source: Economic Intelligence Unit, 2021

For the last few years, Calgary has featured high on various lists of most liveable global cities globally. Calgary’s previously high ranking reflects the proximity of natural assets like the Rocky Mountains, strong economy with good jobs, low crime rate and welcoming nature of the city region. Net population growth of almost 25% over ten years is testament to the city’s attractiveness to outside residents.

However, the perception that the city region is oil and gas-centric, combined with fewer public transport amenities (compared to other large city-regions), few ‘sticky’ attractions and higher prices is starting to impact on the city region’s reputation. In the 2021 release of the EIU’s Global Liveability Ranking Calgary fell down the table to 36th place.

It takes several years for narratives to be established (for example, turning Calgary’s reputation into the Canadian Denver), so addressing these false perceptions quickly with counter-evidence is a useful step to ensure future regional competitiveness.

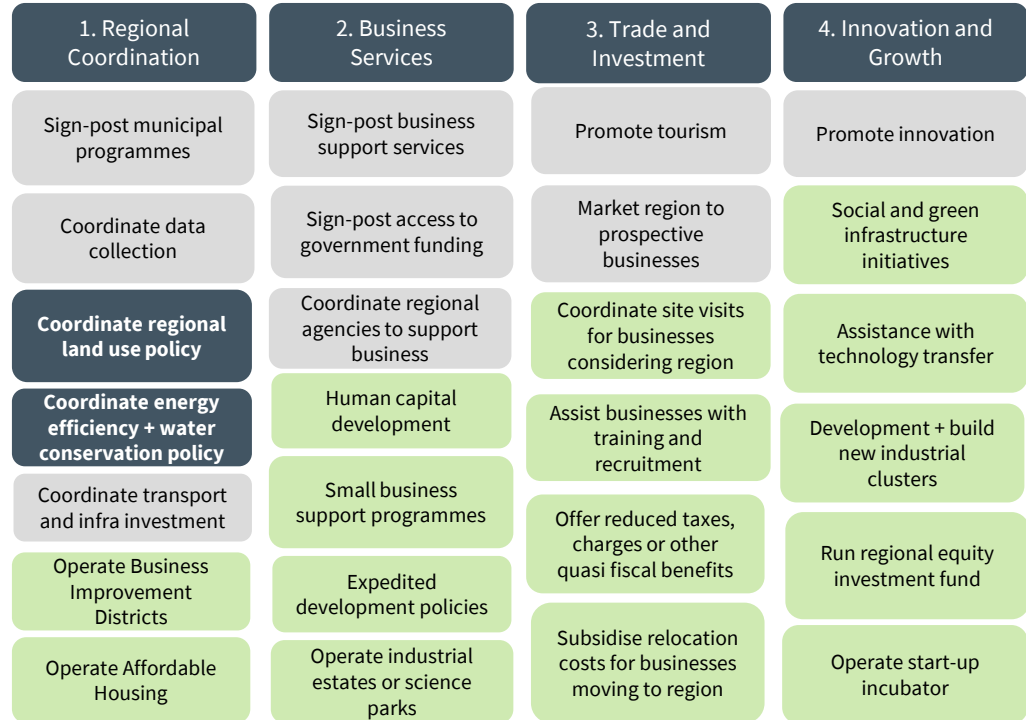


Part 2: Recommended expansion of CMRB functions

CMRB's primary role to date has been regional coordination of land use policy

The illustration to the right sets out the functions regional development agencies across developed countries most frequently adopt. Most focus on one or two different roles (e.g. Regional Coordination, Economic Development, Trade and Investment or Innovation and Growth) and carry out a sub-set of functions under each. This ensures both role and functions tie back neatly to the framing of regional economic development objectives.

The CMRB was established with a remit to develop social, economic and environmental policy across the region. Within that is a specific statutory obligation to coordinate regional land use policy. To date CMRB has focused on this statutory obligation, which is now complete with the ratification and publication of the *Calgary Region Growth & Servicing Plan*.



CMRB should prioritise functions that have the most impact

1. Regional Coordination	2. Business Services	3. Trade and Investment	4. Innovation and Growth
Provide information on municipal programmes	Sign-post business support services X	Promote tourism X	Promote innovation
Coordinate data collection	Sign-post access to government funding X	Market region to prospective businesses X	Social + green infrastructure
Coordinate regional land use policy	Coordinate regional agencies to support business X	Coordinate site visits for businesses	Assistance with technology transfer
Coordinate energy efficiency + water conservation policy	Assistance with access to VC	Assist businesses with training and recruitment	Develop + build new industrial clusters
Coordinate transport and infra investment	Provide SME business support programmes X	Reduced taxes, charges or other quasi fiscal benefits	Run regional equity investment fund
Operate Business Improvement Districts	Operate industrial estates or science parks	Subsidise relocation costs for businesses moving to region	Operate start-up incubator

When considering additional roles/functions the Board should draw on past lessons. The functions in the diagram to the left have been color coded according to the frequency with which they are carried out within a sample of 30 LDA. For instance, a large proportion of sample LDAs focus resources on marketing targeted at overseas business to sign-post and provide support to local businesses. An OECD study determines the impacts of LDA efforts by function on business revenues and local GDP growth. It found that the functions with the red “x” had little to no measurable impact. This suggests that other organisations (such as Chambers of Commerce and municipalities) may have more success in these areas and CMRB may not be the best vehicle to carry out these activities.

