

**Calgary Metropolitan Region Board**  
**Agenda September 16, 2022, 9:30-12:30**  
 Mount Royal University, Room#Y324, Main Bldg.  
 (Close to the West entrance on the third floor. Parking lot 2)

**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 is enabled, you will hear an audio prompt notifying that the meeting is being recorded.*

- |   |              |           |
|---|--------------|-----------|
| 1. Call to Order & Land Acknowledgment  | Clark/Genung |           |
| 2. Opening Remarks  | Clark        |           |
| 3. Adoption of Agenda<br><b>For Decision:</b> Motion to adopt and/or revise the Agenda  | All          |           |
| 4. Approval of Minutes (Attachment)<br><b>For Decision:</b> Motion that the Board approve the Minutes of the July 22, 2022 meeting  | All          | <b>3</b>  |
| 5. Scoping the Water Roadmap Update Project Charter (Attachment)<br><b>For Decision:</b> Motion that the Board approve the project charter for Scoping the Water Road Map Update strategic initiative   | Graves       | <b>7</b>  |
| 6. Scoping the Regional Transportation and Transit Plan Project Charter<br><b>For Decision:</b> Motion that the Board approve the (Attachment) project charter for Scoping the Regional Transportation and Transit Master Plan strategic initiative | Graves       | <b>26</b> |
| 7. Q2 Actuals (Attachment)<br><b>For Information:</b> Motion that the Board review and receive for information the Q2 Actuals   | Copping      | <b>43</b> |
| 8. Consent Agenda Structure (Attachment)<br><b>For Decision:</b> Motion that the Board adopt a consent agenda structure for future meetings of the Board  | Copping      | <b>45</b> |
| 9. CMRB Core Funding (Attachment)<br><b>For Decision:</b> Motion that the Board direct Administration to send a letter to the Minister of Municipal Affairs requesting that annual funding to be increased to \$1.5 million.                        | Copping      | <b>48</b> |

10. Proposed 2023 Board & Committee Dates (Attachment) Copping **51**  
***For Decision:*** Motion that the Board approve the Proposed  
 2023 Board & Committee Dates
11. Roundtable All
12. Next Meeting: Friday November 18, 2022
13. Adjournment

UPCOMING MEETINGS:

Board Meeting	Friday Nov 18 @ 9:30 AM	MRU
Land Use & Servicing Committee	Thursday Oct 6 @ 9:00 AM	GoTo Meeting
Governance Committee	Thursday Oct 28 @ 9:00 AM	GoTo Meeting

**Minutes of the Calgary Metropolitan Region  
Board held at Mount Royal University  
on Friday July 22, 2022**

**Delegates in Attendance**

Councillor Heather Spearman – City of Airdrie  
Mayor Jyoti Gondek – City of Calgary  
Mayor Jeff Genung – Town of Cochrane (Vice Chair)  
Reeve Delilah Miller – Foothills County  
Councillor Rachel Swendseid - Town of Okotoks  
Councillor Kevin Hanson – Rocky View County

**CMRB Administration:**

Greg Clark, Chair  
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**

Chair Clark called the meeting to order at 9:30 AM.

**2. Approval of Agenda**

Members discussed the agenda and a member requested an item on urgent care closures in Airdrie be added as #9 before the roundtable.

M 2022-37

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

**Motion:** That the Board add an item to the agenda on urgent care closures in Airdrie, after the Growth Plan Update.

**Motion carried unanimously.**

M 2022-38

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

**Motion:** That the Board approve the agenda as amended.

**Motion carried unanimously.**

**3. Review and Approve Minutes**

M 2022-39

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

**Motion:** That the Board approve the Minutes of the June 9, 2022 meeting.

**Motion carried unanimously.**

#### 4. Environmentally Sensitive Areas Implementation Charter

Liisa Tipman introduced this item and confirmed that the project will help develop the dataset necessary to work towards a shared regional framework and better incorporate environmentally sensitive areas (ESAs) into the work of the Board. A member expressed concerns about duplication of work the Province is already doing. Liisa Tipman noted that the Calgary Metropolitan Region scope of work is more specific to the needs of the CMRB than the existing provincial mapping, and will provide context that will help inform future development.

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

M 2022-40

**Motion:** That the Board approve the project charter for Environmentally Sensitive Areas Implementation.

**Motion carried.** A recorded vote was requested.

In favour: Airdrie, Calgary, Chestermere, Cochrane, High River, Okotoks, Rocky View. Opposed: Foothills.

#### 5. Indigenous Relations Phase 2 Project Charter

Jaime Graves answered questions and confirmed that member municipalities will be consulted during the process, and that the project is meant to build on existing relationships and initiatives and develop new ones where there are gaps. The consultant will be adapting to feedback from Indigenous groups as the work develops.

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

M2022-41

**Motion:** That the Board approve the project charter for Phase 2 Indigenous Relations strategic initiative.

**Motion carried unanimously.**

#### 6. Regional Economic Development Charter

Members discussed the phasing of this project, adding agri-business opportunities, engaging with Calgary Stampede and Alberta Agriculture, and development credits. A member noted a Calgary Regional Partnership study on successful economic development partnerships that could be beneficial to consider.

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

M2022-42

**Motion:** That the Board approve the project charter for the Regional Economic Development initiative.

**Motion carried unanimously.**

## 7. Growth Plan Approval Update

Chair Clark confirmed that the Minister of Municipal Affairs signed Ministerial Order No.MSD:064/22 which approves the Growth Plan and REF with revisions including establishing a new placetype and new parameters for residential developments. Liisa Tipman provided an overview of changes by the Minister that was circulated to the Board and administrations. The Growth Plan comes into effect on August 15, 2022 which means that prior to that date any submissions will go through the IREF process. Commencing on August 15, 2022, the REF process will be in effect. To support the successful implementation of the Plan via REF, a draft third party template and Interpretation Guide will be circulated to TAG for feedback and will come to the September 8 Land Use & Servicing Committee for approval.

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

M2022-43

**Motion:** That the Board receive for information an update on the Growth Plan approval.

**Motion carried unanimously.**

## 8. Urgent Care Closures in Airdrie

Members discussed the closing of overnight urgent care services in Airdrie, and the various other health care issues the Region is facing including EMS wait times and understaffed hospitals. An advocacy position was determined, and the following motion was made:

### **Motion Arising:**

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

M2022-44

**Motion:** That the CMRB call a press conference at 12:30 PM today to call for an immediate meeting with Minister Copping to address urgent care closures in Airdrie and access to health care in the CMR.

**Motion carried unanimously.**

## 9. Roundtable

- Mayor Genung gave a brief update on the Calgary-Banff passenger rail project. CMRB will be facilitating a presentation at an upcoming meeting from a group called Friends of Calgary Airport Banff Rail Project.
- Councillor Swendseid announced that the Province has approved Water for Life grant funding for a raw water pipeline where water will be pumped from

the Bow River at the confluence with the Highwood River through a shared water system to water treatment facilities in Okotoks and Foothills County. Completion of the project is anticipated for August 2025.

- Councillor Hanson updated members on Rocky View County's recent ag tour which had a successful turnout. Members discussed attending a future tour.

**10. Next Meeting**

Friday September 16, 2022 @ 9 AM.

**11. Adjournment at 11:45 AM.**

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Greg Clark, Chair

<b>Agenda Item</b>	<b>5</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Decision</b>
<b>Subject</b>	<b>Scoping the Water Road Map Update</b>
<b>Meeting Date</b>	<b>September 16, 2022</b>
<i>Motion that the Board approve the project charter for Scoping the Water Road Map Update strategic initiative</i>	
<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• The Water Road Map was developed by CMRB Administration and the Water Technical Advisory Group (TAG) to develop an approach to understanding water in the CMR.</li> <li>• The Water Road Map developed water areas of focus including: water and wastewater servicing; demand management; natural and managed capacity of regional water supply; regulation, approvals and policy; flood; and water quality.</li> <li>• Several background reports were developed to better understand these areas of focus and to provide information to the growth plan consultant. The approved studies are available on the <a href="#">CMRB website</a>.</li> <li>• Scoping the Water Road Map update will provide an opportunity to conceptualize, with support from a subject matter expert, how to revisit the goals, direction and purpose of the Water Road Map in consideration of the recently approved Board vision, Growth Plan, and Servicing Plan.</li> <li>• A Project Definition Document outlining the proposed scope of the project was reviewed by the Land Use and Servicing Committee (LUSC) at the June 2022 meeting. LUSC gave direction to CMRB Administration to develop a project charter to be presented for approval by the Board.</li> <li>• A draft version of the project charter was sent to the Water Technical Advisory Group (TAG) on August 24 and reviewed at a virtual meeting on August 31. Feedback and comments received have been considered and incorporated in this Board version.</li> <li>• If approved, CMRB Administration will initiate the procurement process in Q4 2022 to retain consultant expertise to complete this work.</li> </ul>	
<b>Attachments:</b> Scoping the Water Road Map Update Project Charter	

# Project Charter: Scoping the Water Road Map Update

*Draft dated 2022-09-16*

DRAFT



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## 1 CHARTER INTRODUCTION

### 1.1 DOCUMENT CHANGE CONTROL

This section serves to control the development and distribution of revisions to the Project Charter. It is recommended that changes to the Charter are documented only by adding annexes to the original Project Charter.

