Calgary Metropolitan Region Board
Agenda July 22, 2022, 9:30-12:30
Mount Royal University, Room EC2010
Roderick Mah Centre for Continuing Learning
Meetings are recorded & live-streamed

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

1. Call to Order & Land Acknowledgment

2. Opening Remarks   Clark

3. Adoption of Agenda   All
   For Decision: *Motion to adopt and/or revise the Agenda*

4. Approval of Minutes   (Attachment)   All   **2**
   For Decision: *Motion that the Board approve the Minutes of the June 9, 2022 meeting.*

5. Environmentally Sensitive Areas Implementation Charter (Attachment) Tipman **6**
   For Decision: *Motion that the Board approve the project charter for Environmentally Sensitive Areas Implementation*

6. Indigenous Relations Phase 2 Project Charter   (Attachment) Graves **24**
   For Decision: *Motion that the Board approve the project charter for the Phase 2 Indigenous Relations strategic initiative*

7. Regional Economic Development Charter   (Attachment) Copping **40**
   For Decision*: Motion that the Board approve the project charter for the Regional Economic Development strategic initiative*

8. Growth Plan Update   (Verbal)   Copping

9. Roundtable   All

10. Next Meeting: Friday September 16, 2022

11. Adjournment   Clark

Upcoming Meetings:		
Board Meeting	Friday Sept 16 @ 9:30 AM	MRU
Land Use & Servicing Committee	Thursday Sept 8 @ 9:00 AM	GoTo Meeting
Governance Committee	Thursday July 28 @ 9:00 AM	GoTo Meeting

Calgary Metropolitan Region Board

Minutes of the Go-To Meeting of the
Calgary Metropolitan Region Board
on Thursday June 9, 2022

Delegates in Attendance
Mayor Peter Brown/Councillor Tina Petrow – City of Airdrie
Mayor Jyoti Gondek/Councillor Gian-Carlo Carra – City of Calgary
Mayor Jeff Colvin – City of Chestermere
Mayor Jeff Genung – Town of Cochrane (Vice Chair)
Reeve Delilah Miller/Deputy Reeve Rob Siewert – Foothills County
Mayor Craig Snodgrass/Councillor Michael Nychyk – High River
Councillor Rachel Swendseid - Town of Okotoks
Councillor Kevin Hanson/Councillor Sunny Samra – Rocky View County
Shawn Ewasiuk - Municipal Affairs

CMRB Administration:
Greg Clark, Chair
Jordon Copping, Chief Officer
Liisa Tipman, Director of Regional Planning
Jaime Graves, Director of Regional Projects
Shelley Armeneau, Office Manager
JP Leclair, GIS & Data Lead

1. Call to Order, Opening Comments & Land Acknowledgment
Called to order at 9:30 AM, Chair provided opening comments and a land acknowledgment.

2. Approval of Agenda
Moved by Councillor Hanson **Seconded by** Mayor Genung, accepted by Chair.

M 2022-22

Motion: That the Board approve the agenda of the June 9, 2022 meeting.
Motion carried unanimously.

3. Review and Approve Minutes
Moved by Mayor Brown **Seconded by** Councillor Carra, accepted by Chair.

M 2022-23

Motion: That the Board approve the Minutes of the April 29, 2022 meeting.
Motion carried unanimously.

4. Q1 Actuals
Moved by Councillor Swendseid **Seconded by** Mayor Colvin, accepted by Chair.

M 2022-24

Motion: That the Board review and receive for information the 2022 Q1 Actuals.
Motion carried unanimously.

Agenda Item 4

5. In Person Board Meetings
Moved by Mayor Genung, **Seconded by** Mayor Brown, accepted by Chair.

M2022-25

Motion: That the Board direct CMRB Administration to hold Board meetings in person and Committee meetings virtually.
Motion carried.

6. Output Data from Digitization of Existing and Approved Land Use
Moved by Councillor Swendseid, **Seconded by** Councillor Hanson, accepted by Chair.

M2022-26

Motion: That the Board approve that the Output Data for the DEAL Version 2 dataset be classified as Open Data.
Motion carried unanimously.

Closed Session @ 9:40 AM

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

M2022-27

Motion: That the Board moved into a closed session.
Motion carried unanimously.

Return to Public Session @ 1:27

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

M2022-28

Motion: That the Board return to open session.
Motion carried unanimously.

MOTIONS ARISING:

Chair and Chief Officer Goals
Moved by Mayor Genung, **Seconded by** Mayor Brown, accepted by Chair.

M2022-29

Motion: That the Board approve the Chair and Chief Officer goals and post them to the website.
Motion carried unanimously.

Project Lifecycle Framework
Moved by Councillor Hanson, **Seconded by** Councillor Swendseid, accepted by Chair.

M2022-30

Motion: That the Board approve the Project Lifecycle Framework as presented.
Motion carried unanimously.

Agenda Item 4

Project Definition Documents

Moved by Councillor Swendseid, **Seconded by** Mayor Gondek, accepted by Chair.

M2022-31

Motion: That the Board direct administration to complete the project definition document and submit to LUSC for Phase 2 of Indigenous Relations.
Motion carried unanimously.

Moved by Mayor Gondek, **Seconded by** Councillor Hanson, accepted by Chair.

M2022-32

Motion: That the Board direct administration to complete the project definition document and submit to LUSC for the Regional Economic Development Initiative.
Motion carried unanimously.

Moved by Councillor Hanson, **Seconded by** Mayor Genung, accepted by Chair.

M2022-33

Motion: That the Board direct administration to complete the project definition document and submit to LUSC for Scoping the Water Roadmap Update.
Motion carried unanimously.

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

M2022-34

Motion: That the Board direct administration to complete the project definition document and submit to LUSC for the Scoping of the Regional Transit and Transportation Master Plan (RTTMP).
Motion carried.

Moved by Councillor Swendseid, **Seconded by** Councillor Hanson, accepted by Chair.

M2022-35

Motion: That the Board direct administration to complete the project definition document and submit to LUSC for Environmentally Sensitive Areas Implementation.
Motion carried.

Calgary Economic Development

M2022-36

Moved by Mayor Brown, **Seconded by** Mayor Gondek, accepted by Chair.
Motion: That the Board requests that the Mayor of Calgary approach Calgary City Council to explore opportunities for Calgary Economic Development to work regionally with CMRB members.
Motion carried unanimously.

Agenda Item 4

7. Next Meeting
Friday July 22, 2022 @ 9:30 AM.

8. Adjournment at 1:35 PM.

_____

Greg Clark, Chair

Agenda Item 4

Agenda Item	5
Submitted to	**Board**
Purpose	**For Decision**
Subject	**Environmentally Sensitive Areas Implementation Project Charter**
Meeting Date	**July 22, 2022**

Motion that the Board approve the project charter for Environmentally Sensitive Areas Implementation

Summary

- The ESA Background study was completed by O2 Planning and Design (O2) and unanimously approved by the Board in December 2019 (see the agenda package).

- Two of the recommendations provided by the Study are being implemented through the policies of the Growth Plan.

- As noted in O2's previous presentation to LUC in November 2019, "Municipalities already adopt a variety of methods to assess and manage environmental features. A consistent regional framework for ESA management is required:
  - To bring efficiency and coordination to the process
  - To help maintain regionally important services
  - To make cross-boundary management efforts more effective
  - To bring regional consistency to the development process"

- A project lifecycle framework was approved by the Board on June 9, 2022. The first step of the approved framework is to complete a Project Definition Document (PDD) to introduce the strategic initiative. The PDD was approved by the LUSC on June 17th, 2022 and CMRB Administration was directed to develop a project charter with input from Land Use TAG and municipal experts.

- The PDD requested the authority to develop, using existing information, the dataset necessary to work towards a shared regional framework and to better incorporate ESAs into the work of the Board. This information would form an important input to other work of interest to the Board, such as water studies.

- CMRB Administration met with Land Use TAG and municipal experts on July 8th, 2022 to discuss a draft charter and incorporate feedback, as

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appropriate.

- If approved, CMRB Administration will initiate the procurement process through Alberta Purchasing Connection (APC) in Q3 2022 retain consultant expertise to complete this work.

Attachments:

- Environmentally Sensitive Areas Implementation Project Charter

Agenda Item 5

Project Charter: Environmentally Sensitives Areas Implementation

Draft dated 2022-07-15

Calgary Metropolitan Region Board

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Environmentally Sensitive Areas Implementation Project Charter V1

1. CHARTER INTRODUCTION

This project charter was prepared by the Calgary Metropolitan Region Board, adapted from the Government of Canada Project Management guidance available at Canada.ca

1.1. DOCUMENT CHANGE CONTROL

This section serves to control the development and distribution of revisions to the Project Charter.