Key:

- More than 80%
- More than 50%
- More than 20%
- Less than 20%
- No measurable impact * ~~X~~

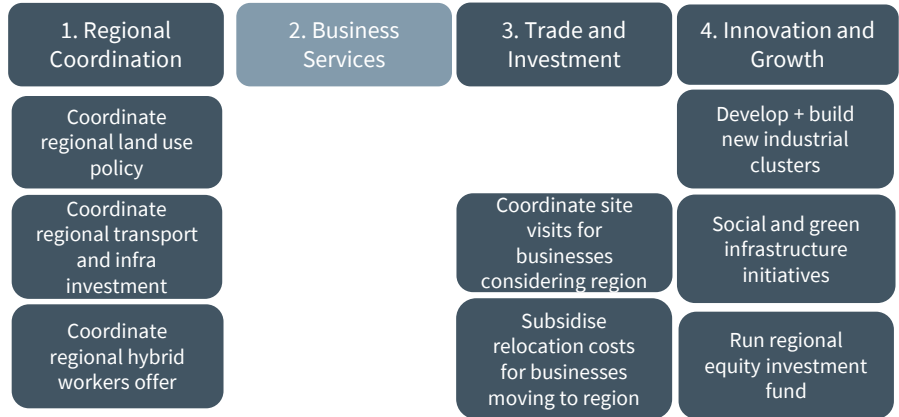
Sources: Multinational lessons from local and regional economic development agencies, *Journal of Organisational Development*, Beers, Clower, Flinders (2014)
 Organising for local development: the role of local development agencies, OECD LEED Programme, Summary Report, 2018

Recommended roles and functions going forward

CMRB Board Members debated additional functions the CMRB would be well placed to undertake in the future. It was agreed that these functions should mirror the regional economic priorities, complement the ongoing work of Calgary region’s economic development agencies and municipalities.

On this basis the Board agreed further consideration should be given to:

- An expansion of **Regional Coordination** functions to cover future infrastructure and investment.
- **Trade and Investment** functions to specifically target inward investment by evolving new sectors and clusters that will be important in the future economy to diversify the economic base. This included the potential to market the Calgary region as a magnet for hybrid workers and the companies that employ them.



- **Innovation and Growth** functions to strengthen the research and development ecosystem as a means of fostering company creation and patents in high value emerging clusters like biological materials and precision farming.

It was acknowledged by the Board that much work to stimulate private sector growth through business services is currently undertaken successfully by existing municipal economic development teams.



Part 3: Options for CMRB expansion

It is recommended that CMRB expand its functions and operational capability

The CMRB's Board structure and governance arrangements were established by provincial statute, and as such cannot be changed. However, this does not prevent the CMRB from expanding functions and operations and widening regional participation, as allowed under the current remit. We suggest this is achieved in the following way:

- + One or more subsidiary or a sister NewCo is set up to deliver CMRB's extended functions. The separate organisation(s) would act as the operational arm of CMRB and enable a more interventionist role.
- + Membership of the NewCo Boards to include a wider set of economic stakeholders. This may include chief executives of regionally significant businesses, civic leaders, heads of universities, major tourist sites and research and development institutions alongside elected representatives

Current CMRB Structure

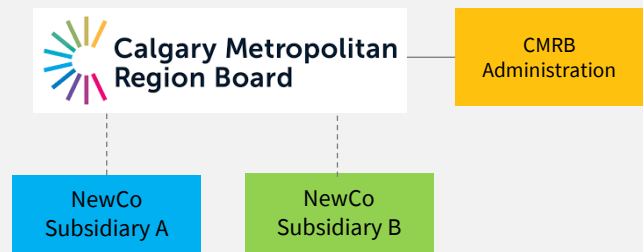


- + A multi-year funding structure to enable the NewCo to hire delivery staff, appoint secondees and specialists. Consideration should be given to creating an income-generating entity to recycle investment returns gained through direct delivery.

The CMRB NewCos can be established in a number of different ways. The CMRB Board considered several options and the two most popular models are described in the following pages.

Model 1: Create mission-specific NewCo subsidiaries

Model 1 NewCo Structure



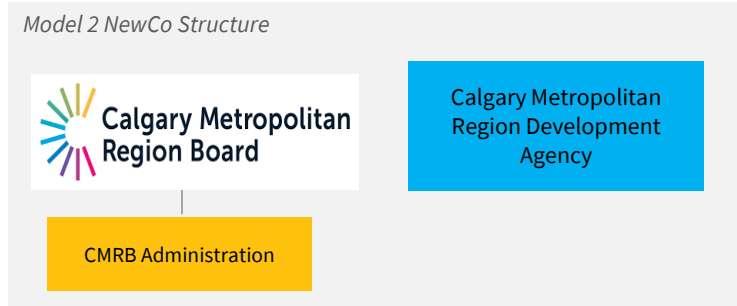
In Model 1, one or more NewCos would be established as subsidiaries under the umbrella of the CMRB. Each subsidiary NewCo would be tasked with a specific, mission-driven remit and resourced to deliver that remit. For example, one subsidiary may be given the mission of defining and delivering projects to attract and retain students and young professionals.