Revision No.	Date of Issue	Author	Brief Description of Change

### 1.2 EXECUTIVE SUMMARY

- This charter document outlines how CMRB Administration will develop a project charter and scope of work for updating the Water Road Map. The Updated Water Road Map represents a strategy for the Board to respond to the direction in the Growth and Servicing Plans over time. The project is a scoping step, anticipated to take approximately a year to complete with the support of subject matter expert(s). The focus of the scoping step will be on the Board Vision and Growth Plan policy, Servicing Plan commitments, and the Board’s additional direction to identify the Region’s role in water matters.
- The purpose of the Water Road Map Update is to examine the many facets of water and water policy within the CMR and recommend approaches to addressing identified gaps and opportunities to water security in the region, over time. Recommendations of the Updated Water Road Map might include areas of focus for future research, policy development, advocating for regulatory reform, or subsequent study depending on the outcomes of the project.
- Given the policy of the Growth Plan in the Water Stewardship and Protect and Enjoy the Environment chapters and direction from the Servicing Plan’s Long-Term Water Strategy, Water and Wastewater Servicing, and Stormwater Management chapters, the project will develop a project charter and scope of work to outline the future steps that CMRB Administration can utilize in procurement of future consultant(s) to complete the work identified by the scoping project.
- Subject matter expert(s) in regional water planning are required to meet the objectives of the scoping project.
- The scoping project is anticipated to take one year to complete.

- Subject Matter Expert(s) will be used to facilitate discussions, provide strategic direction, work collaboratively with the Working Group and external stakeholders (Alberta Environment and Parks, others) and to create deliverables.
- Key deliverables will include:
  - Review and summarize existing work conducted by the CMRB to create a concise environmental scan of water in the CMR given the newly approved vision of the Board and the approval of the Growth and Servicing Plans.
  - Confirm general areas of focus for water in the CMR (i.e. water efficiency, flood, drought, others) and identify key initiatives planned or currently underway in these areas of focus with an environmental scan. This information would support a review the existing Water Road Map, including categories of focus, and recommend adjustments based on the review.
  - Confirm the areas of focus through a collaborative process.
  - Once areas of focus are identified, update the Water Road Map considering the following:
    - Articulate the potential regional role of the CMRB within the identified areas of focus through a collaborative, facilitated process. This may be achieved through a level-setting presentation/workshop for elected and municipality staff.
    - Relevant sub-regional initiatives such as context studies for joint planning areas, subregional service studies for hamlet growth areas and urban municipalities, or others as necessary
    - Identify how the CMRB can create regional benefit to its members through future work in the identified areas of focus and offer clear objectives and high level scope(s) for the subsequent Long Term Water Strategy
- Key risks include:
  - The availability of municipal administrations to participate fully in scoping project while also maintaining momentum for the project
  - Achieving consensus when defining regional priorities of water in project scoping

### 1.3 PROJECT APPROVAL

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

## 2 PROJECT OVERVIEW

### 2.1 PROJECT SUMMARY

#### 2.1.1 Project Objectives and Outcomes

No.	Objective	Outcome
1	Provide an overview of previous work, direction from Growth and Servicing Plans, current understanding, other external initiatives to inform development of areas of focus discussions and gap analysis	Environmental Scan
2	Confirm areas of focus for water where the CMRB can create benefit to its members through its work through a collaborative process	Areas of Focus
3	Gap Analysis	Identify Regional Role in areas of focus
5	Identify ways that CMR can fulfill its regional role, and prioritize regional initiatives related to water management in CMR	Updated Water Road Map Scope including identify potential future scopes of work within areas of focus

#### 2.1.2 Project Scope

The initiative focuses on:

- Review the state of water and water-related initiatives in the Region (flood risk, water quality, water quantity, water resource management, water conservation, regional stormwater management, and water security risks at Regional scale) to confirm the water areas of focus and complete a gap analysis.
- Review the previous work of the Board (as found in the first Water Road Map and other background reports) in the context of the additional direction provided from the Board vision and the Growth and Servicing Plans.

- Identify a regional role within the proposed areas of focus where the CMRB could provide benefit to its members through future work.
- Express the updated approach to water in the CMR through an Updated Water Road Map.

It is anticipated that provincial and other external stakeholder initiatives may inform the objectives of the Scoping the Water Road Map Update project. External initiatives may include irrigation districts, academia, watershed stewardship groups, watershed planning and Advisory Councils (WPACs) initiatives and would be briefly summarized. The availability or relevance of this information is currently unknown. Regional customer (businesses/citizens) perspectives would be communicated through Working Group members, where available.

TAG review of this project charter has indicated that the environmental scan (summarizing the current state of water matters in the CMR) may be a significant risk to the project budget if not strategically scoped. As such, CMRB Administration will explore opportunities to reduce the budget risk.

When making recommendations regarding next steps for the Board, the potential for funding requirements (grant applications to federal or provincial governments) for future studies should be considered.

<b>In Scope</b>	<b>Out of Scope</b>
<ul style="list-style-type: none"> <li>○ Identify pertinent policies in the Growth Plan and commitments from Servicing Plan</li> <li>○ Confirm/refine water areas of focus</li> <li>○ Summarize the previous work of Board, CMRB Growth Plan, Servicing Plan, member municipalities, provincial initiatives, pertinent external initiatives</li> <li>○ Identify principles and goals for updating the Water Road Map</li> <li>○ Articulate how the approach to updating the Water Road Map will address the needs of the Board and the Growth Plan and Servicing Plan direction</li> </ul>	<ul style="list-style-type: none"> <li>○ Developing Regional Water Strategy</li> <li>○ Data analysis</li> <li>○ Water modeling</li> <li>○ Public engagement</li> </ul>

## 2.2 PROJECT DELIVERABLES

<b>Project Deliverable 1: Environmental Scan</b>	
<b>Description</b>	Review and summarize existing policy direction from Growth Plan, Servicing Plan, Board vision, values related to water in the CMR. Review key stakeholder initiatives and relevant provincial and federal programs. The purpose of the scan is to confirm/refine the water areas of focus contained within the Water Road Map and to support defining a regional role for the CMRB in those areas of focus (see Project Deliverable 2)
<b>Acceptance Criteria</b>	Working group review
<b>Output Data Classification</b>	Open Data
<b>Due Date</b>	Q2 2023
<b>Project Deliverable 2: Confirm Water Areas of Focus</b>	
<b>Description</b>	Using Deliverable 1, refine/confirm the previous areas of focus presented in the approved Water Road Map. Achieve this through a collaborative, facilitated process.
<b>Acceptance Criteria</b>	Working Group review and LUSC approval
<b>Output Data Classification</b>	Open Data
<b>Due Date</b>	Q3 2023
<b>Project Deliverable 2: Gap Analysis - Establishing a Regional Role</b>	
<b>Description</b>	Using Deliverable 1, complete a gap analysis in each of the approved water areas of focus and identified priority regional objectives and a role of the CMRB. Achieve this through a collaborative, facilitated process
<b>Acceptance Criteria</b>	Working Group review and LUSC approval
<b>Output Data Classification</b>	Open Data
<b>Due Date</b>	Q3 2023
<b>Project Deliverable 3: Finalizing Water Road Map Update Scope, Schedule and Ballpark Cost</b>	
<b>Description</b>	Recommended Water Road Map Update scope, schedule and ballpark cost estimate
<b>Acceptance Criteria</b>	Working Group review and LUSC approval
<b>Output Data Classification</b>	Scope, schedule – Open Data Cost – Member Data
<b>Due Date</b>	Q4 2023

## **2.3 PROPOSED DATA CLASSIFICATION**

- Environmental Scan – Open Data
- Gap Analysis– Open Data
- Water Road Map Update Scope – Open Data

## **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 previously shared with Board will be verified through the subject matter expert procurement process.

### **2.4.2 Additional Sources of Funding**

No additional sources of funding are required to complete this project.

### **2.4.3 Anticipated Working Group Meeting Frequency**

Working group meetings are anticipated to occur monthly, be half-day in length, facilitated by the Subject Matter Expert, with some variation to the schedule from time to time depending on the phase/task of the project.