Revision No.	Date of Issue	Author	Brief Description of Change
1			

1.2. EXECUTIVE SUMMARY

- As the Government of Alberta does not have a standard definition for Environmentally Sensitive Areas (ESAs) and the *CMRB Regulation* required policies for the identification of ESAs, a 2019 ESA background report was completed to identify a shared regional definition of ESAs and to inform the development of Growth Plan policies.

- The project will build on the previously agreed-to concepts contained within the 2019 ESA Background Study. The 2019 Study identified a common definition of ESAs and a path to incorporating ESAs into the work of the Board. This work included a recommendation to create a regional ESA database.

- The overall goal of this project is to create and maintain a regional ESA database that allows the CMRB to effectively incorporate consideration for regional ESAs into CMRB studies and analyses. It will enable the regional-scale mapping and identification of larger ESA systems and functional units in the CMR.

- A regional ESA framework must be created to identify how fine-grained or site-specific ESAs will be categorized and grouped into regional classifications with the goal of identifying larger spatial patterns of ESAs within the region. This will allow for more efficient mapping, information sharing, and cross-boundary collaborative stewardship.

- The final deliverable is a regional ESA database that groups ESAs into regional categories such that regional ESA systems and functional units can be identified. Deliverables include a plan for updating the database once in place.

- A consultant is required to achieve the project goal of establishing a database of regional ESAs in the CMR.

- Major milestones/project deliverables include:
  - Environmental scan of existing municipal reports and studies
  - Data gap analysis
  - Framework for the regional ESA database
  - Building and delivering the database

Environmentally Sensitive Areas Implementation Project Charter V1

- o Recommendations on updating database and ongoing maintenance
- o Final project reporting
- The project is expected to take 1.5 years to complete (not including a scoping/tendering phase). Scoping/tendering will occur in Q3 2022. Anticipate retaining a consultant and project kickoff in Q4 2022 with municipal ESA information being provided to the consultant in Q1 2023.
- The budgeted cost has been previously communicated to the Board and will be confirmed through the consultant procurement process.

1.3. PROJECT APPROVAL

Document and Authorizing body	Approval Date
Project Definition Document by LUSC	June 17th, 2022
Project Charter by Board	TBD

2. PROJECT OVERVIEW

2.1. PROJECT SUMMARY

2.1.1. Project Objectives and Outcomes

The regional ESA database is intended to allow the CMRB to effectively incorporate ESAs into its future work and studies. This would be achieved by categorizing finer-grained, more site-specific ESAs into regional categories to support the identification of larger regional systems and functional units. As many landscape features span municipal boundaries, a regional framework and database is needed to map regional ESA features and enable consideration of these important features across municipal boundaries and within CMRB studies. Ultimately, future ESA spatial data will also be collected through existing municipal planning processes, which are supported by technical studies and fieldwork done to support development, and through partnerships with external stakeholders.

Environmentally Sensitive Areas Implementation Project Charter V1

No.	Objective	Outcome
1	Identify existing municipal information about ESAs/approaches to identifying ESAs in member municipalities	Environmental Scan
2	Identify where information about ESAs is not available relative to the CMRB's definition of ESAs	Gap analysis
3	To develop a useful and strategic approach to categorizing local or site-specific ESAs into regional categories within an ESA database	ESA Database Framework
4	To create an ESA database in alignment with the recommended framework	ESA Database in GIS
5	To create a mechanism for updating the database, including a standardized approach/format to creating standardized municipal ESA inputs	Recommendations on Database/Ongoing Maintenance

2.1.2. Project Scope

The scope and deliverables needed to accomplish this include, but are not limited to:

- Prepare an execution strategy. This will include a schedule of meetings to receive input from the Project Working Group on the project work plan and project deliverables, to inform the LUSC of project progress and receive feedback, and to liaise with external stakeholders as required.
- Review and document existing ESA information and data and approaches to identifying and planning for ESAs within member municipalities.
- Complete a gap analysis to determine where regional ESA data is lacking in consideration of the regional definition of ESAs. The proposed approach will consider how these gaps may be filled over time. A report summarizing existing ESA information and gap analysis is required.
- Develop an ESA database framework to identify how individual ESAs will be assigned regional categories and how the proposed approach will support the CMRB in identifying and mapping regional ESA systems or functional units. The framework should consider any best practices for regional ESA database development and maintenance, with a focus on developing a database that could inform regional land use decisions and other future technical work that the CMRB

may wish to undertake. This will require input and feedback from the Project Working Group and external stakeholders as necessary.

- Use the verified approach identified in the ESA database framework to prepare a GIS database of regional ESAs.
- Provide direction to the CMRB Administration on ways to normalize regional ESA data collection with the intent of building a consistent inventory of ESAs in the CMR over time. The CMRB intends to leverage existing land use planning processes and data collection already occurring through technical studies related to land development to further build and refine the database of regional ESAs. It also intends to use collaborations with external stakeholders as part of updating the database over time.
- Deliver a finalized GIS database in ESRI Geodatabase format to the CMRB. The CMRB intends to make the GIS database publicly available to the extent possible.
- Prepare and deliver concise communication materials summarizing the results of the study. Proven ability of communicating technical concepts to a non-technical audience is key.
- This project focuses on the development of a GIS database that will support future studies, policies and growth plan implementation, however those future activities are outside the scope of this project.

In Scope	Out of Scope
• Working with the Project Working Group (municipal and external experts) to review and refine regional ESA framework • Responding and adapting to feedback from LUSC • Creating a regional ESA GIS database v1 for public distribution • Clear approach to updating regional ESA GIS database v1	• Field work of any kind • Maintenance of GIS Database • Doing the work to fill any identified data gaps • Including traditional ecological knowledge (TEK) in database • Additional ESA policies • Growth Plan implementation • Public Engagement

2.2. PROJECT DELIVERABLES

Project Deliverable 1: Environmental Scan	
Description	CMRB will provide a bibliography of member municipality or stakeholder environmental reports or provide data that identify environmentally sensitive areas as required to complete the consultant's approved work plan. The consultant will use this information to complete a data inventory and gap/irregularity assessment of information available from municipalities and other stakeholders. The goal of this phase of the project is to identify where, and in what ways, existing information varies in detail, scale and scope, and how this information can be brought together into one regional database.
Acceptance Criteria	Presentation to LUSC
Output Data Classification	Open data
Due Date	Q2 2023
Project Deliverable 2: Data Gap Analysis	
Description	As part of developing a single regional ESA database, the consultant will identify any gaps in information that must be filled over time through the process of collecting data as part of standard land use/development planning practices and studies or through working with additional external stakeholders.
Acceptance Criteria	Report summarizing both the environmental scan and data gap analysis project phases
Output Data Classification	Open data
Due Date	Q3 2023
Project Deliverable 3: Develop Database Framework	
Description	The consultant will outline what information will be contained within the database, how it aligns with the CMRB's existing ESA definition, and why it has been included. As part of forming the database, the consultant must consider the regional scale of the project and how the data will ultimately be used and maintained by the CMRB in its future work, or by member municipalities and other stakeholders (as determined to appropriate).
Acceptance Criteria	Presentation to LUSC
Output Data Classification	Open data
Due Date	Q4 2023
Project Deliverable 4: Database	
Description	Develop a normalized regional GIS database in ESRI Geodatabase format
Acceptance Criteria	CMRB Administration Sign-off on Completeness

Environmentally Sensitive Areas Implementation Project Charter V1

Output Data Classification	Open data
Due Date	Q4 2023
Project Deliverable 4: Recommendations on Updating Database/Ongoing Maintenance	
Description	The consultant will make recommendations to CMRB Administration regarding how the regional ESA database can be updated and maintained. Recommendations should include ways member municipalities can leverage existing municipal land use planning and development processes to update the database and fill in any identified gaps. These recommendations would focus on the standard technical studies. The consultant will also make recommendations to CMRB Administration regarding how products or data developed by other external stakeholders (Watershed Planning and Advisory Committees, other non-government organizations) may potentially inform the regional ESA database in the future.
Acceptance Criteria	Approval by the Board and delivery of final project summary report
Output Data Classification	Open data
Due Date	Q1 2024

2.3. PROPOSED DATA CLASSIFICATION

- GIS ESA Database – OPEN (see CMRB Data Sharing Framework)
- Project Summary Report - OPEN

2.4. PROJECT COST ESTIMATE AND FUNDING SOURCES

2.4.1. Project Cost Estimate

Budget amounts are not currently shared publicly to preserve the procurement process. Budget estimates will be verified through the consultant procurement process.

2.4.2. Additional Sources of Funding

This project has already been budgeted for in the CMRB's 2022-2024 budgets. No additional funding sources are required.