The mission for each subsidiary NewCo would be set by the CMRB Board. Each NewCo would achieve their mission by working with

businesses, researchers, investors and regional partners to operationalise the mission-specific projects, activities and Each subsidiary would be a stand-alone NewCo structured as follows:

- + Members would be drawn from the CMRB Board, business leaders with a direct corporate interest in the subsidiary NewCo's specific mission, academics, researchers and others with applicable knowledge.
- + NewCo Board voting structure based on one vote system with majority margin and quorum as declared in the NewCo formation papers.
- + Dedicated resource employed directly by the NewCo subsidiary to operationalize decisions. This may include a combination of direct hires with specialist knowledge and secondees from corporates and universities.
- + Multi-year, mission-linked financial plan with financial contributions raised from municipalities, corporates and other interested parties.

Model 2: Create a CMRB sister NewCo - CMRB Development Agency



Under the second model, a separate sister NewCo would be set up to sit alongside the CMRB. The sister NewCo would be tasked with driving an increase in GDP per capita across the Calgary region. The NewCo would be established as a partnership between the region's municipalities and the private sector.

The NewCo would have sole autonomy to decide on a set of annual delivery projects and initiatives that help the region to achieve a measurable increase in GDP per capita.

The CMR Development Agency (sister NewCo) could be established as a non-for-profit and structured as follows:

- + NewCo Board Members made up of four elected representatives (who also sit on the CMRB Board). In addition, the CMRB Board appoints business leaders, university, R&D, and civic leaders for a fixed term.
- + NewCo Board voting structure based on one vote system with majority margin and quorum as declared in the NewCo formation papers.
- + NewCo funded jointly by regional municipalities, private sector, research and development organizations and universities.
- + Dedicated staff employed directly to deliver the initiatives and activities as decided by the NewCo Board.

The CMRB Development Agency would report to the CMRB Board on an annual basis and publish a publicly available annual report with financial accounts.



Part 4: Recommended next steps

Recommended next steps

It will be important to set out a clear and transparent process to debate and decide on an expansion of CMRB functions and creation of a NewCo to deliver them. This ensures decisions taken are backed fully by elected representatives, municipal officials and Calgary Metropolitan Region stakeholders – which is a prerequisite for any form of NewCo to succeed. Based on our experience working with other regional development agencies, we suggest three sequential steps:

Step 1: Establish Calgary Region Economic Framework. This step will frame the growth aspirations for the region and the work itself can help to draw together interested parties in a NewCo.

Step 2: Design the new structure and reporting lines for the NewCo including CMRB relationship and reporting, membership, governance and functions.

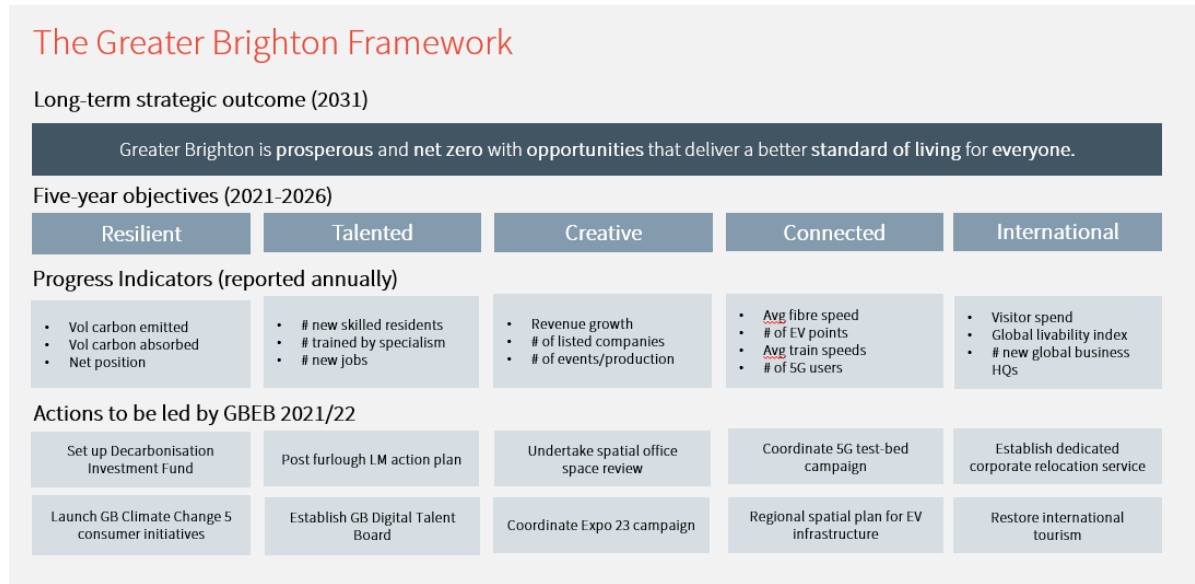
Step 3: Draft and agree detailed five-year NewCo organisation strategy including budgets, staffing profile, targeted activities and outcomes. These will be framed by the Calgary Region Economic Framework (Step 1) and the powers and structures agreed in Step 2.