## 2.5 DEPENDENCIES

Dependency Description	Critical Date	Contact
Water Road Map (v1) may inform the Project	April 11, 2019	CMRB Meeting Agenda/Minutes Intermunicipal Servicing Committee
Draft Executive Summary Stage 1 Report may inform the Project	June 6, 2019	CMRB Meeting Agenda/Minutes Intermunicipal Servicing Committee
Growth Plan	August 15, 2022	CMRB Administration
Servicing Plan	August 15, 2022	CMRB Administration
Provincial flood map update studies finalization	Unknown at this time	Government of Alberta
Context Study TOR may inform Water Road Map Update	February 15, 2023	Participating municipalities
Water Road Map Update informs Long- Term Water Strategy	2024	CMRB Administration
Context Studies may inform Water Road Map Update	August 15, 2025	Participating municipalities
Municipal water plans may inform Water Road Map Update, where available	Not applicable / Unknown at this time	Member municipalities / other parties
External initiatives	Unknown at this time	Other parties

## 2.6 PROJECT RISKS, ASSUMPTIONS AND CONSTRAINTS

### 2.6.1 Risk

No.	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Planned Mitigation
1	Budget risk: many potential external initiatives to be summarized in environmental scan	M	H	CMRB Administration will explore opportunities to reduce level of effort of this task



<b>No.</b>	<b>Risk Description</b>	<b>Probability (H/M/L)</b>	<b>Impact (H/M/L)</b>	<b>Planned Mitigation</b>
2	Municipal, provincial federal and stakeholder information availability	L	L	Notify external stakeholders early for input and clearly describe how the information will be used. Accommodate new information at future stages.
3	Information overload – large amount of information available at various scales, may be challenging to identify what is regionally significant	H	M	Build strong understanding of project scope and support for clear project outcomes.
4	Defining scope for Water Road Map Update may be contentious	L	M	Select Subject Matter Expert(s) with experience who can foster relationships with municipalities to respond to concerns. Select Subject Matter Expert(s) with expertise in collaborating with diverse groups.
5	Municipal capacity	M	H	Schedule meetings early with opportunity to cancel meetings if not needed. Provide enough time for Working Group to review concise materials to maximize productivity of milestone meetings.
6	Lack of approval by LUSC or Board at key milestones	L	H	Execution strategy 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.

No.	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Planned Mitigation
7	Working Group turnover may slow progress	L	M	Well documented decisions and meeting notes in order to respond to onboarding needs. Stage gate decision making used so change of the group does not require revisiting earlier decisions.
8	Natural disaster and regulatory uncertainties could pivot focus during the project	L	M	Build strong understanding of project scope and support for clear project outcomes.

### 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 planning.

No.	It is assumed that:
1	Working Group members will represent the priorities and perspectives of their municipality
2	Reports will be made available to the CMRB in a timely way by all member municipalities and stakeholders as part of the project scope
3	Reports and initiatives will contain enough detail to inform the project
4	Consensus can be reached on regional role, priorities and scope of Water Road Map Update
5	Provincial support for the work and ability to be active participants, when necessary
6	The cost of summarizing external initiatives in the environmental scan can be mitigated, reducing risk to the project budget

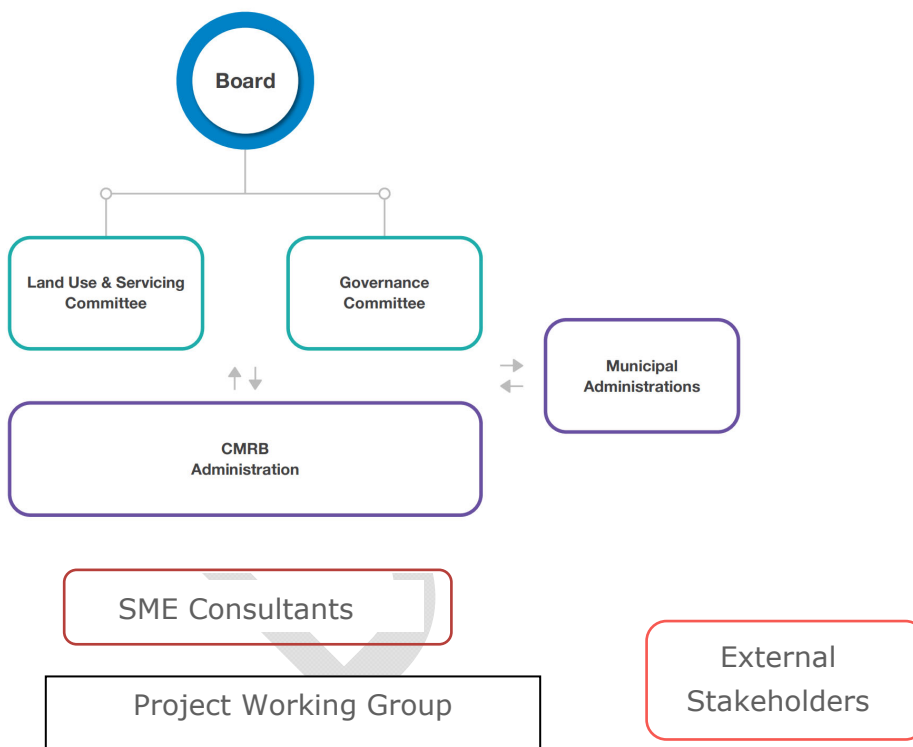
### 2.6.3 Constraints

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

No.	Category	Constraints
1	Budget	Project cannot exceed approved contract budget.
2	Personnel	The capacity of CMRB Administration and members of the Working Group must be considered within the scope of the project. Appropriate spacing between meetings and review time for materials is required.
3	Schedule	The project must incorporate and work with the existing LUSC and Board schedules. The project should be complete within about a year in order for deliverables to inform other initiatives of the Board.

### 3 PROJECT ORGANIZATION

#### 3.1 PROJECT GOVERNANCE



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

External Stakeholders may include:

- *Alberta Environment and Parks, Bow River Basin Council, Watershed Stewardship Groups, irrigation districts, collaborative stormwater management initiative (CSMI), Nose Creek Watershed Partnership, Bow River Working Group, academia, potentially external municipalities*
- *Customer (businesses/citizens) perspectives through Working Group members, where known*
- *Others as recommended by SME execution strategy*

Other potential interested and affected parties\*:

- *Indigenous Nations*

\* Indigenous Nations are not considered stakeholders, instead they are unique rights-bearing Nations, and are therefore not included in the external stakeholder list. The future steps identified by the project, forming the Long Term Water Strategy, would each determine the best way to engage with Indigenous Nations.

### **3.2 ROLES AND RESPONSIBILITIES**

- CMRB Board – Approve project charter, receive regular project updates, 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 Working Group level
- CMRB Administration - Project Sponsor (on behalf of CMRB)
- Working Group – Water Technical Advisory Group made up of member municipality administrations provide expert knowledge, vet approach, input on deliverables and technical recommendations. Working Group membership should be consistent to the greatest extent possible.
- Subject Matter Experts – 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 regarding existing initiatives, as necessary

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

Activity	Board	LUSC Committee	CMRB Admin	Subject Matter Expert	Working Group	External Stakeholders
Environmental Scan	I	C	A	A, R	C	C
CMR Role Identification and Scoping	I	C	A	A, R	C	C
Clear scope for Water Road Map Update	C	C	A	A, R	C	C

Where: R = Responsible; A = Accountable; C = Consulted; I = Informed

### 3.3 FACILITIES AND RESOURCES

- Meetings will be held virtually and in-person, to be determined with the SME in the execution strategy
- CMRB will rely on member municipalities to provide meeting space facilities from time to time for Working Group meetings.
- CMRB will use its in-house project management resources for the project

### 3.4 PROJECT STAKEHOLDERS

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	Board
CMRB Growth Plan	August 15, 2022	Approved by Ministerial Order	GoA
CMRB Servicing Plan	August 15, 2022	Filed by Minister	GoA
CMRB Data Sharing Framework	November 20, 2020	Approved	Board
Draft Water Table Road Map	April 11, 2019	Draft	Intermunicipal Servicing Committee
Executive Summary Stage 1 Report	June 6, 2019	Draft	Intermunicipal Servicing Committee
Water Use and Conservation in the CMR Study	October 2019	Approved	Board
Natural and Managed Capacity of Regional Water Supply in the CMR	October 2019	Approved	Board
CMR Existing Water and Wastewater Servicing and Regional Potential	November 2019	Approved	Board

## 5 GLOSSARY AND ACRONYMS

Define all terms and acronyms required to interpret the Project Charter properly.

Term/Acronym	Definition
CMRB	Calgary Metropolitan Region Board
CMR	Calgary Metropolitan Region
Water Table	Name of working group during development of the Growth and Servicing Plans. Members include municipal experts in water matters. Also referred to as Water technical advisory group (Water TAG)

## 6 ATTACHMENTS

### CMR Growth Plan (August 15, 2022)

#### Section 3.1.1 Blueprint for Growth Region-Wide Policies

**3.1.1.1** Municipalities should collaborate to coordinate planning for land use, infrastructure, and service provision with other member municipalities, where appropriate.

#### Section 3.3.1 of the Growth Plan: Flood Prone Areas

**3.3.1.1** No new development shall be permitted within a provincially identified Floodway, with the exception of uses with no permanent buildings, such as Agriculture, natural areas, outdoor recreation, parks, roads, bridges, utilities, aggregate extraction, and flood mitigation infrastructure.

**3.3.1.2** Development in provincially identified Flood Fringe areas shall include flood protection measures to mitigate risk at the 1:100 year flood event level.