Environmentally Sensitive Areas Implementation Project Charter V1

2.5. DEPENDENCIES

Dependency Description	Critical Date
2019 Environmentally Sensitive Areas Background Report Approved and needed to inform consultant work	Completed
GP Ministerial Order approved and policies related to ESAs are in place	July 2022
Municipal, provincial and stakeholders ESA information and data delivery are needed to complete all aspects of the project	Q1 2023
Water Road Map update will be informed by the completed project database	Unknown at this time
Future CMRB policies and Growth Plan implementation	Unknown at this time

2.6. PROJECT RISKS, ASSUMPTIONS AND CONSTRAINTS

2.6.1. Risk

This is an initial risk assessment. For each risk, a level of impact and the degree of probability (high, medium, low) has been identified along with possible mitigation actions needed during the project to lessen the impact or lower the probability of the risk involved.

No	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Planned Mitigation
1	Municipal, provincial federal and stakeholder information/data availability	L	M	Significant information is already available publicly. Adjust regional data framework to accommodate available data.
2	Openness to sharing data or sharing data publicly	M	M	Build support for the project and project outcomes. Adjust regional data framework to accommodate available data.
3	Categorizing ESA information into regional categories could be contentious	M	H	Select consultant with strong technical experience to respond to any concerns related to ESA categorization. Select consultant with strong expertise in collaborating with diverse groups.

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No	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Planned Mitigation
4	Municipal capacity	M	H	Not all municipalities need to participate beyond providing municipal ESA information.
5	Lack of approval by LUSC or Board at key milestones	M	H	Work plan should identify a process that builds incremental agreement with key participants over the project. Schedule should build in enough time to account for unexpected delays. Change orders necessary to accommodate further work or revisions should be promptly identified and discussed with CMRB Administration.
6	Integration of environmental data from a variety of sources (data will have different limitations, scales, vintage, etc.)	H	M	Manageable with strong external consultant GIS capabilities to ensure metadata properly applied and implemented.
7	Translation of data from variety of formats (if data is translated from another format - e.g., pdf map, CAD - ensure critical information is not lost)	H	M	Manageable with strong external consultant GIS capabilities to ensure metadata properly applied and implemented.
8	Translation of environmental data from other scales to a regional scale may be challenging	M	M	Utilize environmental consultants with strong experience working on complex projects with many stakeholders and data inputs over large land areas. Requires strategic approaches to creating regional attributes per the ESA criteria. Acknowledge the volume of datasets to be

Environmentally Sensitive Areas Implementation Project Charter V1

No	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Planned Mitigation
				regionalized will impact cost and schedule; this is time-consuming work.

2.6.2. Assumptions

The following table lists the items that cannot be proven or demonstrated when this Project Charter was prepared, but they are included to stabilize the project approach or planning.

No.	It is assumed that:
1	Successful consultant has up to date ESRI licensing and no flow through costs related to GIS licenses will be incurred by CMRB
2	Data will be made available to the CMRB at no cost to the CMRB
3	Data will be made available to the CMRB in a timely way by all member municipalities as part of the project scope
4	CMRB will work with municipalities on an ongoing basis to collect data outside of the REF or statutory planning process as recommended by the consultant
5	The ESA Background Report identifies inclusion of traditional ecological knowledge (TEK) through culturally important landforms sub-criteria. At this time, it is understood that the work of Indigenous Relations Plan Celebrate phase of actions, to be completed in 2022/2023, will take steps to begin this work. Developing data around TEK is not in the scope of this project.
6	Member municipalities will make a data specialist available to discuss existing municipal datasets, as required.

2.6.3. Constraints

The following table lists the conditional factors within which the project must operate or fit.

No.	Category	Constraints
1	Budget	Project cannot significantly exceed approved contract budget.
2	Personnel	The capacity of CMRB Administration and members of the Project Working Group must be considered within the scope of the project. Appropriate spacing between meetings and review times for consultant materials is required.

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3	Schedule	The project must incorporate and work with the existing LUSC and Board schedules. Project Working Group meetings must occur on Fridays with a secondary preference for Thursdays.

At the time of writing, CMRB Administration anticipates monthly half-day meetings of the Project Working Group, to be confirmed through the consultant's workplan. It is strongly recommended that municipalities attend monthly project meetings. There may be phases of the project where no monthly meeting is required.

3. PROJECT ORGANIZATION

3.1. PROJECT GOVERNANCE
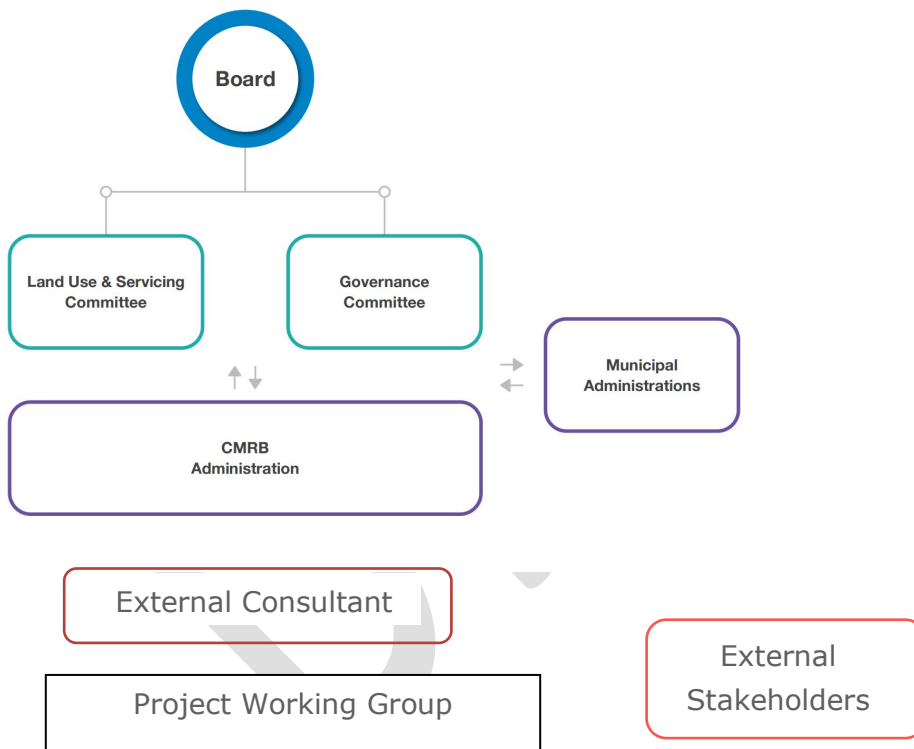
Project deliverables 2&4 will be reviewed by CMRB Administration with opportunity for feedback from the Project Working Group. Feedback will be addressed to the extent possible.

3.2. ROLES AND RESPONSIBILITIES

3.2.1. Roles

- CMRB Board – Approve project charter, provide final approval of project deliverables
- CMRB Land Use and Servicing Committee – Informed on project progress at key milestones, provide feedback on project direction and outputs, approve project definition document, receive regular project updates, support resolution of items where consensus cannot be reached at steering committee level
- CMRB Administration - Project Sponsor (on behalf of CMRB)
- Project Working Group – Land Use TAG and municipal environmental / data experts) provide expert knowledge, vet approach and technical recommendations
- Consultant – Develop work plan, project manage milestones, facilitate technical discussions and provide expert advice, incorporate municipal feedback, and create project deliverables
- External Stakeholders – potential input to project methods or to identify alternate data sources and assumptions/context for its use in project, as necessary

3.2.2. Responsibilities

For this project, it is recommended that the Project Working Group include at minimum: one rural municipality, one medium-sized urban municipality and one large urban (Calgary), plus external stakeholders.

The following table further clarifies the roles and responsibilities of the project team identified in the previous section.

No.	Group	Responsibility
1	CMRB Admin	Accountable
2	Consultant	Responsible, Accountable
3	Project Working Group	Consulted
4	External Stakeholders • *Government of Alberta* • *Bow River Basin Council* • *Others to be determined through consultant work plans*	Consulted

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5	Public	Informed (through LUSC and Board meeting packages and updates)

Responsible: Party who is completing the task
Accountable: Party who is making decisions and taking actions on the task(s)
Consulted: Party who will be communicated with regarding the decision-making process and specific tasks
Informed: Party who will be updated on decisions and actions during the project

3.3. FACILITIES AND RESOURCES

- Meetings will be held virtually and in-person, to be determined with the consultant during the project work planning stage
- CMRB will use its ESRI resources for the project
- CMRB will use its in-house project management resources for the project

3.4. PROJECT STAKEHOLDERS

CMRB Policy on External Stakeholder Participation

Preliminary External Stakeholders:

- *Government of Alberta*
- *Bow River Basin Council*
- *Others to be determined through consultant work plans*

4. PROJECT REFERENCES

More information concerning this project can be found in the following documents:

Document Title	Date	Status	Body
CMRB Vision	May 21, 2021	Approved	CMRB
CMRB Growth Plan	As of July 14, 2022	Under Review	Government of Alberta
2019 Environmentally Sensitive Areas Background Report	December 13, 2019	Approved	CMRB
CMRB Data Sharing Framework	November 20, 2020	Approved	CMRB