Step 1: Calgary Region Economic Framework

The Calgary Region Economic Framework sets out the ambitions and strategic priorities for the region over the long-term. The long-term outcome is broken down into medium-term objectives, which are measurable and reportable on an annual basis.

Delivery of actions can be shared by CMRB, NewCo, municipalities and other regional partners. It is a means of ensuring coordination and enabling all economic development activities are acting in concert across the region.



An example framework is illustrated above. It was designed for the Greater Brighton region in the UK and forms the basis of all future activities and planning for six local authorities, two universities and a range of large businesses and innovation research centres.

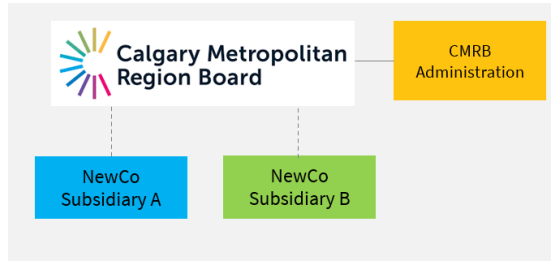
Step 2: CMRB NewCo design

During this step a detailed assessment of the two NewCo models should be undertaken, alongside any other models for consideration.

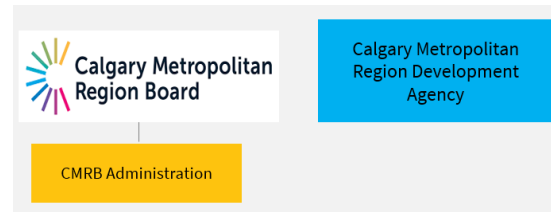
The assessment should cover the pros and cons of each from the perspective of the CMRB Board, partner organisations including municipal economic development functions, universities and research organisations and importantly regional businesses.

The assessment should cover different corporate forms for NewCo including for-profit and not-for-profit, governance, financial, tax and liability implications.

Model 1



Model 2



This stage of work should also identify potential sources of grants and funding alongside variable income measures such as subscription models. Consultations on NewCo governance arrangements including Board Membership structure, process to appoint Board Members, compensation, voting powers and related matters.

The decision on which model and set of governance arrangements to be applied will be taken to the CMRB Board for final decision by vote.

Step 3: Five year NewCo organisation strategy

When the NewCo is established its first task will be to set out a five-year organisational plan, covering activities, actions and priorities alongside costs, revenues, staffing profile, PR/marketing and reporting.

This is usually broken down into a series of activities deliverable in specific timeframes and that are framed by the Regional Economic Framework.

The NewCo will own this document and determine the activity and projects contained within it. In return for funding, the NewCo will be accountable for the delivery of the strategy through a published annual report and formal reporting to the CMRB Board.

Five-Year Objective	GBEB Actions 2021/22	Description	Aim
Connected	Co1: Coordinate 5G test-bed campaign	GBEB to work with the Digital Catapult Centre to find ways to increase involvement by businesses in the Brighton 5G testbed. This should include direct involvement by local authority public services (e.g. social care provision) to	To increase participation in the region's 5G test-bed. Awareness of how to participate and what companies could benefit, particularly in the area of local
Five-Year Objective	GBEB Actions 2021/22	Description	Aim
Creative	Cr1: Undertake spatial office space + creative space review	GBEB to commission a spatial office and commercial space review on behalf of the region. The nature and use of offices is undergoing a massive change as companies and workers adopt hybrid working practices. The review will assess the availability, location and appropriateness of current office and commercial stock across the region with recommendations for change and will look at measures to create dedicated working space for creative sectors.	To coordinate a regional plan, drawing on directly owned office and commercial assets to establish Greater Brighton as a natural home for regional corporate hubs and workers seeking hybrid working environments who plan to relocate out of cities.
Creative	Cr2: Coordinate Expo 23 campaign	GBEB to establish a region-wide competition and communications to showcase businesses at Expo 23 in Buenos Aires. The theme of Expo 23 is <i>Creative Industries in Digital Convergence</i> . Expo 23 will provide a global stage for Greater Brighton's creative digital businesses to obtain global customers and investment.	To use Expo 23 as a means of creating region-wide focus by creative digital businesses on new international markets and providing a collective deadline to bring new products and prototypes to market.