**3.3.1.3** New Area Structure Plans for Greenfield Developments must include cumulative protection measures to mitigate flood damage risk in Flood Hazard Areas at the 1:200 year flood event level up to the limits of the Flood Fringe.

**3.3.1.4** After updated provincial flood hazard mapping is finalized, the CMRB shall work with the Province of Alberta and member municipalities to investigate changing the provincial definition of the flood hazard area to the 1:200 year level, including an assessment of the impacts to Alberta's Disaster Relief Program and private insurance.

**Section 3.3.2 of the Growth Plan: Environmentally Sensitive Areas** – Many of the defining characteristics of an ESA are water-related and include areas that maintain the provision of water quality and quantity and provide protection against drought and flood events. Includes water courses, water bodies, and riparian areas, among others.

#### Section 3.4 of the Growth Plan: Water Stewardship

**3.4.1.1** The CMRB will continue to advocate for enhanced protection of the headwaters of rivers that the CMR relies on for drinking water and economic production that are located inside and outside the CMR.

**3.4.1.2** The CMRB will support the continued assessment of upstream reservoirs on the Region's rivers to provide water storage capacity and flood mitigation, where applicable.

**3.4.1.3** CMRB member municipalities shall coordinate to manage impacts to Source Water quality in Regionally Significant Source Watersheds.

**3.4.2.1** The CMRB will provide regional leadership for the management of Stormwater for Regionally Significant Stormwater issues.

**3.4.2.2** The CMRB and member municipalities should identify locations where Stormwater management may impact Regional Infrastructure systems and develop appropriate policies to address areas of impact.

**3.4.3.1** The CMRB shall work with the Province to advance initiatives that improve the Region's ability to sustainably use and reuse water.

**3.4.3.2** CMRB Members should collaborate to identify higher and consistent water efficiency standards across the Region.



**3.4.4.1** CMRB Members should investigate approaches to water collaboration within the CMR at the regional and sub-regional scales, as appropriate.

<b>Blueprint for Growth</b>	
<b>CMRB Vision Elements</b>	<b>Growth Plan Objectives</b>
<ul style="list-style-type: none"> <li>• We successfully use our commitment to Preferred Placetypes and specified growth areas to accomplish our vision while reducing water consumption, vehicle mileage, carbon emissions, land consumption and the cost of infrastructure.</li> <li>• The Region is built on a backbone of excellent integrated multi-modal transportation which ensures efficient and effective movement of people and goods.</li> </ul>	<ul style="list-style-type: none"> <li>(a) Create opportunities for each municipality to grow and develop in a way that contributes to balanced regional growth.</li> <li>(b) Promote a range of housing and neighbourhood types within each municipality.</li> <li>(c) Strengthen the importance and livability of existing urban and rural centres.</li> <li>(d) Provide adequate land area for a variety of employment opportunities in appropriate areas.</li> <li>(e) Focus future urban growth in suitable locations where land use, infrastructure and servicing are aligned.</li> <li>(f) Promote compact and walkable communities.</li> <li>(g) Reduce the amount of land consumed by achieving higher densities and more efficient and mixed-use development patterns.</li> <li>(h) Limit or discourage new auto-oriented residential communities that are dominated by single-detached housing with limited amenities.</li> <li>(i) Encourage country residential development in a clustered form of development which promotes land conservation for ecological and open space purposes.</li> <li>(j) Reduce the cost of infrastructure to support growth compared to past practices.</li> <li>(k) Focus regional service delivery in areas that take advantage of existing services, collaboration and plans.</li> </ul>



<b>Water Stewardship</b>	
CMRB Vision Elements	Growth Plan Objectives
<p>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 stormwater in a way that minimizes waste and provides safe and healthy water for our growing region.</p> <p>The members of the Region work proactively with each other and our neighbours to ensure flood prone areas are understood and proactively managed.</p>	<p>(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.            (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.</p>
<b>Protect and Enjoy the Environment</b>	
CMRB Vision Elements	Growth Plan Objectives
<ul style="list-style-type: none"> <li>• We enjoy and protect our spectacular natural environment which has been a source of our quality of life and prosperity for thousands of years.</li> <li>• 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.</li> <li>• The members of the Region work proactively with each other and our neighboring regions to ensure our vision is shared and achieved</li> </ul>	<p>(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.</p>

<b>Agenda Item</b>	<b>6</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Decision</b>
<b>Subject</b>	<b>Scoping the Regional Transportation and Transit Master Plan Project Charter</b>
<b>Meeting Date</b>	<b>September 16, 2022</b>
<i>Motion that the Board approve the project charter for Scoping the Regional Transportation and Transit Master Plan strategic initiative</i>	
<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• The Regional Transportation and Transit Master Plan (RTTMP) is identified in the Growth and Servicing Plans as playing a significant role in understanding important regional systems, identifying ways to realize regional benefit, and offering direction to the Board on potential future initiatives or studies.</li> <li>• The purpose of the Scoping the Regional Transportation and Transit Master Plan Project Charter is to facilitate the retention of subject matter experts in the fields of transit and transportation to work with CMRB Administration, Transit and Transportation Technical Advisory Groups (TAGs), and other key stakeholders (as necessary) to establish the goals, direction, and purpose of the RTTMP.</li> <li>• A Project Definition Document outlining the proposed scope of the project was reviewed by the Land Use and Servicing Committee (LUSC) at the June 2022 meeting. LUSC gave direction to CMRB Administration to develop a project charter to be presented for approval by the Board.</li> <li>• A draft version of the project charter was sent to the Transit and Transportation Technical Advisory Groups (TAGs) on August 23 and reviewed at a virtual meeting on August 30. Feedback and comments received have been considered and incorporated in this Board version.</li> <li>• If approved, CMRB Administration will initiate the procurement process in Q4 2022 to retain consultant expertise to complete this work.</li> </ul>	
<b>Attachments:</b> Scoping the Regional Transportation and Transit Master Plan Project Charter	

## **Project Charter:** Scoping the Regional Transportation and Transit Master Plan

*Draft dated 2022-09-16*

DRAFT

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

## 1. CHARTER INTRODUCTION

### 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			

### EXECUTIVE SUMMARY

- This charter document outlines how a project charter and scope of work will be developed for the completion of a Regional Transportation and Transit Master Plan (RTTMP). The recommended approach is an initial scoping step. The scoping step approach was approved by the Board in the June 2022 strategic session.
- The need to develop an RTTMP is outlined in the policies and direction contained within the Growth Plan and Servicing Plan.
- The purpose of the RTTMP is to examine regional scale mobility within the CMR and make recommendations to the Board based on the findings. The future RTTMP would be used as input for the 2027 update to the Growth and Servicing Plans, as required by the Growth Plan and the regulation (Servicing Plan).
- The focus of the scoping step is to establish the purpose, scope and direction of the RTTMP to fulfill the Board Vision and Growth Plan policy, Servicing Plan commitments and the Board’s additional direction around regional mobility.
- Subject matter experts in transportation AND transit (2 total) will be required to meet the objectives of the project and to take an integrated and comprehensive look at movement of people and goods in the region.
- The scoping project is anticipated to take one year to complete.
- The Subject Matter Experts selected for this project will facilitate discussions, work collaboratively among the Working Group and external stakeholders (Alberta Transportation, others), and create project deliverables.
- The key deliverable is a charter document, including a clear scope of work, to guide the procurement process for a future consultant to complete the RTTMP.
- Key project risks include:
  - balancing the availability of municipal administrations to participate fully in scoping project,
  - achieving consensus on scales, modes and contexts of mobility/transportation planning in project scoping, and
  - the timing and interplay of context studies and the development of the RTTMP

## PROJECT APPROVAL

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

## PROJECT OVERVIEW

### PROJECT SUMMARY

#### Project Objectives and Outcomes

This section describes the project objective and links each of them to related measurable project outcomes.

No.	Objective	Outcome
1	Review of Growth Plan and Servicing Plan direction and determine best ways to meet that direction	A common understanding by all parties of what an RTTMP should achieve
2	Collaborative development among member municipalities of scope and project charter elements for the RTTMP such that multiple scales, contexts, and modes of transportation are considered in alignment with the Growth Plan policy and Servicing Plan commitments	The process should build buy-in and demonstrate value to member municipalities. A clear scope of work to guide procurement process for future consultant to complete the RTTMP
3	Consider how the process of developing the RTTMP may compliment or integrate with external stakeholder activities/initiatives	Improved networking and information sharing among member municipalities, communities, and stakeholders in the region
4	Consider how study design and outcomes may link to future provincial and federal funding opportunities	Improved opportunities for future grants and funding

#### Project Scope

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

- Prepare a project execution strategy. This will include a schedule of meetings to receive input from the Working Group on the project work plan and project deliverables, to inform the LUSC of project progress and receive feedback, identify best practice from other regional transportation bodies, and to identify and liaise with external stakeholders.