5. GLOSSARY AND ACRONYMS

Term/Acronym	Definition

Environmentally Sensitive Areas Implementation Project Charter V1

CMRB	Calgary Metropolitan Region Board
ESA	Environmentally Sensitive Areas
GP	Growth Plan
LUSC	Land Use and Servicing Committee
TAG	Technical Advisory Group
TEK	Traditional Ecological Knowledge from Indigenous sources
GIS	Geographic Information System
ESRI	Environment Systems Research Institute (software)

6. ATTACHMENTS

CMRB Vision Elements (approved by Board on May 21, 2021)

Protect and Enjoy the Environment	
CMRB Vision Elements	Growth Plan Objectives
• *We enjoy and protect our spectacular natural environment which has been a source of our quality of life and prosperity for thousands of years.* • *The Calgary Metropolitan Region is a global leader in minimizing the undesirable impacts of development on our natural environment including land, water, air and wildlife.* • *The members of the Region work proactively with each other and our neighboring regions to ensure our vision is shared and achieved*	(a) Increase awareness and understanding of natural and sensitive areas through Environmentally Sensitive Area mapping. (b) Preserve the function of Regionally Significant natural systems. (c) Plan responsibly in Flood Prone Areas through sensitive development and flood mitigation. (d) Reduce the Region's impact on the environment and climate through proper and efficient land use planning, including the use of measurable targets to reduce impacts on land, water and air. (e) Increase the environmental, economic, and social resiliency of our region.
Water Stewardship	
CMRB Vision Elements	Growth Plan Objectives
• *We work together to ensure our scarce fresh water is shared in a way that meets the needs of our current and future residents and our ecosystem. Our strategy works even in times of drought and flood.* • *The members of the Calgary Metropolitan Region work together to manage fresh water, wastewater and*	(a) Enhance protection of our watersheds and natural water systems. (b) Provide a safe, affordable, and reliable supply of drinking water for residents and businesses. (c) Enhance regional collaboration of water stewardship.

Environmentally Sensitive Areas Implementation Project Charter V1

stormwater in a way that minimizes waste and provides safe and healthy water for our growing region. • *The members of the Region work proactively with each other and our neighbours to ensure flood prone areas are understood and proactively managed.*	(d) Enhance the Region's resilience to changes to natural water systems, due to Climate Change and human development. (e) Improve the efficiency with which we use our limited water supply. (f) Advance opportunities to better manage and share the risks and costs of water, wastewater and Stormwater infrastructure and service delivery. (g) Enhance protection of Regionally Significant Source Waters.

GP Policy Area – Section 3.3.2 Environmentally Sensitive Areas (TO BE UPDATED UPON APPROVAL OF GROWTH PLAN BY MINISTER)
3.3.2.1 ASPs and ARPs shall complete a desktop screening or environmental study and mitigate identified impacts.
3.3.2.2 MDPs shall include ESA maps.
3.3.2.4 The CMRB shall compile the municipally identified Environmentally Sensitive Areas into a common database for the Region.

ESA Definition (May 21, 2021 Growth Plan)
Environmentally Sensitive Areas are key natural components of the regional landscape, providing essential ecosystem functions and services. These functions and services include flood mitigation, drinking water supply, maintenance of regional biodiversity, preservation and connectivity of unique habitats and landscapes, and provision of culturally and economically valued resources and opportunities.

Calgary Metropolitan Region Board

Agenda Item	6
Submitted to	**Board**
Purpose	**For Decision**
Subject	**Phase 2 of Indigenous Relations Project Charter**
Meeting Date	**July 22, 2022**

Motion that the Board approve the project charter for the Phase 2 Indigenous Relations strategic initiative

Summary

- The project lifecycle framework was approved by the Board on June 9, 2022. Developing a project charter is part of the project lifecycle framework.

- The first step of the approved framework was to complete a Project Definition Document (PDD) to introduce the strategic initiative. Feedback from the strategic initiative draft PDD presented to the Board on June 9, 2022 was supportive and no edits were made.

- Following review of the PDD by the Land Use and Servicing Committee on June 17th 2022, the Committee directed CMRB Administration to develop an appropriately scaled project charter to be presented for approval by the Board.

- If approved by the Board, CMRB Administration will retain a Forum Community Relations to support the project as described in the charter.

Attachments: Indigenous Relations – Phase 2 Project Charter

Agenda Item 6

Project Charter: Indigenous Relations – Phase 2

Draft dated 2022-07-22

Agenda Item 6i

Indigenous Relations - Phase 2 Project Charter V1

Prepared by the Calgary Metropolitan Region Board administration – based on the Government of Canada Project Management guidance available at Canada.ca

1. CHARTER INTRODUCTION

1.1. DOCUMENT CHANGE CONTROL

Revision No.	Date of Issue	Author	Brief Description of Change
1			

1.2. EXECUTIVE SUMMARY

- The overall objective is to utilize the CMR forum of member municipality leaders to advance Truth and Reconciliation in the CMR.
- The project will take place over 2022/2023 and is a continuation of the work that began with:
  - *CMRB Board-approved Growth Plan May 21, 2021 which included policy:*
    - *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*
  - *Indigenous Awareness Workshops in June 2021*
  - *Indigenous Engagement which began in December 2021, culminating in the Indigenous Relations Plan, as presented in the strategic meeting of CMRB on June 9, 2022.*
- Building on what we learned through Indigenous engagement and outreach, the project identifies four action areas that will contribute to the objective of advancing Truth and Reconciliation in the CMR:
  1. Ongoing **Dialogue** with Indigenous Nations and communities to discover shared interests and continue building and strengthening relationships
  2. Commitment to **Learning** about the history and experiences of local Indigenous Nations and Indigenous Peoples in Canada more broadly
  3. **Co-create** policies or frameworks that support shared interests and objectives among CMRB members and local Indigenous Nations and communities
  4. **Celebrate** the Indigeneity of the CMR by working with local Indigenous Elders and Knowledge Keepers to share stories of this land

- A key risk to the project is the availability of staff time and resources of Indigenous Nations, Elders and Knowledge Keepers with whom CMRB would like to engage.
- As recommended by Forum Community Relations, '*We acknowledge that what seems right today may not be right a year from now, and we invite the CMRB to give itself permission to evolve and learn, recognizing that reconciliation is complex and challenging work that is well worth doing for the benefit of our communities today and for future generations.'*
- The total estimated consultant fees for three of the four action areas is approximately $65,000 over the project period (2022-2023). The estimated fees

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associated with the full scope of the *Celebrate* Action Area are to be determined. Consulting fees for initial scoping work for a pilot project are estimated to be $10,000.

1.3. PROJECT APPROVAL

Document and Authorizing body	Date
Project Definition Document by LUSC	June 17th, 2022
Project Charter by Board	

2. PROJECT OVERVIEW

2.1. PROJECT SUMMARY

2.1.1. Project Objectives and Outcomes

This section describes the project objective and links each of them to related measurable project outcomes. Measurement criteria, which will be used to confirm that an objective and the outcome have been reached, must also be provided.

Project objectives are concrete and measurement criteria usually confirm if an objective has been met. Business Outcomes are results expected at the end of the project. Outcomes can be expressed in just a few words that describe a general aim.

No.	Objective	Outcome
1	Develop Memoranda of Understanding (MOUs) and associated implementation plans with Siksika Nation and MNA Region 3 by the end of 2022	A common set of expectations for building meaningful and mutually beneficial long-term relationships between CMR and Siksika; and between CMR and MNA Region 3
2	Continue to pursue meetings with elected leaders from Tsuut'ina Nation, Chiniki First Nation, Bearspaw First Nation, and Wesley First Nation to discuss potential future MOUs (target one outreach to each Nation per quarter)	Demonstrated effort and outreach by the CMR to build relationships with these Nations
3	Identify and reach out to urban Indigenous community leaders and Knowledge Keepers across the CMR with whom to engage for future learning, co-creation, and celebration activities	Discover shared interests and areas of opportunity to advance Truth & Reconciliation in the CMR
4	CMRB members participate in Indigenous Nation-led learning activities (target at least one per year)	Building individual and collective understanding and cultural agility in order to show leadership in the work of Truth & Reconciliation
5	Host at least one formal learning opportunity per year to build knowledge that will support other action areas (e.g. CMR Indigenous business summit)	Greater knowledge and shared understanding in order to lead in the work of Truth & Reconciliation
6	Initiate a process to develop a regional Additions-to-Reserve Framework that invites the participation of potentially interested First Nations	A framework that is developed with First Nations to address an emerging policy need related to Truth & Reconciliation
7	Launch a working group to scope requirements for the *CMR Stories of the Land Pilot Project* by the end of 2022	Taking tangible action toward the recognition and celebration of the Indigeneity of the CMR

2.1.2. Project Scope

This is a high-level description of the features and functions that characterize the product, service, or result to be delivered by the project.