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Agenda Item	10
Submitted to	Board
Purpose	For Information
Subject	CMRB Member Funding Model
Meeting Date	December 3, 2021

That the Board receive for information an update on a CMRB Member funding model

Background

- Discussions with the Government of Alberta (GoA) have indicated that the department intends to continue funding the CMRB into the future. The topic of discussion is the specific level of funding.
- At the April 10, 2019 meeting of member municipality CAOs, the potential of charging municipalities a flat fee for administering IREF applications was discussed. This fee could be used to build a reserve for the CMRB for future projects, and as a cushion for potential future reduction in funding from GoA.
- CMRB Administration solicited feedback on potential funding models during Q3, 2019 to inform the discussion at the fall meeting of the Governance Committee.
- In Q4, 2019, the Governance Committee directed CMRB Administration to stop work on the development of a CMRB Member funding model.
- In Q4, 2020, the Governance Committee directed CMRB Administration to complete a CMRB Member funding model by year end 2021, with Administration to restart work after the Growth and Servicing Plans were submitted to the Government of Alberta.
- Given the changes since Q3 2019, in August 2021, CMRB Administration sought feedback from member CAOs on which funding model is preferred. CMRB received feedback from four municipalities.
- CMRB Administration is presenting this item to the Board as an update to begin this conversation with the new Board.

Attachments

- Budget 2022
- Five Potential Funding Models

1. Introduction

CMRB has been funded since inception through the ACP Grant program. The Government of Alberta has communicated that annual grant levels will move from \$2 million in 2019 to \$1 million in 2022/23. CMRB annual expenditure has varied, but the average has been less than \$2 million per year.

EMRB and CMRB are funded to the same level each year. EMRB has had a member requisition in place for a number of years. This requisition is used to fund EMRB activities above and beyond what the provincial grant covers. EMRB activities are determined by the Board.

CMRB Administration has compiled five potential funding models for consideration, which are attached to this document. Each of the models attempts to strike a balance between population, ability to pay and recognition of each member's participation on the Board. It should be noted that the population figures used are from the CMRB Population Projections Report completed by Rennie Intelligence and are from 2018. These figures were used as they are a single source data agreed upon by members.

2. Fee for IREF Applications

The possibility of the CMRB 'charging' municipalities for processing IREF applications was raised during a CAO meeting in 2019. This would be a flat fee, with \$2,000.00 being a proposed value. A fee system institutes a 'user-pay' structure where municipalities that have multiple IREF applications would contribute more funds to the CMRB, paying a portion of the cost of the review.

A review of the legislation and regulation indicates that there is no barrier to 'charge' municipalities for municipalities for IREF applications; however, a system would need to be set up in order to collect the proposed fee.

CMRB Administration has concerns with implementing an IREF fee system for several reasons:

- It does not align with the philosophy that the region is 'in this together'.
- It could be a barrier, or a perceived barrier, to municipalities submitting IREF applications.
- Currently the GoA provides funding to ensure CMRB can conduct IREF reviews. Charging a fee for service may cause a reduction in GoA grant funding.
- If the costs flow through to developers, this increases the cost of doing business in the Region.

3. Member Feedback

CMRB Administration solicited feedback during August, 2021 from member administrations and recognizes the busy time which that was for many members in preparation for the fall municipal election. The feedback which Administration received was helpful, but did not indicate a clear preference for a funding model.

In addition, CMRB received some clarifying questions which have been answered below.

Q1: The examples of different funding models (with the exception of the CRP Models) illustrate a fundraising goal of \$1 million. It is assumed this was done for simplicity and ability to compare models. However, this begs the question, how much money is needed to fundraise?

A: The amount needed to fundraise will be determined by the Board based on the work the Board wishes to pursue. Should the Board choose an aggressive agenda, higher levels of funding will be required.

Q2: Does the CMRB propose that municipal funding would accompany Provincial funding? What portion of the budget would municipal funding support?

A: Municipal funding would accompany provincial funding. The portion of the budget covered would be determined by the overall budget set by the Board.

Q3: How and when does the CMRB propose that municipal funding commence?

A: The CMRB reserve funds will cover funding requirements through to December 31, 2023 at current budgeted levels while meeting the requirements of the CMRB Reserve Fund Policy.

Q4: What budgetary efficiencies (e.g., office space) can the CMRB realise to reduce budget needs?

A: CMRB has achieved budgetary efficiencies and with a proposed move to all committee meetings being held online, reducing travel and exploring different office spaces. These efficiencies are important and result savings of roughly \$40,000 per year.

4. Recommendation

That the Board RECEIVE FOR INFORMATION an update on a CMRB Funding Model.