- Review and document existing transportation and transit planning within member municipalities, external stakeholder initiatives, and consider previous work of the CMRB to identify potential directions and areas of focus for the RTTMP.
- Collaborate among administrations of the eight member municipalities to refine potential direction for the RTTMP to meet the Growth Plan direction and Board vision.
- Develop a clear scope of work to guide procurement process for a future consultant to complete RTTMP. Identify an approximate cost and timeline for the RTTMP, for CMRB Administration budgetary purposes.

In Scope	Out of Scope
Review Working Group principles	Completing the RTTMP
Consider the relationship between the RTTMP and Context Study inputs	Model runs of the Regional Transportation Model
Review provincial and federal initiatives/programs / funding opportunities	Detailed planning of lower classification roadways or corridor alignments
Review key stakeholder initiatives	Public engagement

## PROJECT DELIVERABLES

<b>Project Deliverable 1: Environmental Scan</b>	
<b>Description</b>	Review and summarize existing policy direction from Growth Plan, Servicing Plan, and Board vision related to transportation and mobility in the CMR. Review and summarize key stakeholder initiatives and relevant provincial and federal programs.
<b>Acceptance Criteria</b>	Working group review and LUSC approval
<b>Output Data Classification</b>	Open Data
<b>Due Date</b>	Q4 2022
<b>Project Deliverable 2: Establishing RTTMP Objectives and Scoping</b>	
<b>Description</b>	Using Deliverable 1, integrate existing direction into articulated RTTMP objectives. Collaborative, facilitated scoping of the RTTMP based on Working Group and subject matter expert recommendations
<b>Acceptance Criteria</b>	Working Group review and LUSC approval
<b>Output Data Classification</b>	Open Data
<b>Due Date</b>	Q2 2023

<b>Project Deliverable 3: Finalizing RTTMP Scope, Schedule and Ballpark Cost</b>	
<b>Description</b>	Recommended RTTMP scope, approximate schedule and ballpark cost estimate
<b>Acceptance Criteria</b>	Working Group review and LUSC approval, * Board
<b>Output Data Classification</b>	Scope, schedule – Open Data Cost – Member Data
<b>Due Date</b>	Q3 2023

### **PROPOSED DATA CLASSIFICATION**

- Environmental Scan: Open
- Establishing RTTMP Objectives and Scope: Open
- Detailed scope and schedule for RTTMP: Open
- Estimated cost for RTTMP consultant procurement: Member Data in order to preserve the procurement process for the subsequent stage of work

### **PROJECT COST ESTIMATE AND FUNDING SOURCES**

#### **Project Cost Estimate**

Budget amounts are not currently shared publicly to preserve the procurement process. Budget estimates previously shared with Board will be verified through the subject matter expert procurement process.

#### **Additional Sources of Funding**

No additional sources of funding are required to complete this project.

#### **Anticipated Working Group Meeting Frequency**

Working group meetings are anticipated to occur monthly, be half-day in length, be facilitated by the Subject Matter Experts, with some variation to the schedule from time to time depending on the phase/task of the project.



## DEPENDENCIES

Dependencies for the project include:

Dependency Description	Critical Date	Contact
2018 Letter of Agreement with Alberta Transportation regarding active participation in regional transportation planning	August 2018	CMRB Administration
Scoping RTTMP project informed by Transit Background report and previous transportation studies	Approved by Board 2020	CMRB Administration
Scoping RTTMP project informed by approved Growth and Servicing Plans	August 15, 2022	Minister of Municipal Affairs
Municipal transportation/transit/mobility/cycling master plans, where available	By Q4 2022	Member Municipalities, private service providers
Goods movement initiatives, where available	By Q4 2022	Participating municipalities
Provincial initiatives, federal initiatives	By Q4 2022	Alberta Transportation, Infrastructure Canada, Transport Canada, Others
Scoping RTTMP project may be informed by Context Study TOR	February 15, 2023	Participating municipalities
Scoping RTTMP project directly informs RTTMP project	Q3 2023	CMRB Administration
Scoping of RTTMP informed by Context Studies	Board approval due August 15, 2025	Participating municipalities
RTTMP informs Growth Plan and Servicing Plan Updates	Expected August 15, 2027	CMRB Administration
AT initiatives may inform scoping of RTTMP	TBD	Alberta Transportation staff
External stakeholder, neighbouring municipalities, community initiatives	TBD	Others
Affordable housing initiatives	TBD	Member municipalities Others

## PROJECT RISKS, ASSUMPTIONS AND CONSTRAINTS

### Risk

No.	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Planned Mitigation
1	Municipal, provincial federal and stakeholder information availability	L	L	Notify external stakeholders early for input and clearly describe how the information will be used.
2	Openness to sharing data	M	M	Build support for the project and project outcomes.
3	Defining scope for RTTMP may be contentious	M	H	Select SMEs with strong technical experience, relationships with municipalities, and expertise in collaborating with diverse groups to respond to concerns.
4	Municipal capacity	M	H	Schedule meetings early with opportunity to cancel meetings if not needed. Provide enough time for Working Group to review concise materials to maximize productivity of milestone meetings. Onboarding materials and support for new working group members will be available.
5	Lack of approval by LUSC or Board at key milestones	L	H	Execution strategy 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.

## 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	Data and reports will be made available to the CMRB in a timely way by all member municipalities and stakeholders as part of the project scope
2	Data, reports and initiatives will contain enough detail to inform the scoping
3	Consensus can be reached on RTTMP objectives and scope detail

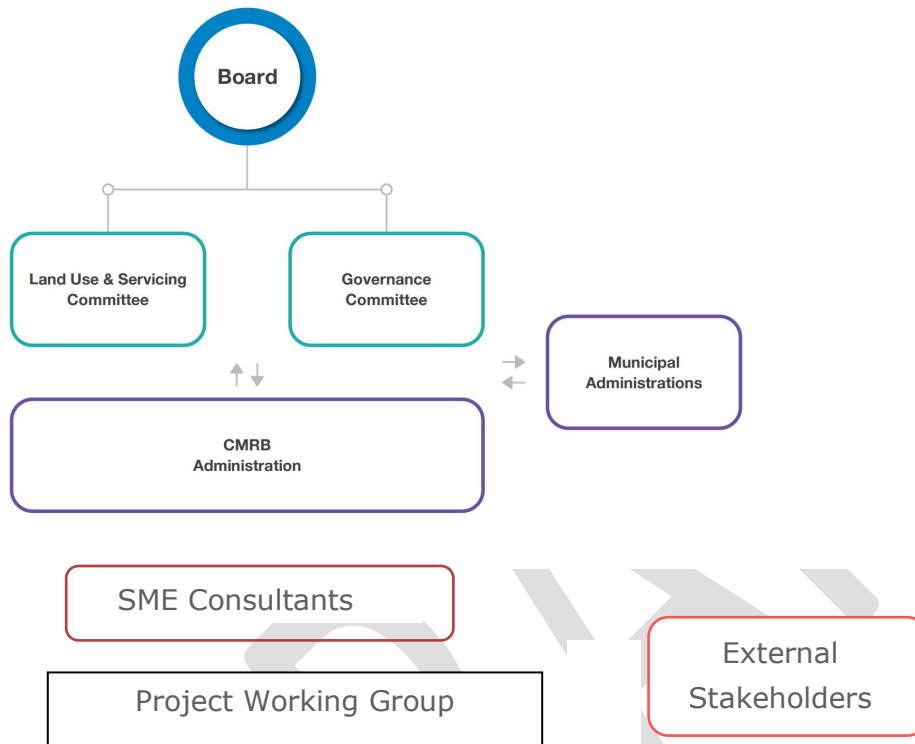
## Constraints

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

No.	Category	Constraints
1	Budget	Project cannot exceed approved contract budget.
2	Personnel	The capacity of CMRB Administration and members of the Working Group must be considered within the scope of the project. Appropriate spacing between meetings and review times for materials is required.
3	Schedule	The project must incorporate and work with the existing LUSC and Board schedules. The project should be complete within about a year in order for deliverables to inform other initiatives of the Board.