Proposed 2022-2023 Activities for DIALOGUE action area:

1. *Memorandum of Understanding & Implementation Plan for Siksika Nation and CMRB (Q3 2022)*
2. *Memorandum of Understanding & Implementation Plan for MNA Region 3 and CMRB (Q4 2022/Q1 2023)*

3. Continue to pursue meetings with elected leaders from Tsuut'ina Nation, Chiniki First Nation, Bearspaw First Nation, and Wesley First Nation (1 outreach per quarter)
4. Identify urban Indigenous community leaders and Knowledge Keepers for future outreach and engagement (Q1 2023)

Proposed 2022-2023 Activities for LEARNING action area:

1. Attend Siksika Nation powwow (August 12-14, 2022)
2. Attend "Understanding Siksika Nation" learning experience (Q4 2022)
3. Learn about and celebrate Métis Week - November 13th to 18th. (Q4 2022)
4. Host at least one formal learning opportunity to build CMRB members' knowledge about Indigenous interests and experiences that will support other action areas (e.g. CMR Indigenous business summit) (2023)

Proposed 2022-2023 Activities for CO-CREATE action area:

1. Initiate process to develop a regional Additions-to-Reserve Framework that invites participation of potentially interested First Nations (Q3 2022 - Q2 2023)
2. Determine how Indigenous interests might be incorporated into other CMRB policies and strategic initiatives (e.g. regional economic development or ESAs)

Proposed 2022-2023 Activities for CELEBRATE action area:

1. Develop Working Group and create project charter for Stories of the Land Pilot Project (Q3 2022)
2. Secure funding for pilot project (Q3/Q4 2022)
3. Partner with appropriate third parties (e.g., Blackfoot Language Revival, Bow Valley College Centre for Entertainment Arts) to:
   a. identify a small number of culturally or historically significant sites in the Region (one per CMRB member, ensuring diversity of Indigenous cultures) (Q1 2023);
   b. engage with appropriate Elders or Knowledge Keepers who have been transferred the rites to share stories of those sites (Q1/Q2 2023);
   c. document stories, following OCAP™ Principles related to the collection and management of Indigenous Knowledge (OCAP: Ownership, Control, Access, Possession) (Q2/Q3 2023); and

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d. *create augmented reality interpretations of the stories that can be accessed at each physical location (Q3/Q4 2023).*

4. Evaluate pilot project and determine appropriate path forward (Q4 2023)

In Scope	Out of Scope
Continued connections and meeting with Indigenous Nations to determine individual next steps	Compensation of CMRB members for travel, facilities, meeting etc.
Connections and meetings with local Indigenous Elders and Knowledge Keepers	Preparing partnership/grant applications for Celebrate activities
Consultant guidance and advising on appropriate cultural protocol and engagement approaches	Event/meeting expenses related to bookings, travel, accommodations, rentals, equipment, protocol/Indigenous participant honoraria or catering
Coordination support for CMRB hosted learning activity	Consultant attendance at Indigenous-led learning events
Support the drafting of ATR framework and coordinate participation from Indigenous Nations	Public engagement

2.2. PROJECT DELIVERABLES

Project Deliverable 1: Dialogue Action Area - Regular Board and Committee Progress Updates	
Description	The Board will receive quarterly updates on progress of dialogue actions being undertaken at staff level. Individual Board members may provide regular updates to Board members in the meeting roundtable discussions.
Acceptance Criteria	Updates are received for information, and any questions are addressed
Output Data Classification	Open data
Due Date	Quarterly Updates in Board meeting agendas
Project Deliverable 2: Learning Action Area: Learning Event in 2023	
Description	CMRB hosted learning event that builds CMRB members' knowledge about Indigenous interests and experiences that will support other action areas
Acceptance Criteria	Effective learning event, attended by Board members and key municipal leadership
Output Data Classification	Not Applicable
Due Date	Q3 2023
Project Deliverable 3: Co-Create Action Area: Draft CMR Additions-to-Reserve Framework	

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Description	A draft regional Additions-to-Reserve Framework that has been developed with meaningful input from at least one local First Nation. Drafting may require support from CAOs or externals
Acceptance Criteria	Board approval and support from participating First Nation(s)
Output Data Classification	Open data
Due Date	Q2 2023
Project Deliverable 4: Celebrate Action Area: *CMR Stories of the Land* Pilot Project Charter	
Description	Project charter for proposed *CMR Stories of the Land* pilot project, including estimated costs and benefits, proposed partners and Indigenous knowledge keepers, and potential locations of at least one 'story site' in each member municipality.
Acceptance Criteria	Identified pilot project scope that allows Board members to make an informed decision about if and how to move forward with the pilot.
Output Data Classification	Open data
Due Date	Q4 2022
Project Deliverable 5: Indigenous Relations Summary Report 2022/2023	
Description	A summary of actions taken over the project period, including a summary of engagement undertaken to advance the Dialogue, Learning, Co-create, and Celebrate action areas in the Indigenous Relations Framework
Acceptance Criteria	A summary report of actions over the project period (2022 and 2023) that were undertaken to advance the project objectives, including what was learned and recommendations for future activities
Output Data Classification	Open data
Due Date	Q4 2023

2.3. PROPOSED DATA CLASSIFICATION

- Project Deliverable 1 – OPEN DATA
- Project Deliverable 2 – Not Applicable as no 'data' is generated
- Project Deliverable 3 – OPEN DATA
- Project Deliverable 4 – OPEN DATA
- Project Deliverable 5 – OPEN DATA

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2.4. PROJECT COST ESTIMATE AND FUNDING SOURCES

2.4.1. Project Cost Estimate

The total estimated consultant fees for the four action areas is approximately $75,000 as follows:

- *Dialogue –$10,000 – $15,000*
- *Learning – $15,000 – $20,000*
- *Co-create – $20,000 - $30,000*
- *Celebrate - $5,000 - $10,000 (initial charter development only)*

Costs noted above are budgetary in nature, and will be confirmed through development of a proposal by the preferred consultant. CMRB is proposing to retain the services of Forum Community Relations.

2.4.2. Additional Support from Member Municipalities

CMRB Administration requests the support of member municipalities in the form of:
- Administrative support for scheduling events / meetings with Indigenous leaders and CMRB members
- Attendance by interested member municipality staff at Indigenous Nation-led cultural learning experiences and attendance by key municipal leadership at CMRB hosted learning event in 2023
- Develop Working Group of interested member municipality staff to provide input on, and review, a project charter for Stories of the Land Pilot Project from the Celebrate theme (estimated 2 meetings, plus document review, Q3/Q4 2022)

2.4.3. Additional Sources of Funding

With the exception of the *CMR Stories of the Land* pilot project, no additional funding is anticipated. Funding requirements and potential sources for the *Stories of the Land* pilot project will be identified as part of the charter development (Deliverable 4).

2.5. DEPENDENCIES

Dependencies for the project include:

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Dependency Description	Critical Date	Contact
Availability and interest of Indigenous leaders and knowledge keepers	Not applicable	Forum
Celebrate pilot project may inform future ESA database implementation	No critical date	CMRB Administration
Regional Economic Development initiative	Unknown at this time	CMRB Administration

2.6. PROJECT RISKS, ASSUMPTIONS AND CONSTRAINTS

2.6.1. Risk

This is an initial risk assessment. For each risk, a level of impact and the degree of probability (high, medium, low) has been identified along with possible mitigation actions needed during the project to lessen the impact or lower the probability of the risk involved.

No.	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Planned Mitigation
1	Indigenous Nations, Elders & Knowledge Keepers having competing priorities resulting in slower than desired progress.	M	H	Utilize existing contacts to maintain momentum. Be respectfully persistent. Set realistic milestones and goals.
2	Delays in funding due to grant opportunity timelines (Celebrate actions)	M	M	Seek alternative options. Adjustment of schedule.
3	Interruption in consultant availability	L	H	Pause work, refine schedule and/or develop transition plan, if necessary.
4	Elections within Indigenous Nations result in different priorities and interests that affect CMRB activities	M	M	Pause activities and re-engage to determine interests and priorities of new leadership

2.6.2. Assumptions

The following table lists the items that cannot be proven or demonstrated when this Project Charter was prepared, but they are taken into account to stabilize the project approach or planning.

| No.	It is assumed that:
1	Costs for scope activities for the project are consulting fees. The project costs above does not include CMRB member expenses (per diems or travel).
2	Costs related to event bookings, facility fees, Indigenous protocol & honoraria, meeting materials, food, etc are not included
3	Meetings will be scheduled approximately a month in advance through the consultant. CMRB Administration or the Board will be informed of the dates (as appropriate), and member municipalities can determine participation.
4	There are Indigenous Elders who have been transferred rites for certain 'story sites' who want to share those stories for the proposed *Stories of the Land* pilot project
5	Local First Nations will want to contribute to the development of an Additions-To-Reserve Framework

2.6.3. Constraints

The following table lists the conditional factors within which the project must operate or fit.