	2020 Actual	2021 Budget	2021 Estimated	2022 Budget	2023 Forecast
REVENUE					
GoA Grant	\$ 1,750,000.00	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,000,000.00	\$ 1,000,000.00
Interest on GIC	\$ 25,617.15	\$ -	\$ -	\$ -	\$ -
Withdrawal from Reserves	\$ 700,000.00	\$ 650,000.00	\$ 170,000.00	\$ 937,000.00	\$ 937,000.00
TOTAL Revenue	\$ 2,475,617.15	\$ 2,150,000.00	\$ 1,670,000.00	\$ 1,937,000.00	\$ 1,937,000.00
EXPENDITURES					
CAPITAL EXPENSES					
Computers & Hardware	\$ -	\$ 6,000.00	\$ 1,000.00	\$ 6,000.00	\$ 6,000.00
Office Furniture	\$ -	\$ 6,000.00	\$ -	\$ 6,000.00	\$ 6,000.00
Phone/Internet Hardware	\$ -	\$ 3,000.00	\$ -	\$ 3,000.00	\$ 3,000.00
TOTAL CAPITAL EXPENSES	\$ -	\$ 15,000.00	\$ 1,000.00	\$ 15,000.00	\$ 15,000.00
OPERATING EXPENSES					
STAFFING					
Salary	\$ 647,406.15	\$ 655,000.00	\$ 655,000.00	\$ 655,000.00	\$ 655,000.00
Benefits	\$ 110,993.73	\$ 117,000.00	\$ 117,000.00	\$ 124,000.00	\$ 124,000.00
Board Chair	\$ 87,198.80	\$ 140,000.00	\$ 113,000.00	\$ 110,000.00	\$ 110,000.00
TOTAL STAFFING	\$ 845,598.68	\$ 912,000.00	\$ 885,000.00	\$ 889,000.00	\$ 889,000.00
OFFICE LEASE	\$ 78,860.99	\$ 87,000.00	\$ 85,000.00	\$ 87,000.00	\$ 87,000.00
OFFICE OPERATION					
General Operating	\$ 35,487.30	\$ 36,000.00	\$ 36,000.00	\$ 36,000.00	\$ 36,000.00
Professional Fees	\$ 21,423.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
TOTAL OFFICE OPERATION	\$ 56,910.30	\$ 66,000.00	\$ 66,000.00	\$ 66,000.00	\$ 66,000.00
TRAVEL & STAFF DEVELOPMENT	\$ 4,009.80	\$ 35,000.00	\$ 8,000.00	\$ 30,000.00	\$ 30,000.00
MEETING					
Meeting Venue/Catering	\$ 10,770.42	\$ 55,000.00	\$ 20,000.00	\$ 40,000.00	\$ 40,000.00
Per Diem	\$ 43,989.44	\$ 55,000.00	\$ 55,000.00	\$ 55,000.00	\$ 55,000.00
TOTAL MEETING	\$ 54,759.86	\$ 110,000.00	\$ 75,000.00	\$ 95,000.00	\$ 95,000.00
CONSULTANT					
Growth/ Servicing Plan	\$ 933,959.04	\$ 250,000.00	\$ 250,000.00	\$ -	\$ -
Regional Initiatives	\$ -	\$ 500,000.00	\$ 150,000.00	\$ 600,000.00	\$ 600,000.00
REF Consultants	\$ 44,321.85	\$ 100,000.00	\$ 75,000.00	\$ 80,000.00	\$ 80,000.00
TOTAL CONSULTANT	\$ 978,280.89	\$ 850,000.00	\$ 475,000.00	\$ 680,000.00	\$ 680,000.00
CONTINGENCY	\$ -	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00
TOTAL EXPENDITURE	\$ 2,018,420.52	\$ 2,150,000.00	\$ 1,670,000.00	\$ 1,937,000.00	\$ 1,937,000.00
Reserves at Year End	\$ 2,700,000.00	N/A	\$ 2,530,000.00	\$ 1,593,000.00	\$ 656,000.00

As Approved at the September 10, 2021 Board Meeting

Greg Clark, Chair

Jordan Copping, Chief Officer

The population figures used are from the CMRB Population Projections Report completed by Rennie Intelligence and are from 2018. These figures were used as they are a single source data agreed upon by members.

Split Requisition Model

Total Requisition of \$1,000,000

	Population	50% based on Assessment	50% based on Population	Total	Per Capita
Airdrie	66889	\$16,413.47	\$ 21,045.50	\$37,458.97	\$0.56
Calgary	1342861	\$417,468.68	\$ 422,508.67	\$839,977.35	\$0.63
Chestermere	21619	\$5,384.84	\$ 6,802.06	\$12,186.90	\$0.56
Cochrane	28152	\$8,115.16	\$ 8,857.55	\$16,972.71	\$0.60
High River	14825	\$3,048.33	\$ 4,664.44	\$7,712.77	\$0.52
Foothills	24683	\$11,852.85	\$ 7,766.09	\$19,618.94	\$0.79
Okotoks	31439	\$7,708.16	\$ 9,891.75	\$17,599.91	\$0.56
Rocky View	42729	\$26,552.27	\$ 13,443.96	\$39,996.23	\$0.94
Strathmore	14982	\$2,945.69	\$ 4,713.83	\$7,659.52	\$0.51
Wheatland	973	\$510.55	\$ 306.14	\$816.69	\$0.84
Total	1589152	\$500,000.00	\$ 500,000.00	\$ 1,000,000.00	