## PROJECT ORGANIZATION

### PROJECT GOVERNANCE



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

External Stakeholders may include:

- Alberta Transportation, municipal economic development representatives, YYC & YBW (Calgary Airport Authority), CN and CP rail, goods movement organizations, potentially external municipalities, Infrastructure Canada, Canadian Urban Transit Association, external community initiatives such as Stoney Nakoda and TsuuT'ina Nation, private transportation service providers, not for profit / paratransit providers in the CMR
- Others as recommended by SME execution strategy

## ROLES AND RESPONSIBILITIES

- 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 Working Group level
- CMRB Administration - Project Sponsor (on behalf of CMRB)
- Working Group – Transit Technical Advisory Group and Transportation Technical Advisory Group provide expert knowledge, vet approach, input on deliverables and technical recommendations. Working Group membership should be consistent to the greatest extent possible
- Subject Matter Experts – Develop work plan, project manage milestones, facilitate technical discussions and provide expert advice, incorporate municipal feedback, and create project deliverables. Subject matter experts may provide support to the Working Group where consensus cannot be reached prior to being brought to committee level for discussion.
- External Stakeholders – potential input to project methods, to identify existing initiatives and assumptions/context for use in the project, as necessary

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

Activity	Board	LUSC Committee	CMRB Admin	Subject Matter Experts	Working Group	External Stakeholders
Environmental Scan	I	C	A	R	C	C
Establishing RTTMP Objectives and Scoping	I	C	A	R	C	C
RTTMP Scope, Schedule and Cost	C	C	A	R	C	C

Where: R = Responsible; A = Accountable; C = Consulted; I = Informed

## FACILITIES AND RESOURCES

- Meetings will be held virtually and in-person, to be determined with the SMEs in the execution strategy
- Meetings will be held virtually and in-person, to be determined with the SME in the execution strategy
- CMRB will rely on member municipalities to provide meeting space facilities from time to time for Working Group meetings. Where available, hybrid options may be explored.
- CMRB will use its in-house project management resources for the project

## PROJECT STAKEHOLDERS

CMRB Policy on [External Stakeholder Participation](#)

External Stakeholders may include:

- Alberta Transportation
- Environmental scan will include documenting external initiatives from municipal economic development representatives, YYC & YBW (Calgary Airport Authority), CN and CP rail, goods movement organizations, potentially external municipalities, Infrastructure Canada, Canadian Urban Transit Association, and community initiatives such as Stoney Nakoda and Tsuut'ina Nation, Prairie Link, Calgary Airport Banff Rail, private transportation service providers, not for profit / paratransit providers in the CMR
- Others as recommended by SME execution strategy

## PROJECT REFERENCES

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

Document Title	Date	Status	Body
CMRB Vision	May 21, 2021	Approved	Board
CMRB Growth Plan	August 15, 2022	Approved by Ministerial Order	GoA
CMRB Servicing Plan	August 15, 2022	Filed by Minister	GoA
CMRB Data Sharing Framework	November 20, 2020	Approved	Board
Transit Background Report	June 26, 2020	Approved	Board
North Calgary Regional Transportation Study	2019	Adopted	Board
South and East Calgary Regional Transportation Study	June 26, 2020	Approved	Board
Integration Memo of of NCRTS and S&ECRTS Studies	June 26, 2020	Approved	Board

## GLOSSARY AND ACRONYMS

Define all terms and acronyms required to interpret the Project Charter properly.

Term/Acronym	Definition
CMRB	Calgary Metropolitan Region Board
CMR	Calgary Metropolitan Region
RTTMP	Regional Transportation and Transit Master Plan
RTM	Regional Transportation Model
SME(s)	Subject Matter Expert(s)
NCRTS	North Calgary Regional Transportation Study
S&ECRTS	South and East Calgary Regional Transportation Study

## ATTACHMENTS

Growth Plan Direction (August 15, 2022)

### 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.

### 3.5.1 Transportation & Transit Corridors

The efficient movement of people and goods supports the economy and quality of life in the CMR. Optimized transportation corridors are a key to maintaining a competitive Region. The North Regional Transportation study and the CMRB's South/East Regional

Transportation study and Transit Background Report provide much of the context for transportation corridors in the CMR. Planning for transit at the regional scale is an extremely effective way of creating an efficient, integrated and connected transit system. It supports a more cost-effective and better planned transit network over time. Transit is a fundamental part of achieving many regional aspirations, such as improved economic growth, environmentalism, resilience and quality of life.

#### Policies

3.5.1.1 Statutory plans within 1.6 km of an identified Transportation and Transit Corridor as shown on Schedule 3 – Regional Transportation and Transit Corridors shall:

- (a) identify the corridor(s) on relevant maps within the plan;
- (b) demonstrate how the plan optimizes the proximity and adjacency to the corridor; and
- (c) describe how the plan provides mitigation for any potential impacts to the corridor.

3.5.1.2 New Area Structure Plans and Area Redevelopment Plans shall provide direction on how plans could provide or improve transit service in the future, as appropriate to the scale and context.

3.5.1.3 Municipalities shall coordinate regional active transportation and recreation corridors with local transportation, mobility, transit, and recreation corridors to maximize their use.

#### 3.5.3 Planning and Protection for Regional Corridors

Coordination and planning among member municipalities for Regional Infrastructure corridors can reduce the costs of land acquisition and improve efficiency of regional service delivery. In addition, corridor planning can also facilitate multi-use corridors for purposes including but not limited to transit, transportation, utilities, communications, energy, active transportation, recreation and others.

#### Policies

3.5.3.1 Municipalities should collaborate on planning for Regional Infrastructure corridors through future studies and initiatives including, but not limited to, Context Studies for JPAs, transportation and transit studies or plans, as appropriate.



3.5.3.2 When regional infrastructure corridors have been identified, municipalities shall identify and protect regional infrastructure corridor alignments in statutory plans and through municipal planning processes.

3.5.3.3 Municipalities should plan for multi-use corridors through future studies and initiatives including, but not limited to, Context Studies for JPAs, transportation and transit studies or plans, Working Groups, as appropriate

<b>Blueprint for Growth</b>	
CMRB Vision Elements	Growth Plan Objectives
<ul style="list-style-type: none"> <li>• <i>We successfully use our commitment to Preferred Placetypes and specified growth areas to accomplish our vision while reducing water consumption, vehicle mileage, carbon emissions, land consumption and the cost of infrastructure.</i></li> <li>• <i>The Region is built on a backbone of excellent integrated multi-modal transportation which ensures efficient and effective movement of people and goods.</i></li> </ul>	<ul style="list-style-type: none"> <li>(a) Create opportunities for each municipality to grow and develop in a way that contributes to balanced regional growth.</li> <li>(b) Promote a range of housing and neighbourhood types within each municipality.</li> <li>(c) Strengthen the importance and livability of existing urban and rural centres.</li> <li>(d) Provide adequate land area for a variety of employment opportunities in appropriate areas.</li> <li>(e) Focus future urban growth in suitable locations where land use, infrastructure and servicing are aligned.</li> <li>(f) Promote compact and walkable communities.</li> <li>(g) Reduce the amount of land consumed by achieving higher densities and more efficient and mixed-use development patterns.</li> <li>(h) Limit or discourage new auto-oriented residential communities that are dominated by single-detached housing with limited amenities.</li> <li>(i) Encourage country residential development in a clustered form of development which promotes land conservation for ecological and open space purposes.</li> </ul>

	<p>(j) Reduce the cost of infrastructure to support growth compared to past practices.</p> <p>(k) Focus regional service delivery in areas that take advantage of existing services, collaboration and plans.</p>
<b>Economic Wellbeing</b>	
CMRB Vision Elements	Growth Plan Objectives
<ul style="list-style-type: none"> <li><i>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.</i></li> <li><i>The Calgary Metropolitan Region has a strong and coordinated approach to regional economic growth.</i></li> <li><i>The members of the region support each other and embrace that members share in regional prosperity.</i></li> </ul>	<p>(a) Diversify the economy in the CMR, supported by creating more resilient, efficient, and livable communities.</p> <p>(b) Enable transit, walking and cycling to work, which will contribute to attracting and retaining workforce.</p> <p>(c) Provide an effective transportation network, assuring efficient transportation of goods to market.</p> <p>(d) Ensure adequate suitable land for emerging market demand, providing capacity for economic growth.</p> <p>(e) Build on the strengths of all member municipalities to create a plan for economic growth in the Region.</p> <p>(f) Collaborate among municipalities and with industry partners.</p>

DRAFT

<b>Agenda Item</b>	<b>7</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Information</b>
<b>Subject</b>	<b>CMRB 2022 Q2 Actuals</b>
<b>Meeting Date</b>	<b>September 16, 2022</b>
<i>Motion that the Board review and receive for information the 2022 Q2 Actuals</i>	
<p>Background</p> <ul style="list-style-type: none"> <li>• The CMRB has been funded by the Government of Alberta through the Alberta Community Partnership grant program.</li> <li>• The Governance Committee met on July 28, 2022 and recommended the Board review and receive for information the Q2 Actuals.</li> </ul>	
<p>Attachments</p> <ul style="list-style-type: none"> <li>• Q2 Actuals</li> </ul>	

## Introduction

CMRB Administration has compiled the Q2 Actuals. At the July 28, 2022 meeting the Governance Committee recommended the Board review and receive for information the Q2 Actuals.

## Recommendation

That the Board review and receive for information the 2022 Q2 Actuals.