No.	Category	Constraints
1	Cultural competence	Level of comfort working through and within a cross-cultural context
2	Privacy considerations	Appropriate processes need to be developed for collection and sharing of Indigenous knowledge
3	Resourcing / Schedule	Availability of leadership within multiple organizations
4	Schedule	Project must incorporate and work within existing LUSC and Board meeting dates

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3. PROJECT ORGANIZATION

3.1. PROJECT GOVERNANCE
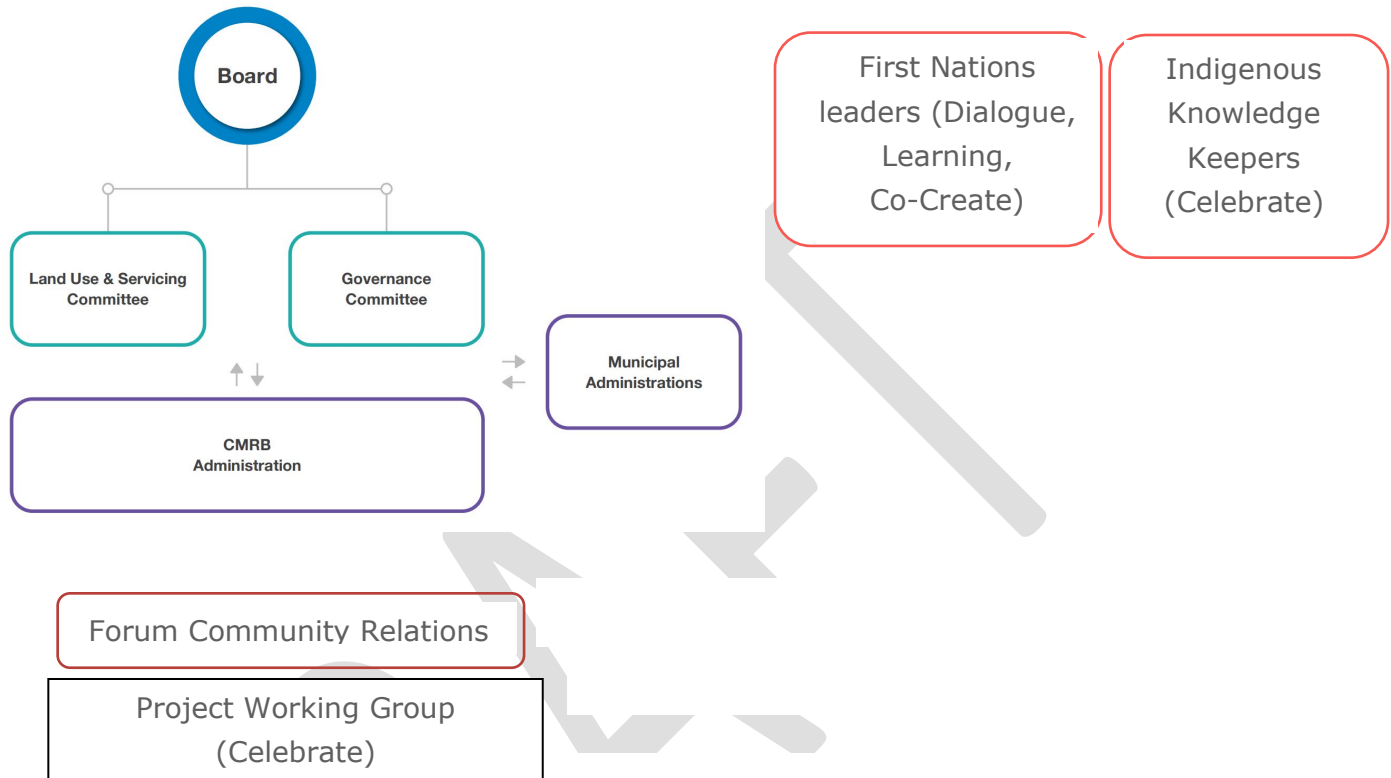
3.2. ROLES AND RESPONSIBILITIES

- CMRB Board – Approve project charter, participate and actively engage in the Dialogue, Learning and Co-Cerate activities of the project for best success. Provide approval of project outputs.
- CMRB Land Use and Servicing Committee – Informed on project progress and may participate in Learning activities. Approval of project definition document.
- Indigenous and First Nations leaders are interested and affected parties. Roles of Indigenous Nations to be determined on case by case basis depending on the scope of engagement
- Indigenous Knowledge Keepers – Indigenous Elders or community members who have been transferred rites for certain 'story sites'
- CMRB Administration - Project Sponsor (on behalf of CMRB)
- Project Sponsor of Celebrate pilot project may include other parties.

The following table further clarifies the roles and responsibilities of the project team identified in the previous section.

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Activity	Board	Comm-ittee	Consul-tant	CMRB Chair and CO	Celebrate Working Group	Munici-palities
Dialogue	R	I	R	A	NA	I
Learning	R	R	R	A	NA	E
Co-create	R, A	I	R	A	NA	E
Celebrate	A	I	R	A	R	I

Where: R = Responsible; A = Accountable; E = Engaged; I = Informed; NA = Not Applicable

Responsible: Party who is completing the task
Accountable: Party who is making decisions and taking actions on the task(s)
Engaged: Party who will be communicated with regarding the decision-making process and specific tasks
Informed: Party who will be updated on decisions and actions during the project

3.3. FACILITIES AND RESOURCES

- Meetings will be held either virtually or in-person at the agreement of the parties depending on subject matter.
- The 2023 CMRB-hosted learning event may require facilities and resources outside those listed here, however those will be determined once the event details are known.

3.4. PROJECT INTERESTED & AFFECTED PARTIES*

- Bearspaw First Nation
- Chiniki First Nation
- Siksika Nation
- Tsuut'ina Nation
- Métis Nation of Alberta Region 3
- Wesley First Nation
- Indigenous community Elders, Knowledge Keepers, and leaders, as recommended by consultant

*There is a sensitivity to not referring to Indigenous Nations as "stakeholders", as they are unique rights-bearing Nations. The term 'interested and affected parties' is used here instead of 'stakeholder' to refer to those who may be affected by or have the potential to affect the project.
Note: Roles of Indigenous Nations to be determined on case by case basis depending on the scope of engagement.

CMRB Policy on External Stakeholder Participation

4. PROJECT REFERENCES

More information concerning this project can be found in the following documents:

Document Title	Date	Status	Body
CMRB Vision	May 21, 2021	Approved	CMRB
CMRB Growth Plan Policy 3.7.1.1	May 21, 2021	Board-approved, awaiting Ministerial Order	CMRB
City of Edmonton Urban Reserve Strategy	June, 2021	Approved by City Council on June 28, 2021	City of Edmonton

5. GLOSSARY AND ACRONYMS

The following terms and acronyms are to interpret the Project Charter properly.

Term/Acronym	Definition
CMRB	Calgary Metropolitan Region Board
CMR	Calgary Metropolitan Region
MNA	Métis Nation of Alberta
ESA	Environmentally Sensitive Areas

6. ATTACHMENTS

CMRB Growth Plan (May 21, 2021 version) Truth and Reconciliation policy:
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

Amazing Quilt of Rural and Urban Vision Element	
CMRB Vision Elements	Growth Plan Objectives
• *The Calgary Metropolitan Region is known globally for having the best of both urban and rural life successfully thriving side-by-side to everyone's benefit.* • *Our residents are proud of each of the unique parts of the region and the opportunities this diversity provides. It is at the heart of our quality of life and prosperity.*	a) Provide policy tools to create a diverse range of urban and rural places for people to live, work and play. (b) Establish agricultural, environmental, and open space areas as integral components of our regional system to be conserved.

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• *Our municipalities have well defined boundaries and planned transitions that provide a strong unique identity and a sense of arrival.*	

Agenda Item	7
Submitted to	**Board**
Purpose	**For Decision**
Subject	**Regional Economic Development Project Charter**
Meeting Date	**July 22, 2022**

Motion that the Board approve the project charter for the Regional Economic Development strategic initiative

Summary

- The project lifecycle framework was approved by the Board on June 9, 2022. Developing a project charter is part of the project lifecycle framework.

- The first step of the approved framework was to complete a Project Definition Document (PDD) to introduce the strategic initiative. Feedback from the strategic initiative draft PDD presented to the Board on June 9, 2022 was incorporated and focused on creating a shared vision for regional economic development.

- Following review of the PDD by the Land Use and Servicing Committee on June 17th 2022, the Committee directed CMRB Administration to develop a project charter to be presented to the Board for approval.

- If approved by the Board, CMRB Administration will retain a consultant to support the project charter, as described.

Attachments: Regional Economic Development Project Charter

Agenda Item 7

Project Charter: Regional Economic Development Collaboration

Draft dated 2022-07-22

Calgary Metropolitan Region Board

Agenda Item 7i

Regional Economic Development Collaboration Project Charter V1

1. CHARTER INTRODUCTION

This project charter was prepared by the Calgary Metropolitan Region Board, adapted from the Government of Canada Project Management guidance available at Canada.ca.