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CRP Model

Option 1 - flat cost per capita with a \$500.00 minimum

Option 2 - flat cost per capita doubled

	Population	Multiplier	Total	Multiplier	Total
Airdrie	66889	\$ 0.40	\$ 27,665.60	\$ 0.80	\$ 53,511.20
Calgary	1342861	\$ 0.20	\$ 268,572.20	\$ 0.40	\$ 537,144.40
Chestermere	21619	\$ 0.40	\$ 8,647.60	\$ 0.80	\$ 17,295.20
Cochrane	28152	\$ 0.40	\$ 11,260.80	\$ 0.80	\$ 22,521.60
High River	14825	\$ 0.40	\$ 5,930.00	\$ 0.80	\$ 11,860.00
Foothills	24683	\$ 0.40	\$ 9,873.20	\$ 0.80	\$ 19,746.40
Okotoks	31439	\$ 0.40	\$ 12,575.60	\$ 0.80	\$ 25,151.20
Rocky View	42729	\$ 0.40	\$ 17,091.60	\$ 0.80	\$ 34,183.20
Strathmore	14982	\$ 0.40	\$ 5,992.80	\$ 0.80	\$ 11,985.60
Wheatland	973	\$ 0.51	\$ 500.00	\$ 0.80	\$ 778.40
Total	1589152		\$ 368,109.40		\$ 734,177.20

Funding model mirrors voting model

Calgary pays 2/3 of levy remaining 1/3 divided among 9 other members based on population

Total Requisition of \$1,000,000

	Population	Percentage of remaining total	Levy Amount	Per Capita Cost
Airdrie	66889	27.15	\$ 92,338.98	\$ 1.38
Calgary	1342861	N/A	\$ 660,000.00	\$ 0.49
Chestermere	21619	8.78	\$ 29,844.61	\$ 1.38
Cochrane	28152	11.43	\$ 38,863.30	\$ 1.38
High River	14825	6.02	\$ 20,465.63	\$ 1.38
Foothills	24683	10.02	\$ 34,074.41	\$ 1.38
Okotoks	31439	12.76	\$ 43,400.94	\$ 1.38
Rocky View	42729	17.34	\$ 58,986.56	\$ 1.38
Strathmore	14982	6.08	\$ 20,682.36	\$ 1.38
Wheatland	973	0.4	\$ 1,343.21	\$ 1.38
TOTAL	1589152		\$ 1,000,000.00	

Population Model

Total Requisition of \$1,000,000

	Population	Percentage of total population	Total	Per Capita Cost
Airdrie	66889	4.21	\$ 42,091.00	\$0.629
Calgary	1342861	84.50	\$ 845,017.34	\$0.629
Chestermere	21619	1.36	\$ 13,604.11	\$0.629
Cochrane	28152	1.77	\$ 17,715.11	\$0.629
High River	14825	0.93	\$ 9,328.87	\$0.629
Foothills	24683	1.55	\$ 15,532.18	\$0.629
Okotoks	31439	4.21	\$ 19,783.51	\$0.629
Rocky View	42729	2.69	\$ 26,887.93	\$0.629
Strathmore	14982	0.94	\$ 9,427.67	\$0.629
Wheatland	973	0.06	\$ 612.28	\$0.629
Total	1589152		\$ 1,000,000.00	

Edmonton Model 10% divided equally - 45% based on population - 45% based on assessment

Total Requisition of \$1,000,000

	Population	10% Divided Equally	45% Assessment	45% Population	Total	Per Capita
Airdrie	66889	\$ 10,000.00	\$ 14,772.12	\$ 18,940.95	\$ 43,713.07	\$ 0.65
Calgary	1342861	\$ 10,000.00	\$ 375,721.81	\$ 380,257.80	\$ 765,979.61	\$ 0.57
Chestermere	21619	\$ 10,000.00	\$ 4,846.35	\$ 6,121.85	\$ 20,968.20	\$ 0.97
Cochrane	28152	\$ 10,000.00	\$ 7,303.64	\$ 7,971.80	\$ 25,275.44	\$ 0.90
High River	14825	\$ 10,000.00	\$ 2,743.50	\$ 4,197.99	\$ 16,941.49	\$ 1.14
Foothills	24683	\$ 10,000.00	\$ 10,667.57	\$ 6,989.48	\$ 27,657.05	\$ 1.12
Okotoks	31439	\$ 10,000.00	\$ 6,937.35	\$ 8,902.58	\$ 25,839.93	\$ 0.82
Rocky View	42729	\$ 10,000.00	\$ 23,897.05	\$ 12,099.57	\$ 45,996.62	\$ 1.08
Strathmore	14982	\$ 10,000.00	\$ 2,651.12	\$ 4,242.45	\$ 16,893.57	\$ 1.13
Wheatland	973	\$ 10,000.00	\$ 459.49	\$ 275.52	\$ 10,735.01	\$ 11.03
TOTAL	1589152	\$ 100,000.00	\$ 450,000.00	\$ 450,000.00	\$ 1,000,000.00	

Equalized Assessment Worksheet

Total Requisition of \$1,000,000

	Total 2019 Assessment	Percentage of CMR Assessment	Assessment Based Levy (45%)	Assessment Based Levy (50%)
Airdrie	11128386964	3.282694007	\$ 14,772.12	\$ 16,413.47
Calgary	2.83045E+11	83.49373637	\$ 375,721.81	\$ 417,468.68
Chestermere	3650936429	1.076967145	\$ 4,846.35	\$ 5,384.84
Cochrane	5502105198	1.623031965	\$ 7,303.64	\$ 8,115.16
High River	2066779720	0.60966656	\$ 2,743.50	\$ 3,048.33
Foothills	8036273433	2.370570571	\$ 10,667.57	\$ 11,852.85
Okotoks	5226159205	1.541632364	\$ 6,937.35	\$ 7,708.16
Rocky View	18002529623	5.310454812	\$ 23,897.05	\$ 26,552.27
Strathmore	1997184278	0.589137031	\$ 2,651.12	\$ 2,945.69
Wheatland	346151790	0.102109175	\$ 459.49	\$ 510.55
TOTAL	3.39002E+11	100	\$ 450,000.00	\$ 500,000.00