	2022 Budget	2022 Q2 Budget	2022 Q2 Actuals	Q2 Variance	YTD Budget	YTD Actual	YTD Variance
<b>REVENUE</b>							
GoA Grant	\$1,000,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Interest on GIC	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Withdrawal from Reserves	\$937,000.00	\$200,000.00	\$312,089.68	-\$112,089.68	\$567,000.00	\$580,291.97	\$13,291.97
<b>TOTAL Revenue</b>	<b>\$1,937,000.00</b>	<b>\$200,000.00</b>	<b>\$312,089.68</b>	<b>-\$112,089.68</b>	<b>\$567,000.00</b>	<b>\$580,291.97</b>	<b>\$13,291.97</b>
<b>EXPENDITURES</b>							
<b>CAPITAL EXPENSES</b>							
Computers & Hardware	\$6,000.00	\$1,500.00	\$0.00	\$1,500.00	\$3,000.00	\$0.00	\$3,000.00
Office Furniture	\$6,000.00	\$1,500.00	\$0.00	\$1,500.00	\$3,000.00	\$0.00	\$3,000.00
Phone/Internet Hardware	\$3,000.00	\$750.00	\$0.00	\$750.00	\$1,500.00	\$0.00	\$1,500.00
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$15,000.00</b>	<b>\$3,750.00</b>	<b>\$0.00</b>	<b>\$3,750.00</b>	<b>\$7,500.00</b>	<b>\$0.00</b>	<b>\$7,500.00</b>
<b>OPERATING EXPENSES</b>							
<b>STAFFING COSTS</b>							
Salary	\$655,000.00	\$164,000.00	\$168,362.31	-\$4,362.31	\$333,000.00	\$337,722.81	-\$4,722.81
Benefits	\$124,000.00	\$31,000.00	\$22,192.82	\$8,807.18	\$62,000.00	\$45,960.55	\$16,039.45
Board Chair	\$110,000.00	\$27,500.00	\$27,660.49	-\$160.49	\$55,000.00	\$54,720.49	\$279.51
<b>TOTAL STAFFING COSTS</b>	<b>\$889,000.00</b>	<b>\$222,500.00</b>	<b>\$218,215.62</b>	<b>\$4,284.38</b>	<b>\$450,000.00</b>	<b>\$438,403.85</b>	<b>\$11,596.15</b>
OFFICE LEASE	\$87,000.00	\$21,750.00	\$19,058.30	\$2,691.70	\$43,500.00	\$38,790.35	\$4,709.65
<b>OFFICE OPERATING COST</b>							
General Operating Costs	\$36,000.00	\$9,000.00	\$11,444.10	-\$2,444.10	\$18,000.00	\$21,913.81	-\$3,913.81
Professional Fees	\$30,000.00	\$7,500.00	\$10,250.00	-\$2,750.00	\$15,000.00	\$11,377.50	\$3,622.50
<b>TOTAL OFFICE OPERATION COSTS</b>	<b>\$66,000.00</b>	<b>\$16,500.00</b>	<b>\$21,694.10</b>	<b>-\$5,194.10</b>	<b>\$33,000.00</b>	<b>\$33,291.31</b>	<b>-\$291.31</b>
TRAVEL COSTS	\$30,000.00	\$7,500.00	\$42.23	\$7,457.77	\$15,000.00	\$42.23	\$14,957.77
<b>MEETING COSTS</b>							
Meeting Venue/Catering	\$40,000.00	\$10,000.00	\$2,807.47	\$7,192.53	\$20,000.00	\$4,033.62	\$15,966.38
Per Diem	\$55,000.00	\$13,750.00	\$3,635.33	\$10,114.67	\$27,500.00	\$4,298.96	\$23,201.04
<b>TOTAL MEETING COSTS</b>	<b>\$95,000.00</b>	<b>\$23,750.00</b>	<b>\$6,442.80</b>	<b>\$17,307.20</b>	<b>\$47,500.00</b>	<b>\$8,332.58</b>	<b>\$39,167.42</b>
<b>CONSULTANT COSTS</b>							
Growth/ Servicing Plan	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Regional Initiatives	\$600,000.00	\$150,000.00	\$42,316.26	\$107,683.74	\$300,000.00	\$55,261.16	\$244,738.84
REF Consultants	\$80,000.00	\$20,000.00	\$4,320.37	\$15,679.63	\$40,000.00	\$6,170.49	\$33,829.51
<b>TOTAL CONSULTANT COSTS</b>	<b>\$680,000.00</b>	<b>\$170,000.00</b>	<b>\$46,636.63</b>	<b>\$123,363.37</b>	<b>\$340,000.00</b>	<b>\$61,431.65</b>	<b>\$278,568.35</b>
CONTINGENCY	\$75,000.00	\$18,750.00	\$0.00	\$18,750.00	\$37,500.00	\$0.00	\$37,500.00
<b>TOTAL EXPENDITURE</b>	<b>\$1,937,000.00</b>	<b>\$484,500.00</b>	<b>\$312,089.68</b>	<b>\$172,410.32</b>	<b>\$974,000.00</b>	<b>\$580,291.97</b>	<b>\$393,708.03</b>

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## NOTES

1. Grant funding from GoA has been approved but has yet to be deposited.
2. CPP and EI payments are unequal through the year, anticipate balanced salary budget at year end.
3. Annual payments for printing, Altalis and insurance were made in Q2, anticipate balanced office operations budget at year end.
4. Under budget because of delay in beginning other initiatives work due to delay in Growth Plan approval.

## Agenda Item 7i

<b>Agenda Item</b>	<b>8</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Decision</b>
<b>Subject</b>	<b>Consent Agenda</b>
<b>Meeting Date</b>	<b>September 16, 2022</b>
<i>Motion that the Board the adopt a consent agenda structure for all future meetings of the Board</i>	
<p>Background</p> <ul style="list-style-type: none"> <li>• The CMRB Regulation grants the Board the authority to create internal governance policies and processes. The Board has the authority to strike committees and determine their mandate. Terms of Reference (TOR) were recently updated for Committees of the Board.</li> <li>• During the May 13, 2022 Governance Committee meeting, a motion was passed directing administration to <i>'investigate and make recommendations to the Governance Committee regarding options to gain efficiencies, including potentially combining or eliminating Committees, and to include a review of Board meeting schedules and frequency of meetings.'</i></li> <li>• During the July 28, 2022 meeting of the Governance Committee, the Committee decided that: <ul style="list-style-type: none"> <li>○ Maintaining a Governance Committee was in the best interests of the efficient functioning of the Board and,</li> <li>○ That future meetings of the Board should use a consent agenda structure.</li> </ul> </li> </ul>	
Attachments: Sample Consent Agenda	

## 1. Introduction

The Board has evolved since inception in 2018. Committees have been created, merged and dissolved. Not only are there fewer members around the table, but there is a different tone around the Board table today. When the Board was new, there was a greater desire among members to vet every decision at the Board table.

## 1.1 Consent Agenda of the Board

A consent agenda groups the routine, procedural, informational and self-explanatory items typically found in an agenda. These items are then presented to the Board in a single motion. Consent agendas are popular because they help streamline meetings and allow the focus to be on more substantive agenda items.

For certain *pro forma* items, such as review of quarterly figures or a policy renewal, a new motion for Committees can be introduced where an item is not recommended for approval by the Board, but rather recommended to be added to a Consent Agenda of the Board. This will reduce the number of redundant conversations held at the Board.

It is important to note that if any member would like to discuss any item on a consent agenda, that item can be moved off the consent agenda and moved onto the main agenda at the request of any board member, without requiring a motion for discussion and an individual vote.

## 2. Recommendation

That the Board adopt a consent agenda structure for all future meetings of the Board.

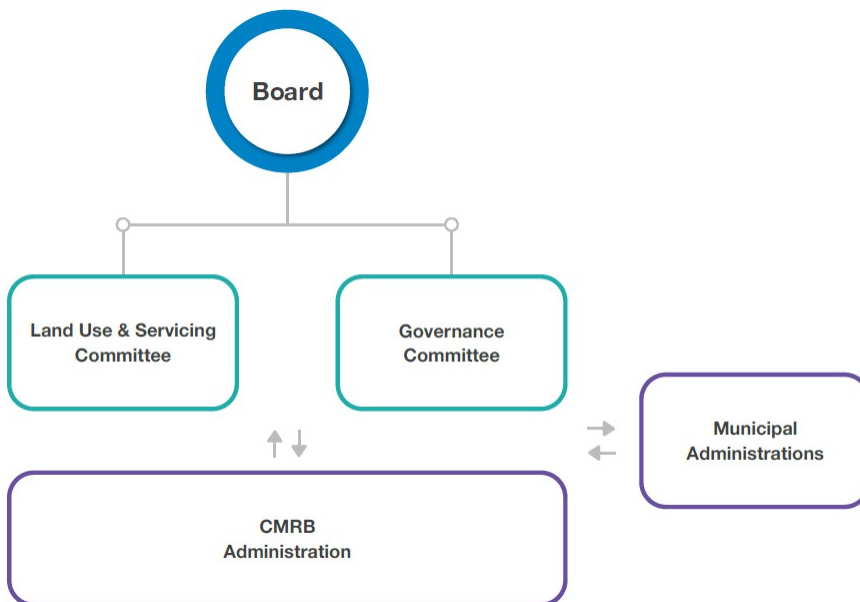


Figure 1: CMRB Structure

**Calgary Metropolitan Region Board  
Example Agenda September 16, 2022, 9:30-12:30**

**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 is enabled, you will hear an audio prompt notifying that the meeting is being recorded.*