1.1. DOCUMENT CHANGE CONTROL

This section serves to control the development and distribution of revisions to the Project Charter.

Revision No.	Date of Issue	Author	Brief Description of Change
1			

1.2. EXECUTIVE SUMMARY

- From June to September 2021, three workshops, led by HATCH Consulting, were held with the Board to explore three key questions:
    - (a) *Do members of the CMRB want to work together on Regional Economic Development?*
    - (b) *If the members do wish to collaborate on economic development, what areas of focus would give the CMR the best return on its efforts?*
    - (c) *What are some possible governance structures which would best support the region in meeting these economic development goals?*
- HATCH delivered its final report in October 2021, which outlined several recommended next steps.
- During the 2022 strategy setting sessions of the Board, it was decided that the Board would like to focus on two areas:
    - Establish a framework and vision for regional economic development collaboration, and
    - Develop a communications plan to roll out regional economic development collaboration and announce that the members of the Calgary Metropolitan Region are working together to grow the regional economy.
- In addition, during the June 9 meeting of the Board the following motion was passed:
    Motion: That the Board requests that the Mayor of Calgary approach Calgary City Council to explore opportunities for Calgary Economic Development to work regionally with CMRB members.

- Major milestones/project deliverables include:
    - Review, establish and confirm starting position and present it to the Board.
    - Complete a summary scan of current economic development activities being undertaken by CMRB member municipalities.

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- o Create a series of workshops inviting appropriate stakeholders to inform the creation of the framework and vision for regional economic development collaboration.
  - ▪ This may include municipal economic development bodies, business organizations, post-secondary organizations and research bodies, among others.
- o Establish a framework and vision for regional economic development collaboration
- o Develop a communications plan to roll out the concept and proposed process for regional economic development collaboration

- The project is expected to take less than one year to complete (not including a tendering phase). Tendering will occur in Q3 2022. Anticipate retaining a consultant and project kickoff in Q4 2022.

- The budgeted cost has been previously communicated to the Board and will be confirmed through the consultant procurement process.

1.3. PROJECT APPROVAL

Document and Authorizing body	Approval Date
Project Definition Document by LUSC	June 17th, 2022
Project Charter by Board	TBD

2. PROJECT OVERVIEW

2.1. PROJECT SUMMARY

2.1.1. Project Objectives and Outcomes

A regional economic development framework will set 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 multiple entities including CMRB, municipalities, municipal economic development bodies and other regional partners. It is a means of ensuring coordination, enabling economic development activities to be completed in concert with one another across the region.

The communications plan is intended to highlight the cooperation among members in the CMR, creating a stable business environment to attract investors.

No.	Objective	Outcome
1	Identify existing municipal/ provincial/ federal/ other economic development efforts	Environmental Scan

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2	Identify where these efforts are lacking	Gap analysis
3	To develop a regional economic development vision and framework	Regional Economic Development Vision and Framework
4	To create a communications plan to inform the business community/ public that member municipalities are working together on economic development	Communications plan

2.1.2. Project Scope

The scope and deliverables needed to accomplish this include, but are not limited to:

- Prepare an execution strategy. This will include a schedule of meetings to receive input from the Project Working Group on the project work plan and project deliverables, to inform the Board of project progress and receive feedback, and to develop workshops which include external stakeholders as required.
- Review and document existing economic development activities being undertaken in the region by municipal, provincial and federal organizations.
- Complete a gap analysis to determine where regional economic development coordination is lacking. The proposed approach will consider how these gaps may be filled over time. A report summarizing existing regional economic development activities and gap analysis is required.
- Develop a framework and vision for regional economic development collaboration.
- Develop a communications plan to raise the profile of collaboration by member municipalities in the CMR on regional economic development. This will include development of communications materials to be used across multiple channels including earned media and social media.

In Scope	Out of Scope
- Working with the Project Working Group (municipal and external experts) to conduct a current state review and gap analysis for regional economic development	- Creation/Governance of regional economic development body - Bought media - Growth Plan implementation - Public engagement

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• Conduct environmental scan of economic development activities across the CMR • Conduct gap analysis on the above activities • Draft regional economic development vision and framework • Create communications plan • Recommended next steps	

2.2. PROJECT DELIVERABLES

Project Deliverable 1: Environmental Scan	
Description	Consultant will work with municipal economic development officers, provincial and federal economic development bodies and any other external stakeholders as identified to create a report outlining current economic development efforts.
Acceptance Criteria	Update to the Board
Due Date	Q4 2022
Project Deliverable 2: Gap Analysis	
Description	As part of reviewing current economic development efforts the consultant will perform a gap analysis to find where regional collaboration can support greater economic development in the CMR.
Acceptance Criteria	Report summarizing both the environmental scan and gap analysis project
Due Date	Q4 2022
Project Deliverable 3: Develop Regional Economic Development Vision and Framework	
Description	The consultant will develop a series of workshops to develop a regional economic development vision and framework. The workshops will include, but is not necessarily limited to; municipal elected leaders, municipal economic development professionals,
Acceptance Criteria	Vision and framework approved by the Board
Due Date	Q1 2023
Project Deliverable 4: Develop Communications Plan	
Description	
Acceptance Criteria	CMRB Administration approval with updates to the Board
Due Date	Q4 2022/ Q1 2023

Regional Economic Development Collaboration Project Charter V1

Project Deliverable 5: Recommendations on next steps	
Description	The consultant will make recommendations to CMRB Administration on the best path forward to implement the regional economic development vision and framework.
Acceptance Criteria	Approval by the Board and delivery of final project summary report
Due Date	Q2 2023

2.3. PROPOSED DATA CLASSIFICATION

- Current efforts data – FOR MUNICIPALITIES
- Project Interim Report – OPEN
- Project Final Report - OPEN

2.4. PROJECT COST ESTIMATE AND FUNDING SOURCES

2.4.1. Project Cost Estimate

Budget amounts are not currently shared publicly to preserve the procurement process. Budget estimates will be verified through the consultant procurement process.

2.4.2. Additional Sources of Funding

This project has already been budgeted for in the CMRB's 2022-2023 budgets. No additional funding sources are required.

2.5. DEPENDENCIES

Dependency Description	Critical Date
HATCH Report recommendations for future CMRB Economic Development Approved and needed to inform consultant work	Completed
GP Ministerial Order is approved and policies related to Economic Development are in place	July 2022
Municipal, provincial, federal and stakeholders regional economic development efforts	Q4 2023
Future CMRB policies and Growth Plan implementation	Unknown at this time

2.6. PROJECT RISKS, ASSUMPTIONS AND CONSTRAINTS

2.6.1. Risk

This is an initial risk assessment. For each risk, a level of impact and the degree of probability (high, medium, low) has been identified along with possible mitigation actions needed during the project to lessen the impact or lower the probability of the risk involved.

No	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Planned Mitigation
1	Municipal, provincial federal and stakeholder information/data availability	M	M	Build support for the project, ensure economic development staff are aware that this project is intended to support their efforts, not be a threat.
2	Openness to sharing information	M	M	Build support for the project and project outcomes.
3	Municipal capacity	M	H	Targeted requests for information to reduce workload on municipal staff.
4	Lack of approval by LUSC or Board at key milestones	M	H	Work plan should identify a process that builds incremental agreement with key participants over the project. Schedule should build in enough time to account for unexpected delays. Change orders necessary to accommodate further work or revisions should be promptly identified and discussed with CMRB Administration.
5	Integration of economic development efforts from a variety of sources (data will have different limitations, scales, vintage, etc.)	M	L	Manageable with strong external consultant to ensure data is comparable.

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2.6.2. Assumptions

The following table lists the items that cannot be proven or demonstrated when this Project Charter was prepared, but they are included to stabilize the project approach or planning.

No.	It is assumed that:
1	Data will be made available to the CMRB at no cost to the CMRB
2	Data will be made available to the CMRB in a timely way by all member municipalities as part of the project scope
3	The HATCH Report, *Recommendations for future CMRB Economic Development,* speaks to structuring a new organization; this will not be examined as part of this scope.
4	Member municipalities will make an economic development specialist available to the consultant to discuss existing municipal datasets, as required.

2.6.3. Constraints

The following table lists the conditional factors within which the project must operate or fit.

No.	Category	Constraints
1	Budget	Project cannot significantly exceed approved contract budget.
2	Personnel	The capacity of CMRB Administration and members of the Project Working Group must be considered within the scope of the project. Appropriate spacing between meetings and review times for consultant materials is required.
3	Schedule	The project must incorporate, and work within, the existing Board schedules. Project Working Group meetings should occur on Fridays with a secondary preference for Thursdays.