Agenda Item	11
Submitted to	Board
Purpose	For Information
Subject	CMRB Draft Vaccination Policy
Meeting Date	December 3, 2021
<i>Motion that the Board receive for information the CMRB Draft COVID-19 Vaccination Policy For Elected Officials at In Person Meetings</i>	
<p>Summary</p> <ul style="list-style-type: none"> • CMRB meetings have been held virtually and live streamed to the public since March 20, 2020. • With the introduction of widely available COVID vaccines and safety measures in place at businesses with direction from the Government of Alberta, CMRB can begin to meet in person again. This presents an opportunity for relationship-building among the new Board following October municipal elections. • With safety top of mind, a draft policy on vaccination for elected officials has been prepared for discussion. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Draft for Discussion: CMRB COVID-19 Vaccination Policy For Elected Officials at In Person Meetings 	

1. Introduction

As part of onboarding new Board members following the 2021 municipal elections, CMRB Administration has prepared presentations about the CMRB in areas focused on the Board's function and mandate and its policies and administrative procedures.

2. Recommendation

That the Board receive for information the CMRB Draft Vaccination Policy for Elected Officials at In Person Meetings.

CALGARY METROPOLITAN REGION BOARD COVID-19 VACCINATION POLICY FOR ELECTED OFFICIALS AT IN PERSON MEETINGS

1. PURPOSE

CMRB is committed to providing a safe working environment for our employees, consultants, contractors and the elected officials, employees, consultants and contractors of our Participating Municipalities. The purpose of the Elected Official Vaccination Policy (the "Policy") is to communicate the expectations and requirements of elected officials representing Participating Municipalities at in-person meetings with respect to COVID-19 and vaccination.

2. SCOPE

This Policy applies to all elected officials representing Participating Municipalities at CMRB Board, Committee, Sub-Committee or any CMRB in person meeting, hereafter collectively referred to as, "Elected Officials".

This Policy applies to any Health Canada authorized vaccines for Coronavirus disease ("COVID-19").

3. POLICY

A. Vaccination

CMRB is implementing a vaccination policy, requiring all Elected Officials to be fully vaccinated to physically attend CMRB meetings subject to the exemptions listed in this policy.

In the case of an individual who has chosen not to be vaccinated or is unwilling to disclose their vaccination status, CMRB will review the information and may implement necessary actions up to and including restricting access to CMRB in-person meetings.

B. Accommodations

Exemptions from this policy will be granted, and reasonable accommodations provided, for one of the following reasons: a medical condition or a sincerely held religious belief¹. Both will require the submission of a request for exemption. These two conditions are defined by the Alberta Human Rights Act as protected classes.

Additionally, in the event an Elected Official will be participating in the meeting via telephone, computer, or by other virtual means, they will not need to provide proof of vaccination.

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¹ A personally held belief does not qualify as a basis for reasonable accommodation, and only religious beliefs globally recognized by the Alberta Human Rights Act will be considered as valid for reasonable accommodation from this policy.

Accommodations will be granted where they do not cause CMRB undue hardship or pose a direct threat to the health and safety of others. Any requests for reasonable accommodation shall be brought to the Board Chair directly and will be handled on a case-by-case basis.

C. Non-Compliance

Elected Officials submitting fraudulent information on vaccination status will be considered in violation of this policy. Failing to follow this policy may be subject to disciplinary action up to and including an official request from the Board Chair for a different member of Council to represent the Participating Municipality at the CMRB.

4. PROCEDURE

Prior to January 15, 2022, Elected Officials must provide valid proof of vaccination to the Board Chair or Chief Officer. Forms of valid proof of vaccination are set out below.

In the event an Elected Official begins representing a Participating Municipality after January 15, 2022, the Elected Official must show proof of vaccination prior to attending a CMRB meeting in person.

Proof of vaccination includes:

A picture or paper record of a valid First Nations immunization record prominently displaying the name, type of vaccine, and date of administration; or

Canadian armed forces immunization record, displaying the name, type of vaccine and date of administration; or

An immunization record from another Canadian Province or Territory, displaying the name, type of vaccine, and date of administration; or

Government of Alberta Vaccination QR code.

5. CONFIDENTIALITY

The CMRB verification procedure does not require submission of copies of confidential information, but rather visual confirmation by the Board Chair or Chief Officer of valid proof of vaccination.

6. REVIEW

This policy will be reviewed bi-annually and updated to reflect the uncertainty and ever-evolving nature of the COVID-19 pandemic. Any changes to this policy or our procedures will be discussed with, and communicated to, Elected Officials.

7. QUESTIONS

Questions are to be directed to the Board Chair.