- |  |              |
|--|--------------|
| 1. Call to Order & Land Acknowledgment   | Clark/Genung |
| 2. Opening Remarks   | Clark        |
| 3. Adoption of Agenda<br><b><i>For Decision: Motion to adopt and/or revise the Agenda</i></b>  | All          |
| <b>4. Consent Agenda</b>   |              |
| a. Approval of Minutes (Attachment)  | All          |
| b. Q2 Actuals (Attachment)   |              |
| 5. Scoping the Water Roadmap Update Project Charter (Attachment)<br><b><i>For Decision: Motion that the Board approve the project charter for Scoping the Water Road Map Update strategic initiative</i></b>   | Graves       |
| 6. Scoping the Regional Transportation and Transit Plan Project Charter<br><b><i>For Decision: Motion that the Board approve the project charter for Scoping the Regional Transportation and Transit Master Plan strategic initiative</i></b> (Attachment) | Graves       |
| 7. Next Meeting: Friday November 18, 2022  |              |
| 8. Adjournment   |              |

UPCOMING MEETINGS:

Board Meeting	Friday Nov 18 @ 9:30 AM	MRU
Land Use & Servicing Committee	Thursday Oct 6 @ 9:00 AM	GoTo Meeting
Governance Committee	Thursday Oct 28 @ 9:00 AM	GoTo Meeting

<b>Agenda Item</b>	<b>9</b>
<b>Submitted to</b>	<b>Calgary Metropolitan Region Board</b>
<b>Purpose</b>	<b>For Decision</b>
<b>Subject</b>	<b>CMRB Core Funding</b>
<b>Meeting Date</b>	<b>September 16, 2022</b>
<i>Motion that the Board direct Administration to send a letter to the Minister of Municipal Affairs requesting that annual funding to be increased to \$1.5 million.</i>	
<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• The CMRB is funded by the Government of Alberta through the Alberta Community Partnership (ACP) grant program.</li> <li>• The Government of Alberta's Budget 2019/2020 reduced funding to the CMRB as per the below chart.</li> <li>• The gift of \$1,800,000.00 from the Calgary Regional Partnership provides a reserve against the reduced funding in upcoming years.</li> <li>• The Board has assumed responsibility for advocacy function.</li> </ul>	
<p><b>Attachments</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>	

## 1. Background

The CMRB has completed the Growth and Servicing Plans and they have been approved by the Minister and came into effect on August 15, 2022. The Board has approved a schedule for future work, outside of the implementation of the Growth and Servicing Plans, and Administration has begun this work.

The Government of Alberta has indicated that it plans to fund both the CMRB and EMRB at \$1 million per year on a go forward basis. Their rationale is that both member municipalities and the provincial government benefit from Growth Management Boards.

In January 2021, the Board approved the Reserve Funds Policy, which indicates that CMRB Administration shall, in each budget year, determine a reserve fund minimum, below which reserve funds are not allowed to fall. The Reserve Funds Policy can be found on the CMRB website [here](#). This is important to note as, at current funding levels, CMRB members will have to participate in a levy to fund the organization in the coming years.



The below chart details CMRB funding since inception.

## 2. Funding Summary

<b>Funded Activity</b>	<b>Grant Total</b>
2017/18 CMRB Start-up and Core Administration	\$2,070,000  (\$1,500,000 + \$570,000 (CRP Surplus))
2019/20 CMRB Core Administration Costs	\$2,000,000
2020/21 CMRB Core Administration Costs	\$1,750,000
2021/22 CMRB Core Administration Costs	\$1,500,000
<b>Total CMRB Core Administration Approved Funding</b>	<b>\$7,320,000</b>
2022/23 CMRB Core Administration Costs	\$1,000,000 Approved
2023/24 CMRB Core Administration Costs	\$1,000,000 Estimate – subject to Approval

## 3. CMRB Core Administration Costs

Previous discussions in Board, Governance and Advocacy Committee meetings have touched on the need to discuss the funding of the CMRB with the Minister. However, there was a desire to wait until after the Growth and Servicing Plans were approved by the Minister.

Developing the required Growth and Servicing Plan (detailed in the Calgary Metropolitan Region Board Regulation) cost roughly \$1,900,000.00 per year.

Current budget estimates show that operation of the CMRB, not including initiatives above and beyond the implementation of the Growth and Servicing Plans, is roughly \$1,400,000.00.

Previously, Board members have put forth a position that because the Minister is requiring this level of effort, it should be fully funded by Alberta Municipal Affairs. Any initiatives above and beyond the development and implementation of the Growth Plan would be the responsibility of member municipalities to fund through levies.

#### **4. Recommendation**

*Motion that the Board direct Administration to send a letter to the Minister of Municipal Affairs requesting that annual funding to be increased to \$1.5 million.*

<b>Agenda Item</b>	<b>10</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Decision</b>
<b>Subject</b>	<b>Board &amp; Committee Dates 2023</b>
<b>Meeting Date</b>	<b>September 16 2022</b>
<i>Motion that the Board approve the 2023 Board and Committee Dates</i>	
<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• Board and Committee dates are scheduled in advance of the coming year.</li> <li>• The January and February Board meeting dates are intended to be strategic planning sessions.</li> <li>• A list of dates, as well as a monthly calendar of dates (including holidays and other conflicts) is attached for reference.</li> </ul>	
<p><b>Attachment: 2023 Proposed CMRB Board &amp; Committee Meetings in list form and calendar form.</b></p>	

**Proposed CMRB Board & Committee Dates – 2023**

<b>Meeting Type</b>	<b>2023 Dates</b>
Board	○ Friday January 20
Land Use & Servicing Committee	○ Thursday February 2
Board	○ Friday February 24
Land Use & Servicing Committee	○ Thursday March 9
Land Use & Servicing Committee	○ Thursday April 13
Governance Committee	○ Friday April 14
Board	○ Friday April 28
Land Use & Servicing Committee	○ Thursday May 11
Land Use & Servicing Committee	○ Thursday June 8
Board	○ Friday June 23
Land Use & Servicing Committee	○ Thursday July 6
Board	○ Friday July 21
	<b>No meetings in August</b>
Board	○ Friday September 15
Land Use & Servicing Committee	○ Thursday September 21
Governance Committee	○ Friday October 13
Land Use & Servicing Committee	○ Thursday October 19
Land Use & Servicing Committee	○ Thursday November 16
Board	○ Friday November 24
Governance Committee	○ Friday December 8
Board	○ Friday December 15

# January 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
	1 Day Off for New Year's	2	3	4	5	6	7
	8	9	CBE & CCSD BREAK-----				14
15	16	17	18	19	20 <b>BOARD</b> (Strat Planning)	21	
22	23	24	25	26	27	28	
29	30	31					

# February 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
				1	2	3	4
				<b>LU&amp;S</b>			
5	6	7	8	9	10	11	
			FCM in Ottawa-----				
12	13	14	15	16	17	18	
				CBE & CCSD BREAK-----			
19	20 Family Day	21	22	23	24 <b>BOARD</b> (Strat Planning)	25	
26	27	28					

# March 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
				1	2	3	4
5	6	7	8	<b>LU&amp;S</b>	9	10	11
12	13	14	15	16	17	18	
19	20	21	22	23	24	25	
	RMA Convention-----						
26	27	28	29	30	31		
	CBE Break-----						

# April 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	GOOD FRIDAY	8
9	EASTER MONDAY	10	11	12	<b>LU&amp;S</b>	14
		CCSD Break-----			<b>GOVERNANCE COMMITTEE</b>	15
16	17	18	19	20	21	22
23	24	25	26	27	<b>BOARD</b>	29
30						

# May 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11 <b>LU&amp;S</b>	12	13
14	15	16	17	18	19	20
21	22 Victoria Day	23	24	25 FCM Toronto-----	26	27
28	29	30	31			

# June 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
4	5	6	7	8 <b>LU&amp;S</b>	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23 <b>BOARD</b>	24
25	26	27	28	29	30	

# July 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1 CANADA DAY
2	3	4	5	6 LU&S	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21 BOARD	22
23	24	25	26	27	28	29
30	31					

# August 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
6	7 Civic Holiday	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		



# September 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4 Labour Day	5	6	7	8	9
10	11	12	13	14	15 <b>BOARD</b>	16
17	18	19	20	21 <b>LU&amp;S</b>	22	23
24	25	26	27 AUMA-----	28	29	30 Nat'l Day for Truth & Reconciliation

# October 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9 Thanksgiving	10	11	12	13 <b>GOVERNANCE COMMITTEE</b>	14
15	16	17	18	19 <b>LU&amp;S</b>	20	21
22	23	24	25	26	27	28
29	30	31				

# November 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
				1	2	3	4
5	6	7	8	9	10	11	Remembrance Day
	RMA Convention-----						
12	13	14	15	16	17	18	
				LU&S			
19	20	21	22	23	24	25	
					BOARD		
26	27	28	29	30			

# December 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
						1	2
3	4	5	6	7	8	9	
					GOVERNANCE COMMITTEE		
10	11	12	13	14	15	16	
					BOARD		
17	18	19	20	21	22	23	
24	25	26	27	28	29	30	
	CHRISTMAS BREAK						
31							