At the time of writing, CMRB Administration anticipates monthly half-day meetings of the Project Working Group which will be confirmed through the consultant's workplan. Depending on the level of effort, more frequent meetings may be required from time to time. It is strongly recommended that municipalities attend the project meetings. There may be phases of the project where no monthly meeting is required. At a

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minimum, support from member municipality economic development staff is needed to share current efforts as part of Phase 1: Environmental Scan

In addition, there will be workshops scheduled to develop the Regional Economic Development Framework.

3. PROJECT ORGANIZATION

3.1. PROJECT GOVERNANCE
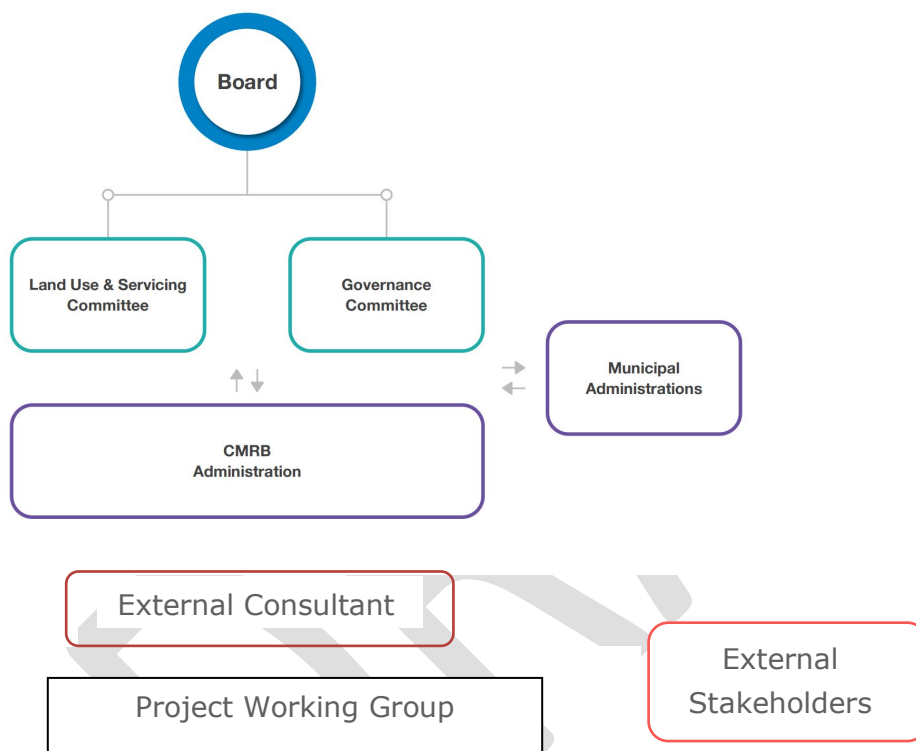
Project deliverables will be reviewed by CMRB Administration with opportunity for feedback from the Project Working Group. Feedback will be addressed to the extent possible.

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3.2. ROLES AND RESPONSIBILITIES

3.2.1. Roles

- CMRB Board – Approve project charter, provide final approval of project deliverables. Informed on project progress at key milestones, provide feedback on project direction and outputs, approve project definition document, receive regular project updates, support resolution of items where consensus cannot be reached at steering committee level.
- CMRB Administration - Project Sponsor (on behalf of CMRB).
- Project Working Group – Land Use TAG and/ or municipal economic development experts provide expert knowledge, vet approach and technical recommendations. Communications TAG to provide expert knowledge, vet approach and technical recommendations.
- Consultant – Develop work plan, project manage milestones, facilitate technical discussions and provide expert advice, incorporate municipal feedback, and create project deliverables.
- External Stakeholders – input to regional gap analysis and creation of framework and vision.

3.2.2. Responsibilities

For this project, it is recommended that the Project Working Group include all member municipalities, plus key external stakeholders.

The following table further clarifies the roles and responsibilities of the project team identified in the previous section.

No.	Group	Responsibility
1	CMRB Admin	Accountable
2	Consultant	Responsible
3	Project Working Group	Consulted
4	External Stakeholders • *Government of Alberta, Economic Development* • *Government of Canada, Economic Development* • *Others to be determined through consultant work plans*	Consulted
5	Public	Informed (through LUSC and Board meeting packages and

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		updates) and communications efforts (earned media and social media)

Responsible: Party who is completing the task
Accountable: Party who is making decisions and taking actions on the task(s)
Consulted: Party who will be communicated with regarding the decision-making process and specific tasks
Informed: Party who will be updated on decisions and actions during the project

3.3. FACILITIES AND RESOURCES

- Meetings will be held virtually and in-person, to be determined with the consultant during the project work planning stage
- CMRB will use its in-house project management resources for the project

3.4. PROJECT STAKEHOLDERS

CMRB Policy on External Stakeholder Participation

Preliminary External Stakeholders:

- *Government of Alberta*
- *Government of Canada*
- *Others to be determined through consultant work plans*

4. PROJECT REFERENCES

More information concerning this project can be found in the following documents:

Document Title	Date	Status	Body
CMRB Vision	May 21, 2021	Approved	CMRB
CMRB Growth Plan	As of July 14, 2022	Under Review	GoA
HATCH Consulting Final Report on Regional Economic Development	December 13, 2019	Approved	CMRB
CMRB Data Sharing Framework	November 20, 2020	Approved	CMRB

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5. GLOSSARY AND ACRONYMS

Term/Acronym	Definition
CMRB	Calgary Metropolitan Region Board
GC	Government of Canada
GoA	Government of Alberta
GP	Growth Plan
LUSC	Land Use and Servicing Committee
TAG	Technical Advisory Group

6. ATTACHMENTS

CMRB Vision Elements (approved by Board on May 21, 2021)

Economic Wellbeing

- 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 Policies

3.2.1 Municipal Development Plans

An adequate supply of land that is appropriately serviced and accessible for the type of employment being served is essential for attracting jobs to the Region to support economic diversification and competitiveness. Municipal Development Plans can provide guidance on the availability and suitability of land to support future economic growth, reflecting job forecasts for the municipality.

Policies

3.2.1.1 Municipal Development Plans shall:

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(a) identify the anticipated needs for employment lands in the municipality over the next 15 years; and

(b) identify how and where the municipality will accommodate future needs for employment lands over the next 15 years to protect for an adequate supply, while considering:

> i. directing employment growth to existing Employment Areas through intensification, infilling and redevelopment (e.g. Infill / Redevelopment Placetype),
>
> ii. focusing employment growth in greenfield areas within the Mixed Use Centre/TOD Masterplan Community and Employment Area Placetypes, and
>
> iii. supporting Agriculture-related, resource extraction and other employment that relies on proximity to the rural environment in rural areas.

3.2.1.2 Statutory Plans should promote walking, bicycling and transit access to jobs in urban municipalities and Joint Planning Areas by identifying how employment will be concentrated in areas that are close to where people live and/or can be serviced by transit immediately, or in the future.

3.2.1.3 Statutory Plans should promote the colocation of complementary land uses in industrial areas that support the function and efficiency of industry.

3.2.2 Regional Transportation Planning Support for Economic Wellbeing

Regional transportation planning initiatives can support the economic wellbeing of the Region. Access to an employment base and to markets are among the factors employers consider when choosing a location.

Policies

3.2.2.1 Future regional transportation planning undertaken by the CMRB should address the following:

(a) identify strategies to minimize the effects of commuter congestion on important goods movement and trade routes;

(b) identify a network of priority routes for regional goods movement, linking key hubs such as intermodal facilities and the Calgary International Airport with an emphasis on reliability; and

(c) protect the integrity of major goods movement routes through coordination with land use planning.

3.2.3 Agricultural Economy

Agriculture is a complex system, including both rural and urban components, which operate at local, regional, provincial, national and international scales. Agriculture plays an important cultural and economic role in large and small communities across the CMR. Farming is a business, and producers will make decisions that allow them to compete in a globalized marketplace. It is important to achieve a balance between conserving agricultural land and promoting other forms of economic development in a manner that promotes new land uses which are compatible with existing ones. Supporting value added Agriculture and related industries in proximity to producers is important for supporting the agricultural industry.

Policies

3.2.3.1 Municipal Development Plans shall:

(a) identify the role that Agriculture plays in the municipality and include policies to support a strong, resilient and diversified agricultural economy;

(b) include policies to support growth of Agri-business and value-added Agriculture and related industries, especially when located in proximity to Producers, as appropriate to the local scale and context;

(c) identify more opportunities to buy, share and sell locally produced food; and

(d) identify opportunities for Agri-tourism, as appropriate to the local scale and context.

3.2.3.2 As part of a broader approach to regional economic development, the CMRB shall work with regional economic development partners, learning institutions, and other agricultural specialists to:

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(a) establish areas of focus where the CMRB can use its mandate to support the growth and diversification of the Agriculture industry and local Agricultural Value Chains;

(b) identify inventories, gaps and priorities for the improvement of infrastructure assets critical to the agricultural sector; and

(c) identify areas where Agricultural Production and Processing are important or dominant land uses and coordinate those areas with necessary infrastructure and services.

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